Cyngor Sir
CEREDIGION
County Council

Neuadd Cyngor Ceredigion, Penmorfa,
Aberaeron, Ceredigion SA46 0PA
www.ceredigion.gov.uk

13 April 2023

Dear Sir / Madam

I write to inform you that a MEETING of COUNCIL will be held at Neuadd Cyngor Ceredigion, Penmorfa, Aberaeron and remotely via video conferencing on Thursday, 20 April 2023 at 10.00 am for the transaction of the following business:

1.   **Apologies**

2.   **Disclosure of personal / prejudicial interests**

3.   **Personal matters**

4.   **To confirm the Minutes of the Meetings of the Council held on 2 March 2023 and 9 March 2023 (Pages 5 - 22)**

5.   **To consider the following motion submitted under Rule 10.1 of the Council's Rules of Procedure: (Pages 23 - 24)**

        Proposer: Councillor Meirion Davies
        Seconder: Councillor Paul Hinge

        Council notes:
        Given the crisis facing the rural bus network in Ceredigion and rural Wales, Ceredigion Council urges Welsh Government to set up a rural transport task force to urgently tackle this issue.

        We recognise that residents and visitors have not returned to public transport post-Covid, in the numbers we would expect. However, as a result of the withdrawal of many rural bus routes due to affordability, our

communities are becoming increasingly isolated from accessing public services and socialising with friends and family.

The withdrawal of many rural bus routes exacerbates rural poverty where the impact is felt most greatly. Vulnerable adults, including older people, and those without transport have a right to access public transport in their communities.

Ceredigion Council supports Welsh Government's focus on tackling the climate emergency. Yet by asking residents to move from cars to public transport, investment and the accompanying subsidy for a rural transport infrastructure is required.

Rural transport must have parity with our larger towns and cities if we are to seriously tackle the climate emergency, and to prevent rural communities from being further isolated.

Therefore, Council notes:

1. *That Ceredigion Council asks Welsh Government to acknowledge that there needs to be investment in transport in rural communities, and subsidised accordingly.*
2. *That public transport in rural communities such as those in Ceredigion, which have been adversely impacted by the underfunding of public transport from Welsh Government, seeks parity of access similar to larger communities.*
3. *That a rural transport task force is established immediately by Welsh Government and in conjunction with key stakeholders like Ceredigion Council, to tackle the issue of rural transport.*

6. **To consider a report by the Corporate Lead Officer: Legal and Governance and Monitoring Officer upon the Draft Annual Governance Statement 2022-23 and Local Code of Corporate Governance 2023-24 (Pages 25 - 162)**

7. **To consider a report of the Corporate Lead Officer: Policy, Performance and Public Protection upon the Ceredigion Local Well-being Plan 2023-2028 (Pages 163 - 286)**

8. **To consider a report by the Corporate Lead Officer: Democratic Services upon the Schedule of Member Remuneration for 2023/24 (Pages 287 - 344)**

9. **To consider a report by the Corporate Lead Officer: Democratic Services upon a Members' Survey in relation to the Timing of Meetings of the Council and its Committees (Pages 345 - 352)**

10. To consider a report by the Chief Executive and Electoral Registration Officer and Returning Officer and Corporate Lead Officer: Democratic Services upon a Review of Communities and Electoral Arrangements - Council Size Policy (Pages 353 - 358)

11. To consider a report by the Corporate Lead Officer: Democratic Services upon the Amendments to the Membership of the Community Health Council (Pages 359 - 360)

12. To consider a report by the Corporate Lead Officer: Legal and Governance and Monitoring Officer upon the Nomination of Trustee to the charity known as Llandysul Memorial Park (Pages 361 - 372)

13. To confirm Members of the Council to the Committees of the Council for the ensuing Municipal Year (Pages 373 - 380)

14. To elect a Chairman-elect for the Council for 2023/24 to be installed at the Annual Meeting to be held at 2:00pm on Friday, 19 May 2023

15. To elect a Vice-Chairman-elect for the Council for 2023/24 to be installed at the Annual Meeting to be held at 2:00pm on Friday, 19 May 2023

Members are reminded to sign the Attendance Register.

A Translation Service will be provided at this meeting and those present are welcome to speak in Welsh or English at the meeting.

Yours faithfully

Ll Edwards

Miss Lowri Edwards
Corporate Lead Officer: Democratic Services

To: Chairman and Members of Council

This page is intentionally left blank

**Minutes of the Meeting of CEREDIGION COUNTY COUNCIL
held at Neuadd y Cyngor, Penmorfa, Aberaeron and remotely via
video-conferencing on Thursday, 2nd March, 2023**

PRESENT: Councillor Ifan Davies (Chair), Councillors Bryan Davies, Catrin M S Davies, Clive Davies, Euros Davies, Gareth Davies, Gethin Davies, Marc Davies, Meirion Davies, Rhodri Davies, Steve Davies, Amanda Edwards, Endaf Edwards, Elaine Evans, Elizabeth Evans, Eryl Evans, Gwyn Wigley Evans, Keith Evans, Rhodri Evans, Wyn Evans, Keith Henson, Paul Hinge, Geraint Hughes, Hugh Hughes, Chris James, Gwyn James, Ceris Jones, Maldwyn Lewis, Gareth Lloyd, Sian Maehrlein, Ann Bowen Morgan, Caryl Roberts, John Roberts, Mark Strong, Wyn Thomas, Matthew Vaux, Alun Williams and Carl Worrall.

(10.00am - 12.50pm)

Procedure
The Chairman of the Council, Councillor Ifan Davies welcomed all to the meeting and confirmed that the meeting was being webcasted.

1   Apologies
No apologies were received.

2   Disclosure of personal / prejudicial interests
Councillors Euros Davies, Gareth Davies, Gwyn Wigley Evans and Gareth Lloyd declared a personal interest in relation to Item 5.

3   Personal matters
a) Councillor Ifan Davies extended condolences to the family of Mr Dai Lloyd Evans, a former Leader of Ceredigion Council and Councillor for many decades. This was reiterated by Councillor Bryan Davies and Councillor Keith Evans who paid tribute to Mr Dai Lloyd Evans;

The Council observed a minutes' silence.

b) Councillor Paul Hinge thanked Vernon Jones, Clerk to the Community Council who will be standing down after 52 years of public service;
c) Councillor Carol Worrall congratulated Daphne Muriel Day on celebrating her 100th birthday
d) Councillor Keith Evans extended condolences to the family of Emlyn Watkin, a former Head of Finances at Ceredigion County Council;
e) Councillor Keith Evans congratulated Ella Davies, Llandysul on celebrating her 100th birthday.
f) Councillor Ann Bowen Morgan congratulated Merched y Wawr Lampeter on celebrating 50 years;
g) Councillor Ann Bowen Morgan congratulated Lampeter Town council and the University at Lampeter for establishing a Hag Harris Memorial Prize;
h) Councillor Maldwyn Lewis congratulated Rhydlewis Bowling Club on their success in reaching the top of the league, and representing both Ceredigion and Wales;

1

i) Councillor Rhodri Evans congratulated Ann Jones on being appointed Deputy Lieutenant for Ceredigion

j) Councillor Rhodri Evans congratulated Sion Davies, a pupil at Ysgol Henry Richard who will representing the Wales Darts Team in Gibraltar;

k) Councillor Catrin M S Davies congratulated Gwyneth Keyworth on winning WhatsOnStage for Best Supportive Performer in a Play for her role in To Kill a Mockingbird;

l) Councillor Catrin M S Davies thanked all those that assisted in making sure that the Young Farmers' Club Half Hour Entertainment was a huge success;

m) Councillor Catrin M S Davies congratulated Beca Williams on winning Best Actress at the Young Farmers' Club Half Hour Entertainment;

n) Councillor Catrin M S Davies congratulated Dafydd Williams on winning Best Actor in the under 16 category at the Young Farmers' Club Half Hour Entertainment;

o) Councillor Catrin M S Davies congratulated Elen Pencwm on winning Best Producer at the Young Farmers' Club Half Hour Entertainment;

p) Councillor Eryl Evans congratulated Bro Dderi Young Farmers' Club on their success at the Young Farmers' Club Half Hour Entertainment;

q) Councillor Eryl Evans congratulated Elliw Dafydd on winning Best Producer at the Young Farmers' Club Half Hour Entertainment;

r) Councillor Eryl Evans congratulated Betrys Davies on winning Best Actress under 16 category at the Young Farmers' Club Half Hour Entertainment;

s) Councillor Eryl Evans congratulated Martha Thomas on winning third prize in the Best Actress under 16 category at the Young Farmers' Club Half Hour Entertainment;

t) Councillor Eryl Evans congratulated Ifan Meredith and Gruffydd Davies on winning joint third prize in the Best Actor under 16 category at the Young Farmers' Club Half Hour Entertainment;

u) Councillor Eryl Evans congratulated Lowri Elen on winning Best Actress over 16 at the Young Farmers' Club Half Hour Entertainment;

v) Councillor Eryl Evans congratulated Ebenezer Chapel, Llangybi on celebrating 250 years;

w) Councillor Keith Henson congratulated Ronald H Thomas on 48 years of service to Ceredigion County Council and wished him well on his retirement;

x) Councillor Amanda Edwards extended her condolences to the family of Margaret Symmonds, who assisted with canvassing and at an election station between 2005 and 2022;

y) Councillor Gareth Lloyd congratulated all the Young Farmers' Clubs on their success at the Half Hour's Entertainment competition and especially Pontsian Young Farmers' Club and extended his best wishes as they progress to the next round;

z) Councillor Gareth Lloyd congratulated Sion Wyn Evans and Endaf Griffiths on being appointed the new Senior and Junior Members of the Young Farmers in Ceredigion and thanked the outgoing Members Sioned Davies and Caryl Davies for all their work;

2

aa) Councillor Wyn Evans congratulated Lledrod Young Farmers' Club for their efforts, and especially Emrys Jones on winning second prize for best actor at the Young Farmers' Club Half Hour Entertainment;

bb) Councillor Ifan Davies congratulated Ysgol Feithrin Pontrhydfendigaid on receiving an excellent report following an Estyn Inspection, which has been invited to produce a best practice case study to be shared with others throughout the Mudiad Ysgolion Meithrin in Wales.

4   **Minutes of the Meetings of the Council held on 26 January 2023**
It was **RESOLVED** to confirm as a true record the Minutes of the Council meeting held on 26 January 2023.

5   **Joint Report of the Leader, Cabinet Member with responsibility for Financial Services and the Corporate Lead Officer: Finance and Procurement upon the Budget 2023/24, including the Three-Year Capital Programme and Prudential Indicators and Treasury Management**
Councillor Bryan Davies, Leader of the Council presented the report noting that the information had been considered by the Cabinet and all Overview and Scrutiny Committees, and that a proposal put forward by Scrutiny not to introduce parking charges in Tregaron and Llandysul was agreed by Cabinet and included in the report.

Councillor Bryan Davies thanked the Officers, noting that Cabinet had set them a challenge to balance the budget without affecting jobs or frontline services as far as possible. He noted that inflation, cost pressures such as energy, fuel, pay awards and increasing demands of the Social Care budget, and cost of living costs meant a budget shortfall of £22m and that the Welsh Government Settlement increase of 8.1% for 2023/24 meant that £12m savings would need to be made or met from income sources. A 7.3% increase to Council Tax was proposed by Cabinet, which includes 6% to meet the Council's increased cost pressures and a non-negotiable increase to the Mid and West Wales Fire Authority levy from their 13% budget, which equates to an additional 1.3% on the Council Tax.

Councillor Gareth Davies, Cabinet Member for Finance and Procurement noted that they could not guarantee that there wouldn't be any job cuts, and that continuing uncertainty regarding pay negotiations could impact Council reserves, and potentially exceed the amount set aside. He thanked the Overview and Scrutiny Committees for their open and mature discussions, noting that had Members wished to propose alternative solutions, that these would need to be presented during Scrutiny in order that the Section 151 Officer to be able to cost the proposals and give an assurance on the robustness of any such plans.

Eifion Evans, Chief Executive acknowledged the background work carried out by all Officers to identify savings and ensure that jobs and services are protected as much as possible. He noted that it is recognised by external regulators that Ceredigion County Council continues to deliver high quality services despite the challenges. However it is anticipated that the budget for the following year will be even more challenging.

3

The Corporate Lead Officer :Finance & Procurement confirmed his opinion on the Budget as Section 151 officer, which included providing an update on the WG Final Settlement and the recent tabling of Pay Offers for general staff for 2023/24.

Councillor Gareth Lloyd, Leader of the Independent Group noted that the Fire Authority Levy had historically been very low, and that there is only one full-time manned Fire Station across Ceredigion and Powys. This has had an impact on staffing, and that they are looking to attract new people by reviewing contracts of employment, which is part of the reason for the significant increase to the Levy. He thanked everyone for their work, and thanked Cabinet for listening to the recommendations by Scrutiny. In advance of next year's budget, he noted that the Council would need to commence work immediately by reviewing income such as parking and rents, as well as savings from agency staff and purchasing equipment as opposed to hiring.

Councillor Elizabeth Evans, Leader of the Liberal Democrat Group thanked Officers for involving Group Leaders at an early stage, and for listening to their proposals. She noted that this was an unprecedented rise in Council Tax, however residents view potential reduction to services with much discontent, together with concern that yet another increase in household costs could push ever more people into hardship. She noted that morale is also very low amongst Members; however any reduction below 7.3% would lead to further reduction to services, and that she could not oppose the rise when as an Opposition Group, they cannot suggest any alternatives to alleviate the situation. As an example the difference between 6.0% and 7.3% Council Tax levels worked at to be 37p per week for a Band D property.

Councillor Gareth Lloyd proposed that that the vote in relation to Recommendations 1 – 5 would be a Recorded vote. This was seconded by Councillor Gareth Davies. A vote was taken and agreed unanimously.

A Recorded vote was taken for recommendations 1 to 5 of the report, as agreed and in accordance with Rule 14.5 of the Council Procedure Rules contained in the Council's Constitution.

For: Councillors Bryan Davies, Catrin M S Davies, Clive Davies, Euros Davies, Gareth Davies, Gethin Davies, Ifan Davies, Marc Davies, Meirion Davies, Rhodri Davies, Amanda Edwards, Endaf Edwards, Elaine Evans, Elizabeth Evans, Eryl Evans, Gwyn Wigley Evans, Keith Evans, Rhodri Evans, Wyn Evans, Keith Henson, Paul Hinge, Geraint Hughes, Hugh Hughes, Chris James, Gwyn James, Ceris Jones, Maldwyn Lewis, Gareth Lloyd, Sian Maehrlein, Ann Bowen Morgan, Caryl Roberts, John Roberts, Mark Strong, Wyn Thomas, Matthew Vaux, Alun Williams and Carl Worrall (37).

Against: None (0)

4

Abstain: None (0)

Councillor Steve Davies did not vote.

Following a recorded vote, it was **RESOLVED**:

1. To note that, in the opinion of the Corporate Lead Officer: Finance & Procurement (Section 151 Officer):
   • the 2023/24 Budget estimates have been prepared in a robust manner, and
   • the proposed level of Earmarked Reserves and General Balances is adequate in respect of the forthcoming financial year.
2. To approve the Revenue Budget Requirement for 2023/24 of £180.101m, as set out in Appendix 1.
3. To approve the detailed Updated 2022/23 Budgets and 2023/24 Budgets, as set out in Appendix 2.
4. To levy a Band D Council Tax of £1,553.60 for 2023/24 for Ceredigion County Council purposes, representing an increase of £105.70 or 7.3%.
5. To note that the 7.3% Band D Council Tax increase represents an increase of 6.0% for core Council Services and a further 1.3% in order to fund an increase in the Mid & West Wales Fire Authority levy for 2023/24.

   Following a further vote, it was also **RESOLVED**:
   6. To approve the Capital Strategy, as set out in Appendix 3.
   7. To approve the Multi-year Capital Programme, as set out in Appendix 4.
   8. To approve the Prudential Indicators, as set out in the Appendix 5.
   9. To delegate authority to the CLO – Finance & Procurement to effect movement within the total of the Authorised limit of external borrowing, and the Operational boundary.

6   **Report of the Corporate Lead Officer: Finance and Procurement upon Council Tax Setting for 2023/24**
   3.1   To note that at its meeting on 6 December 2022 the following amounts were approved by the Council's Cabinet for the year 2023/24 in accordance with regulations made under Section 33(5) of the Local Government Finance Act 1992:

   (a)   32,767.99 being the amount calculated by the Council, in accordance with the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended by the Local Authorities (Calculation of Council Tax Base) and Council Tax (Prescribed Classes of Dwellings) (Wales) (Amendment) Regulations 2004, as its Council Tax Base for the area.

   (b) PART OF THE COUNCIL'S AREA

5

The Town and Community Council Areas of:	Basic Council Tax	The Town and Community Council Areas of:	Basic Council Tax
ABERYSTWYTH	1,695.58	TREGARON	1,594.32
ABERAERON	1,609.60	YSBYTY YSTWYTH	1,568.03
ABERTEIFI / CARDIGAN	1,599.93	YSTRAD FFLUR	1,576.65
LLANBEDR P.S. / LAMPETER	1,592.44	YSTRAD MEURIG	1,566.60
CEI NEWYDD / NEW QUAY	1,576.85	CILIAU AERON	1,567.62
BORTH	1,585.12	HENFYNYW	1,567.13
CEULANAMAESMAWR	1,590.82	LLANARTH	1,566.24
BLAENRHEIDOL	1,575.91	LLANDYSILOGOGO	1,572.34
GENEU'R GLYN	1,580.18	LLANFAIR CLYDOGAU	1,564.94
LLANBADARN FAWR	1,601.92	LLANFIHANGEL YSTRAD	1,568.59
LLANGYNFELIN	1,579.51	LLANGYBI	1,567.71
LLANFARIAN	1,572.97	LLANLLWCHAEARN	1,576.61
LLANGWYRYFON	1,568.21	LLANSANTFFRAED	1,592.45
LLANILAR	1,568.14	LLANWENOG	1,579.23
LLANRHYSTUD	1,572.64	LLANWNNEN	1,569.82
MELINDWR	1,567.04	DYFFRYN ARTH	1,579.19
PONTARFYNACH	1,567.97	ABERPORTH	1,590.01
TIRYMYNACH	1,578.03	BEULAH	1,582.32
TRAWSGOED	1,565.21	LLANDYFRIOG	1,571.65
TREFEURIG	1,570.12	LLANDYSUL	1,591.43
FAENOR	1,594.44	LLANGOEDMOR	1,604.16
YSGUBOR-Y-COED	1,575.02	LLANGRANNOG	1,578.11
LLANDDEWI BREFI	1,584.44	PENBRYN	1,569.92
LLANGEITHO	1,568.41	TROEDYRAUR	1,570.19
LLEDROD	1,561.10	Y FERWIG	1,592.54
NANTCWNLLE	1,559.41		

COUNCIL TAX BASE 32,767.99

being the amounts calculated by the Council, in accordance with Regulation 6 of the 1995 Regulations (as amended by the 2004 Regulations), as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items relate;

3.2 To approve the amounts calculated by the Council for the year 2023/24 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992 as set out below:-

(a) £269,760,426 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the Act. This includes £190,000 in respect of National Non-Domestic Rates Relief.

(b) £88,284,000 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act.

(c) £181,476,426 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the

6

Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year.

(d) **£129,192,414** being the aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of redistributed non-domestic rates and its revenue support grant.

(e) **£1,595.58** being the amount at (c) above, less the amount at (d) above divided by the Council Tax Base, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year.

(f) **£1,375,663** being the aggregate amount of all special items referred to in Section 34(1) of the Act.

(g) **£1,553.60** being the amount at (e) above less the result given by dividing the amount at (f) above by the Council Tax Base calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year.

(h) **PART OF THE COUNCIL'S AREA**

The Town and Community Council Areas of:	Basic Council Tax	The Town and Community Council Areas of:	Basic Council Tax
ABERYSTWYTH	1,695.58	TREGARON	1,594.32
ABERAERON	1,609.60	YSBYTY YSTWYTH	1,568.03
ABERTEIFI / CARDIGAN	1,599.93	YSTRAD FFLUR	1,576.65
LLANBEDR P.S. / LAMPETER	1,592.44	YSTRAD MEURIG	1,566.60
CEI NEWYDD / NEW QUAY	1,576.85	CILIAU AERON	1,567.62
BORTH	1,585.12	HENFYNYW	1,567.13
CEULANAMAESMAWR	1,590.82	LLANARTH	1,566.24
BLAENRHEIDOL	1,575.91	LLANDYSILOGOGO	1,572.34
GENEU'R GLYN	1,580.18	LLANFAIR CLYDOGAU	1,564.94
LLANBADARN FAWR	1,601.92	LLANFIHANGEL YSTRAD	1,568.59
LLANGYNFELIN	1,579.51	LLANGYBI	1,567.71
LLANFARIAN	1,572.97	LLANLLWCHAEARN	1,576.61
LLANGWYRYFON	1,568.21	LLANSANTFFRAED	1,592.45
LLANILAR	1,568.14	LLANWENOG	1,579.23
LLANRHYSTUD	1,572.64	LLANWNNEN	1,569.82
MELINDWR	1,567.04	DYFFRYN ARTH	1,579.19
PONTARFYNACH	1,567.97	ABERPORTH	1,590.01
TIRYMYNACH	1,578.03	BEULAH	1,582.32
TRAWSGOED	1,565.21	LLANDYFRIOG	1,571.65
TREFEURIG	1,570.12	LLANDYSUL	1,591.43
FAENOR	1,594.44	LLANGOEDMOR	1,604.16
YSGUBOR-Y-COED	1,575.02	LLANGRANNOG	1,578.11
LLANDDEWI BREFI	1,584.44	PENBRYN	1,569.92
LLANGEITHO	1,568.41	TROEDYRAUR	1,570.19
LLEDROD	1,561.10	Y FERWIG	1,592.54
NANTCWNLLE	1,559.41		

being the amounts given by adding to the amount at 3.2(g) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned

7

above divided in each case by the amount at 3.1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.

(i) PART OF THE COUNCIL'S AREA

THE TOWN AND COMMUNITY COUNCIL AREAS OF:	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £	Band I £
ABERYSTWYTH	1130.38	1318.79	1507.18	1695.58	2072.37	2449.17	2825.96	3391.16	3956.36
ABERAERON	1073.06	1251.92	1430.76	1609.60	1967.28	2324.98	2682.66	3219.20	3755.74
ABERTEIFI / CARDIGAN	1066.62	1244.39	1422.16	1599.93	1955.47	2311.01	2666.55	3199.86	3733.17
LLANBEDR P.S. / LAMPETER	1061.62	1238.57	1415.50	1592.44	1946.31	2300.19	2654.06	3184.88	3715.70
CEI NEWYDD / NEW QUAY	1051.23	1226.44	1401.65	1576.85	1927.26	2277.67	2628.08	3153.70	3679.32
BORTH	1056.74	1232.88	1409.00	1585.12	1937.36	2289.62	2641.86	3170.24	3698.62
CEULANAMAESMAWR	1060.54	1237.31	1414.06	1590.82	1944.33	2297.85	2651.36	3181.64	3711.92
BLAENRHEIDOL	1050.60	1225.71	1400.81	1575.91	1926.11	2276.32	2626.51	3151.82	3677.13
GENEU'R GLYN	1053.45	1229.03	1404.61	1580.18	1931.33	2282.48	2633.63	3160.36	3687.09
LLANBADARN FAWR	1067.94	1245.94	1423.93	1601.92	1957.90	2313.89	2669.86	3203.84	3737.82
LLANGYNFELIN	1053.00	1228.51	1404.01	1579.51	1930.51	2281.52	2632.51	3159.02	3685.53
LLANFARIAN	1048.64	1223.43	1398.20	1572.97	1922.51	2272.07	2621.61	3145.94	3670.27
LLANGWYRYFON	1045.47	1219.72	1393.97	1568.21	1916.70	2265.19	2613.68	3136.42	3659.16
LLANILAR	1045.42	1219.67	1393.90	1568.14	1916.61	2265.09	2613.56	3136.28	3659.00
LLANRHYSTUD	1048.42	1223.17	1397.90	1572.64	1922.11	2271.59	2621.06	3145.28	3669.50
MELINDWR	1044.69	1218.81	1392.93	1567.04	1915.27	2263.50	2611.73	3134.08	3656.43
PONTARFYNACH	1045.31	1219.54	1393.75	1567.97	1916.40	2264.85	2613.28	3135.94	3658.60
TIRYMYNACH	1052.02	1227.36	1402.70	1578.03	1928.70	2279.38	2630.05	3156.06	3682.07
TRAWSGOED	1043.47	1217.39	1391.30	1565.21	1913.03	2260.86	2608.68	3130.42	3652.16
TREFEURIG	1046.74	1221.21	1395.66	1570.12	1919.03	2267.95	2616.86	3140.24	3663.62
FAENOR	1062.96	1240.12	1417.28	1594.44	1948.76	2303.08	2657.40	3188.88	3720.36
YSGUBOR-Y-COED	1050.01	1225.02	1400.02	1575.02	1925.02	2275.03	2625.03	3150.04	3675.05
LLANDDEWI BREFI	1056.29	1232.35	1408.39	1584.44	1936.53	2288.64	2640.73	3168.88	3697.03
LLANGEITHO	1045.60	1219.88	1394.14	1568.41	1916.94	2265.48	2614.01	3136.82	3659.63
LLEDROD	1040.73	1214.19	1387.65	1561.10	1908.01	2254.92	2601.83	3122.20	3642.57
NANTCWNLLE	1039.60	1212.88	1386.14	1559.41	1905.94	2252.48	2599.01	3118.82	3638.63
TREGARON	1062.88	1240.03	1417.18	1594.32	1948.61	2302.91	2657.20	3188.64	3720.08
YSBYTY YSTWYTH	1045.35	1219.58	1393.81	1568.03	1916.48	2264.93	2613.38	3136.06	3658.74
YSTRAD FFLUR	1051.10	1226.29	1401.47	1576.65	1927.01	2277.38	2627.75	3153.30	3678.85
YSTRAD MEURIG	1044.40	1218.47	1392.54	1566.60	1914.73	2262.87	2611.00	3133.20	3655.40
CILIAU AERON	1045.08	1219.26	1393.44	1567.62	1915.98	2264.34	2612.70	3135.24	3657.78
HENFYNYW	1044.75	1218.88	1393.01	1567.13	1915.38	2263.63	2611.88	3134.26	3656.64
LLANARTH	1044.16	1218.19	1392.22	1566.24	1914.29	2262.35	2610.40	3132.48	3654.56
LLANDYSILOGOGO	1048.22	1222.94	1397.64	1572.34	1921.74	2271.16	2620.56	3144.68	3668.80
LLANFAIR CLYDOGAU	1043.29	1217.18	1391.06	1564.94	1912.70	2260.47	2608.23	3129.88	3651.53

8

	A	B	C	D	E	F	G	H	I
LLANFIHANGEL YSTRAD	1045.72	1220.02	1394.30	1568.59	1917.16	2265.74	2614.31	3137.18	3660.05
LLANGYBI	1045.14	1219.33	1393.52	1567.71	1916.09	2264.47	2612.85	3135.42	3657.99
LLANLLWCHAEARN	1051.07	1226.26	1401.43	1576.61	1926.96	2277.33	2627.68	3153.22	3678.76
LLANSANTFFRAED	1061.63	1238.58	1415.51	1592.45	1946.32	2300.21	2654.08	3184.90	3715.72
LLANWENOG	1052.82	1228.29	1403.76	1579.23	1930.17	2281.11	2632.05	3158.46	3684.87
LLANWNNEN	1046.54	1220.98	1395.40	1569.82	1918.66	2267.52	2616.36	3139.64	3662.92
DYFFRYN ARTH	1052.79	1228.26	1403.73	1579.19	1930.12	2281.05	2631.98	3158.38	3684.78
ABERPORTH	1060.00	1236.68	1413.34	1590.01	1943.34	2296.68	2650.01	3180.02	3710.03
BEULAH	1054.88	1230.70	1406.51	1582.32	1933.94	2285.57	2637.20	3164.64	3692.08
LLANDYFRIOG	1047.76	1222.40	1397.02	1571.65	1920.90	2270.16	2619.41	3143.30	3667.19
LLANDYSUL	1060.95	1237.78	1414.61	1591.43	1945.08	2298.73	2652.38	3182.86	3713.34
LLANGOEDMOR	1069.44	1247.68	1425.92	1604.16	1960.64	2317.12	2673.60	3208.32	3743.04
LLANGRANNOG	1052.07	1227.42	1402.77	1578.11	1928.80	2279.49	2630.18	3156.22	3682.26
PENBRYN	1046.61	1221.05	1395.49	1569.92	1918.79	2267.66	2616.53	3139.84	3663.15
TROEDYRAUR	1046.79	1221.26	1395.73	1570.19	1919.12	2268.05	2616.98	3140.38	3663.78
Y FERWIG	1061.69	1238.65	1415.59	1592.54	1946.43	2300.34	2654.23	3185.08	3715.93

being the amounts given by multiplying the amounts at 3.2(h) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

3.3   **To note the amounts in precepts issued to the Council by the Police and Crime Commissioner for Dyfed-Powys for 2023/24 in accordance with Section 47 of the Police Reform and Social Responsibility Act, for each category of dwelling as shown below:-**

Dyfed-Powys Police Council Tax
VALUATION BANDS

A £	B £	C £	D £	E £	F £	G £	H £	I £
208.43	243.17	277.91	312.65	382.13	451.61	521.08	625.30	729.52

3.4   **To set the Council Tax in accordance with Section 30 of the Local Government Finance Act 1992. Having calculated the aggregate in each case of the amounts at 3.2(i) and 3.3 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts, which can be seen in Appendix A, as the amounts of Council Tax for the year 2023/24 for each of the categories of dwellings.**

9

THE TOWN AND COMMUNITY COUNCIL AREAS OF:	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £	Band I £
ABERYSTWYTH	1338.82	1561.96	1785.09	2008.23	2454.50	2900.77	3347.05	4016.46	4685.87
ABERAERON	1281.50	1495.09	1708.67	1922.25	2349.41	2776.58	3203.75	3844.50	4485.25
ABERTEIFI / CARDIGAN	1275.06	1487.56	1700.07	1912.58	2337.60	2762.61	3187.64	3825.16	4462.68
LLANBEDR P.S. / LAMPETER	1270.06	1481.74	1693.41	1905.09	2328.44	2751.79	3175.15	3810.18	4445.21
CEI NEWYDD / NEW QUAY	1259.67	1469.61	1679.56	1889.50	2309.39	2729.27	3149.17	3779.00	4408.83
BORTH	1265.18	1476.05	1686.91	1897.77	2319.49	2741.22	3162.95	3795.54	4428.13
CEULANAMAESMAWR	1268.98	1480.48	1691.97	1903.47	2326.46	2749.45	3172.45	3806.94	4441.43
BLAENRHEIDOL	1259.04	1468.88	1678.72	1888.56	2308.24	2727.92	3147.60	3777.12	4406.64
GENEU'R GLYN	1261.89	1472.20	1682.52	1892.83	2313.46	2734.08	3154.72	3785.66	4416.60
LLANBADARN FAWR	1276.38	1489.11	1701.84	1914.57	2340.03	2765.49	3190.95	3829.14	4467.33
LLANGYNFELIN	1261.44	1471.68	1681.92	1892.16	2312.64	2733.12	3153.60	3784.32	4415.04
LLANFARIAN	1257.08	1466.60	1676.11	1885.62	2304.64	2723.67	3142.70	3771.24	4399.78
LLANGWYRYFON	1253.91	1462.89	1671.88	1880.86	2298.83	2716.79	3134.77	3761.72	4388.67
LLANILAR	1253.86	1462.84	1671.81	1880.79	2298.74	2716.69	3134.65	3761.58	4388.51
LLANRHYSTUD	1256.86	1466.34	1675.81	1885.29	2304.24	2723.19	3142.15	3770.58	4399.01
MELINDWR	1253.13	1461.98	1670.84	1879.69	2297.40	2715.10	3132.82	3759.38	4385.94
PONTARFYNACH	1253.75	1462.71	1671.66	1880.62	2298.53	2716.45	3134.37	3761.24	4388.11
TIRYMYNACH	1260.46	1470.53	1680.61	1890.68	2310.83	2730.98	3151.14	3781.36	4411.58
TRAWSGOED	1251.91	1460.56	1669.21	1877.86	2295.16	2712.46	3129.77	3755.72	4381.67
TREFEURIG	1255.18	1464.38	1673.57	1882.77	2301.16	2719.55	3137.95	3765.54	4393.13
FAENOR	1271.40	1483.29	1695.19	1907.09	2330.89	2754.68	3178.49	3814.18	4449.87
YSGUBOR-Y-COED	1258.45	1468.19	1677.93	1887.67	2307.15	2726.63	3146.12	3775.34	4404.56
LLANDDEWI BREFI	1264.73	1475.52	1686.30	1897.09	2318.66	2740.24	3161.82	3794.18	4426.54
LLANGEITHO	1254.04	1463.05	1672.05	1881.06	2299.07	2717.08	3135.10	3762.12	4389.14
LLEDROD	1249.17	1457.36	1665.56	1873.75	2290.14	2706.52	3122.92	3747.50	4372.08
NANTCWNLLE	1248.04	1456.05	1664.05	1872.06	2288.07	2704.08	3120.10	3744.12	4368.14
TREGARON	1271.32	1483.20	1695.09	1906.97	2330.74	2754.51	3178.29	3813.94	4449.59
YSBYTY YSTWYTH	1253.79	1462.75	1671.72	1880.68	2298.61	2716.53	3134.47	3761.36	4388.25
YSTRAD FFLUR	1259.54	1469.46	1679.38	1889.30	2309.14	2728.98	3148.84	3778.60	4408.36
YSTRAD MEURIG	1252.84	1461.64	1670.45	1879.25	2296.86	2714.47	3132.09	3758.50	4384.91
CILIAU AERON	1253.52	1462.43	1671.35	1880.27	2298.11	2715.94	3133.79	3760.54	4387.29
HENFYNYW	1253.19	1462.05	1670.92	1879.78	2297.51	2715.23	3132.97	3759.56	4386.15
LLANARTH	1252.60	1461.36	1670.13	1878.89	2296.42	2713.95	3131.49	3757.78	4384.07
LLANDYSILOGOGO	1256.66	1466.11	1675.55	1884.99	2303.87	2722.76	3141.65	3769.98	4398.31
LLANFAIR CLYDOGAU	1251.73	1460.35	1668.97	1877.59	2294.83	2712.07	3129.32	3755.18	4381.04
LLANFIHANGEL YSTRAD	1254.16	1463.19	1672.21	1881.24	2299.29	2717.34	3135.40	3762.48	4389.56
LLANGYBI	1253.58	1462.50	1671.43	1880.36	2298.22	2716.07	3133.94	3760.72	4387.50
LLANLLWCHAEARN	1259.51	1469.43	1679.34	1889.26	2309.09	2728.93	3148.77	3778.52	4408.27

10

LLANSANTFFRAED	1270.07	1481.75	1693.42	1905.10	2328.45	2751.81	3175.17	3810.20	4445.23
LLANWENOG	1261.26	1471.46	1681.67	1891.88	2312.30	2732.71	3153.14	3783.76	4414.38
LLANWNNEN	1254.98	1464.15	1673.31	1882.47	2300.79	2719.12	3137.45	3764.94	4392.43
DYFFRYN ARTH	1261.23	1471.43	1681.64	1891.84	2312.25	2732.65	3153.07	3783.68	4414.29
ABERPORTH	1268.44	1479.85	1691.25	1902.66	2325.47	2748.28	3171.10	3805.32	4439.54
BEULAH	1263.32	1473.87	1684.42	1894.97	2316.07	2737.17	3158.29	3789.94	4421.59
LLANDYFRIOG	1256.20	1465.57	1674.93	1884.30	2303.03	2721.76	3140.50	3768.60	4396.70
LLANDYSUL	1269.39	1480.95	1692.52	1904.08	2327.21	2750.33	3173.47	3808.16	4442.85
LLANGOEDMOR	1277.88	1490.85	1703.83	1916.81	2342.77	2768.72	3194.69	3833.62	4472.55
LLANGRANNOG	1260.51	1470.59	1680.68	1890.76	2310.93	2731.09	3151.27	3781.52	4411.77
PENBRYN	1255.05	1464.22	1673.40	1882.57	2300.92	2719.26	3137.62	3765.14	4392.66
TROEDYRAUR	1255.23	1464.43	1673.64	1882.84	2301.25	2719.65	3138.07	3765.68	4393.29
Y FERWIG	1270.13	1481.82	1693.50	1905.19	2328.56	2751.94	3175.32	3810.38	4445.44

7   **Report of the Corporate Lead Officer: Finance and Procurement upon the Council's Treasury Management Policy Statement, Treasury Management Strategy and Minimum Revenue Provision (MRP) Policy for 2023/24**

Councillor Gareth Davies, Cabinet Member for Finance and Procurement Services presented the report to Council noting that the Cabinet decided during its meeting on 14 February 2023 to approve the Treasury Management Policy Statement, the Treasury Management Strategy and Minimum Revenue Provision (MRP) Policy for 2023/24. It was noted that any decision relating to delegation of duties in section 4 would be reported back to Cabinet if any matters arose.

Following a vote, it was **RESOLVED:**
a) to note the report (items 2(i) to 2(iv) and approve the recommendation of Cabinet;
b) to approve the Treasury Management Strategy for lending and investment 2023/24; and
c) to approve the Minimum Revenue Provision Strategy for 2023/24.

8   **Report of the Corporate Lead Officer: People and Organisation upon the introduction of a Market Forces Supplement - Chief Officer Recruitment**

Councillor Bryan Davies, Leader of the Council and Cabinet Member for Democratic Services, Policy, Performance and People and Organisation presented the report to Council noting that following a recent recruitment campaign, the role of Corporate Lead Officer: Porth Cynnal, and Statutory Director of Social Services remains vacant. He noted that the current maximum salary for the role is significantly lower than that of corresponding roles in neighbouring authorities as well as of those of similar population to Ceredigion.

It was therefore proposed that a Market Forces Supplement of up to £10,385 is introduced to increase the advertised salary which will result in a maximum advertised salary and supplement equivalent to £97,500, to remain in place

11

for as long as the market rate remains higher than the job evaluated salary level.

Members asked whether the proposed increase would be sufficient, noting that it is unsustainable to rely on agency staff.

Eifion Evans, Chief Executive noted that salaries in Ceredigion have lagged behind those of neighbouring authorities of comparable duties and responsibilities, however increased remuneration would lead to a lesser differential with roles higher up the salary structure. The Council needs to consider what is affordable and if a recommendation was put forward outside of what is proposed the Council may need to consider a general review of the Council's pay structure.

Following a vote, it was **RESOLVED** to approve to introduction of a market forces supplement for the post of Statutory Director Social Services and Corporate Lead Officer – Porth Cynnal.

9   **Report of the Corporate Lead Officer: Legal and Governance upon the appointment of two Trustees to the Evan Morgan Prizes charity**
Matthew Vaux, Cabinet Member for Partnerships Housing, Lega and Governance and Public Protection gave an outline of the Charity Commission Scheme in relation to the charity known as the Evan Morgan Prizes noting that there is a requirement for three Trustees under the Scheme.

The first Trustee is named as the Director of Education of Dyfed County Council whose statutory functions are now held by the Corporate Lead Officer – Schools as Chief Education Officer. The remaining two Trustees are to be nominated by the Council as Local Education Authority and may be, but need not be, a member of the Council.

In order to revitalise the scheme and be in a position to make new awards, it is proposed that the Council appoint the Chair and Vice-chair for the Ceredigion County Council Overview and Scrutiny Learning Communities Committee to be the remaining two Trustees.

Following a vote, it was **RESOLVED** to approve the appointment of the Chair and Vice-Chair of the Ceredigion County Council Overview and Scrutiny Learning Communities Committee as the two nominative Trustees to the charity known as the Evan Morgan Prizes.

10   **Report of the Corporate Lead Officer: Democratic Services upon a Review of Communities and Electoral Arrangements**
Eifion Evans, Chief Executive presented the report to Council noting that it is a statutory requirement for the Election Officer to review boundaries on a regular basis and that the Local Democracy and Boundary Commission for Wales has been appointed to carry out a review of communities and electoral arrangements on behalf of Ceredigion County Council.

As part of the review, the Commission will have regard to

12

- the creation, abolition or merging of communities and community wards
- the name of the community and, where warded, the name of community wards
- Where changes have been made to the boundaries of communities or community wards the number of councillors representing the community and, where warded, the number of councillors per ward.

As part of the review process, the Council is required to set up a cross party group of Councillors to support the review, to decide on Council Size Policy, which will be presented to Council prior to commencing the first consultation meeting with Town and Community councils, and to be the main group for the local authority. It is recommended that the Cross-Party Group has 7 Members, and that Group Leaders have nominated Members for this group.

Councillor Bryan Davies, Leader of the Council noted that some Town and Community Councils are facing challenges with regards to attracting individuals to stand as Members, as well as costs associated with the administration of Committees.
Following a vote, it was **RESOLVED** to:

a) note that the Local Democracy and Boundary Commission for Wales has been commissioned to undertake the Community Review on behalf of the Council;
b) approve the number of Members on the Communities and Electoral Review Cross-Party Group be 7;
c) confirm the membership of the Communities and Electoral Review Cross-Party Group as follows:
   - Clive Davies
   - Elizabeth Evans
   - Eryl Evans
   - Gwyn Wigley Evans
   - Rhodri Evans
   - Paul Hinge
   - Alun Williams.

11 **Report of the Corporate Lead Officer: Legal and Governance upon the appointment of a Vice-Chair to the Governance and Audit Committee**
Councillor Matthew Vaux, Cabinet Member for Partnerships, Housing, Legal and Governance and Public Protection presented the report to Council noting that following the resignation of the Vice-Chair of Governance and Audit Committee, Mr Andrew Blackmore was appointed and approved by Council on 15 December 2022.

During a meeting of the Governance and Audit Committee held 17 January 2023, consideration was given to the Deputy Chair arrangements, and it was agreed to appoint Mr Andrew Blackmore as Deputy Vice with immediate effect from 17 January 2023 for the remainder of a two-year period up to May 2024

13

Following a vote, it was **RESOLVED** to confirm the appointment of Andrew Blackmore as Vice Chair of the Governance and Audit Committee up to May 2024.

12   **Membership of the Development Group**
Council **RESOLVED** to note Membership of the Development Group as follows:

Plaid Cymru	3	Cllr Bryan Davies Cllr Clive Davies Cllr Alun Williams
Independents (Chair/Vice Chair Corporate Resources Overview and Scrutiny Committee*)	1	Cllr Rhodri Evans
Liberal Democrats (Chair/Vice Chair Corporate Resources Overview and Scrutiny Committee*)	1	Cllr Geraint Hughes

*For the term of office, the Independent Group and the Liberal Democrats will share the Chair/Vice Chair roles – alternating every two years

13   **Employer representative to the Dyfed Pension Scheme**
Councillor Bryan Davies, Leader of the Council and Cabinet Member for Democratic Services, Policy, Performance and People and Organisation presented the report to Council noting that Councillor Gareth Lloyd had decided to stand down from this role.

Councillor Bryan Davies nominated Councillor Wyn Thomas as the Employer Representative to the Dyfed Pension Scheme.

Following a vote it was **RESOLVED** to appoint Councillor Wyn Thomas as the Employer Representative to the Dyfed Pension Scheme.

14   **Members of the Council to the Committees of the Council for the ensuing Municipal Year**
It was **RESOLVED** to confirm the Membership of the Council's Committees as presented at the meeting.

Confirmed at the Meeting of the Council held on 9 March 2023

CHAIRMAN: _____

14

Minutes of a Meeting of a Special meeting of CEREDIGION COUNTY COUNCIL held at Neuadd Cyngor Ceredigion, Penmorfa, Aberaeron and remotely via video-conference on
Thursday, 9th March 2023

PRESENT: Councillor Ifan Davies (Chair); Councillors Bryan Davies, Catrin M S Davies, Euros Davies, Gareth Davies, Gethin Davies, Marc Davies, Meirion Davies, Amanda Edwards, Endaf Edwards, Elaine Evans, Elizabeth Evans, Eryl Evans, Gwyn Wigley Evans, Keith Evans, Rhodri Evans, Wyn Evans, Keith Henson, Paul Hinge, Hugh R M Hughes, Chris James, Ceris Jones, Maldwyn Lewis, Gareth Lloyd, Sian Maehrlein, Caryl Roberts, John Roberts, Wyn Thomas, Matthew Vaux, Alun Williams and Carl Worrall.

(2.00 pm - 2.50pm)

Procedure
The Chairman of the Council, Councillor Ifan Davies welcomed all to the meeting and confirmed that the meeting was not being webcasted.

1 **Apologies**
Councillors Geraint Hughes, Gwyn James and Ann Bowen Morgan for their inability to attend the meeting.

Councillor Clive Davies apologised for his inability to attend the meeting as he was on other Council duties.

2 **Disclosure of personal / prejudicial interests**
There were no disclosures of interest.

3 **Personal matters**
Councillor Gareth Davies extended his condolences to the family of Ben Davies, Community Councillor for Llanbadarn Community Council and former County Councillor, who recently passed away.

4 **EXEMPT ITEM**
The report relating to item 5 on the agenda, Enclosure B is not for publication as it contains exempt information as defined in paragraph 12 and 13 of Part 4 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to information) (Variation) (Wales) Order 2007. If, following the application of the Public Interest Test, the Council resolves to consider this item in private, the public and press will be excluded from the meeting during such consideration, in accordance with Section 100B(2) of the Act.

Members were requested, when dealing with the item, to consider whether to exclude the public and press from the Meeting.

It was **RESOLVED** to exclude the public and press during consideration of item 5 below on the basis that the application contained personal information which should not, on balance, be disclosed to the public and press. The Chairman confirmed that the webcasting would be suspended during item 5 below.

1

Page 21

5 **Post of Corporate Lead Officer: Customer Contact and ICT**

The Council received a presentation and response to set questions from the applicants who had been shortlisted for appointment to the vacant post of Corporate Lead Officer: Customer Contact and ICT. Feedback was also provided by the Chair of the Shortlisting Committee, the Cabinet Portfolio Member, Councillor Catrin M.S. Davies along with other members of the Committee.

The Chief Executive also provided assurance that the candidate has the required qualifications and experience to undertaken the role of Corporate Lead Officer: Customer Contact and ICT.

Following a vote it was **RESOLVED** to offer the post to Mr Alan Morris.

Consideration was given to the salary that would be offered. It was proposed and seconded that the post be offered on the first incremental point on the Corporate Lead Officer A1 pay scale.

Following a vote, it was **RESOLVED** that the post be offered on a salary of £75,165, the first incremental point on the Corporate Lead Officer A1 pay scale (2023/24 rates) to commence on 1st April 2023.

Mr Alan Morris, on being offered the post, accepted the position on a salary of £75,165 which is on the first incremental point of the Corporate Lead Officer A1 pay scale, effective from 1st April 2023.

The public and press were then invited to enter the meeting.

The Chairman confirmed that Mr Alan Morris had been offered and accepted the position starting on the first incremental point of at the Corporate Lead Officer A1 pay scale, to commence on 1st April 2023.

Confirmed at the Meeting of the Council held on 20 April 2023

CHAIRMAN: _____

2

From: **Elizabeth Evans** Elizabeth.Evans@ceredigion.gov.uk
Subject: **Motion to Council**
Date: **6 Mar 2023 at 11:12:45**
To: **Meirion Davies** Meirion.Davies@ceredigion.gov.uk, **Paul Hinge** Paul.Hinge@ceredigion.gov.uk
Cc: ████████████████████████ **Elizabeth Evans** Elizabeth.Evans@ceredigion.gov.uk

Motion to Council.

Given the crisis facing the rural bus network in Ceredigion and rural Wales, Ceredigion Council urges Welsh Government to set up a rural transport task force to urgently tackle this issue.

We recognise that residents and visitors have not returned to public transport post-Covid, in the numbers we would expect. However, as a result of the withdrawal of many rural bus routes due to affordability, our communities are becoming increasingly isolated from accessing public services and socialising with friends and family.

The withdrawal of many rural bus routes exacerbates rural poverty where the impact is felt most greatly. Vulnerable adults, including older people, and those without transport have a right to access public transport in their communities.

Ceredigion Council supports Welsh Government's focus on tackling the climate emergency. Yet by asking residents to move from cars to public transport, investment and the accompanying subsidy for a rural transport infrastructure is required.

Rural transport must have parity with our larger towns and cities if we are to seriously tackle the climate emergency, and to prevent rural communities from being further isolated.

Therefore, Council notes:

1. That Ceredigion Council asks Welsh Government to acknowledge

that there needs to be investment in transport in rural communities, and subsidised accordingly.

2. That public transport in rural communities such as those in Ceredigion, which have been adversely impacted by the underfunding of public transport from Welsh Government, seeks parity of access similar to larger communities.

3. That a rural transport task force is established immediately by Welsh Government and in conjunction with key stakeholders like Ceredigion Council, to tackle the issue of rural transport.

Proposed by: Cllr Meirion Davies

Seconded by: Cllr Paul Hinge

Sent from Outlook for iOS

CEREDIGION COUNTY COUNCIL

Report to:	Council
Date of meeting:	**20 April 2023**
Title:	**Draft Annual Governance Statement 2022-23 and Local Code of Corporate Governance 2023-24**
Purpose of the report:	**To approve the Draft Annual Governance Statement 2022-23 and Local Code of Corporate Governance 2023-24**
For:	**Decision**
Cabinet Portfolio and Cabinet Member:	**Cllr. Matthew Vaux, Cabinet Member for Partnerships, Housing, Legal and Governance and Public Protection**

Background:

The Accounts and Audit (Wales) Regulations 2014 requires local authorities to conduct at least annually a review of the effectiveness of their governance framework including their systems of internal control. This review must be documented in an Annual Governance Statement and published as part of the Council's Annual Accounts. The Audit Committee is responsible for monitoring the governance arrangements on behalf of the Council.

The Statement must be prepared in accordance with proper practices, including those set out in the Chartered Institute of Public Finance and Accountancy ('CIPFA') and The Society of Local Authority Chief Executives ('SOLACE') 'Delivering Good Governance in Local Government: Framework' (2016). The Framework, published in April 2016, is based on the CIPFA/International Federation of Accountants ('IFAC') 'International Framework: Good Governance in the Public Sector'.

The CIPFA/SOLACE 'Delivering Good Governance in Local Government: Framework' (2016) sets out a framework of 7 key principles that will enable organisations, public sector partnerships and combined authorities to achieve their outcomes while working in the public interest. The principles are further supported by core-principles of behaviour that demonstrate what good governance should look like in practice. These principles are the basis for the Council's Local Code of Corporate Governance and are considered in the Governance Framework Document.

Governance Framework Document 2022-23

A workshop was held on 28 November 2022 for relevant Officers and committee Members to consider progress on the actions set out in the Governance Framework Document 2021-2022. During this workshop, the Governance Framework Document was reviewed to consider any updated evidence which may be included in the document and to reflect on previously identified actions.

1

The Governance Framework Document 2022-23 (**Appendix 1**) was produced as a result of the aforementioned workshop and contributions from the various responsible officers set out in the document.

The final review scoring completed during the workshop is included (see **Appendix 1**). In summary a total of 94 behaviours were reviewed. 90 total behaviours are now scored at 9/10 and 4 are scored at 7/8.

The Governance Framework Document was presented to the Governance and Audit Committee on the 17th of January 2023. An updated version of this document was presented to the committee on the 9th of March 2023.

Annual Governance Statement

The Draft Annual Governance Statement 2022-23 (**Appendix 2**) has been prepared in accordance with the framework. It includes:
- An acknowledgement of responsibility for ensuring good governance;
- Reference to the assessment;
- An opinion on the level of assurance that the governance arrangements can provide;
- A progress report on how issues identified last year have been resolved;
- An agreed action plan to deal with governance issues over the next year; and
- A conclusion.

The Governance and Audit Committee agreed at its meeting on the 9th of March 2023 to recommend that Council endorses the Draft Annual Governance Statement 2022-23 subject to the sentence in the conclusion stating that "the review confirmed that the Council's governance arrangements are effective and fit for purpose" also be included in the executive summary at the beginning of the document. This change has been made and is included in the Draft Annual Governance Statement 2022-23 attached at **Appendix 2**.

Local Code of Corporate Governance 2023-24

The Local Code of Corporate Governance 2022-23 has been reviewed and amended to create the Draft Local Code of Corporate Governance 2023-24 (**Appendix 3**). The Code has been updated to provide a greater level of clarity on the Council's implementation of the seven principles of good governance, as set out in the CIPFA/SOLACE *Delivering Good Governance in Local Government Framework* (2016 Edition), into its own Local Code of Corporate Governance. The table setting out the Code and the actions taken to meet the requirements has also been amended to make it easier to read.

The Governance and Audit Committee recommended at its meeting on the 17th of January 2023 that Council endorses the Local Code of Corporate Governance 2023-24 (**Appendix 3**).

	Has an Integrated Impact Assessment been completed? No **If, not, please state why** *Summary:* This report does not represent a change in policy or strategy
Wellbeing of Future Generations:	**Long term:** **Collaboration:** **Involvement:** **Prevention:** **Integration:**

Recommendation(s): That Council resolves to:

1. Note the contents of the 2022-23 Governance Framework Document (**Appendix 1**)
2. Approve the Draft Annual Governance Statement 2022-23 (**Appendix 2**)
3. Approve the Local Code of Corporate Governance 2023-24 (**Appendix 3**)

Reasons for decision: To progress the publication of an Annual Governance Statement 2022-23 in accordance with The Accounts and Audit (Wales) Regulations 2014.

Overview and Scrutiny: Governance and Audit Committee 17/1/2023 and 9/3/2023

Policy Framework: N/A

Corporate Well-being Objectives: Effective Corporate Governance ensures that the Council can deliver on all the Corporate Well-being Objectives:

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

Finance and Procurement implications: Compliance with regulatory requirements.

Legal Implications: Compliance with legislation/regulations.

Staffing implications: None

Property / asset implications: None

Risk(s): None

Statutory Powers: Accounts and Audit (Wales) Regulations 2014

3

Background Papers: Governance and Audit Committee 17/1/2023
Report:
https://council.ceredigion.gov.uk/documents/s4372/Item%2011%20REVISED%20combined%20s.pdf?LLL=0
Agenda/Minutes:
https://council.ceredigion.gov.uk/ieListDocuments.aspx?CId=147&MId=391&Ver=4&LLL=0

Governance and Audit Committee 9/3/2023
Report:
https://council.ceredigion.gov.uk/documents/s4628/Item%2012%20Governance%20Framework%20combined%20s.pdf?LLL=0
Agenda/Minutes:
https://council.ceredigion.gov.uk/ieListDocuments.aspx?CId=147&MId=329&Ver=4&LLL=0

Appendices: **Appendix 1 -** Governance Framework Document 2022-23
Appendix 2 - Draft Annual Governance Statement 2022-23
Appendix 3 - Local Code of Corporate Governance 2023-24

Corporate Lead Officer: Elin Prysor, CLO – Legal and Governance (& Monitoring Officer)

Reporting Officer: Harry Dimmack, Governance Officer

Date: 30/03/2023

4

CEREDIGION COUNTY COUNCIL

Governance Framework Review

2022 -2023

Scoring

Note that each score used throughout this Governance Framework Document is a score out of 10 e.g. a score of 7/8 means a score of between 7 and 8 out of a total 10 marks.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Sub-principles	Behaviours	Evidence	Expected	✓/X	Score	Action
A1. Behaving with integrity	Elin Prysor / Lowri Edwards/ Duncan Hall / Alex Jenkins A1.1 Ensuring Members and Officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation	• Code of Conduct for Members (updated in 2016) available on the Council's website, intranet site (CeriNet) under Councillor Resources, and in the Constitution. • Members Code of Conduct Flowchart (updated in 2016). • Code of Conduct for Officers* (review undertaken and currently awaiting approval) available along with all Corporate policies and strategies via Council website/CeriNet. • Mandatory Induction and follow-up training on Code of Conduct and ethics provided to all Members.. • Ethics/Fraud training provided in collaboration with Council's insurer at Corporate Managers' quarterly workshop 2021 forming a basis for e-learning module for all Staff. • Internal Audit ('IA') & Governance Services working with Learning & Development prepared scenarios for training. Training supported by recent review of Council's Strategy on Counter-Fraud, Corruption & Bribery (to include Anti-Money Laundering). • Follow up Internal Audit of Council's arrangements regarding Ethics also in progress (currently in review). • Day to day advice is provided by the Monitoring Officer ('MO') and Scrutiny Support Officer. • Disciplinary Policy (Nov 2017). • Personal Development Review. • Register of Members interests, available from the Council's Democratic Services, reviewed by MO. • Declaration of Interest and Hospitality forms for Officers and Members on CeriNet. • Regular reminders and advice is sent by the MO to Staff via internal News update emails. • Monitoring and review by MO of Chief Officers' declarations annually. • MO advises Chief Officers and Members on need to declare close personal associations with other Officers or Members (MO News Email Update of 20.7.2021 on CeriNet) including advising Chief Officers at Leadership Group Meetings • Declaration of interest process to be extended to include requirement regarding related-parties: that officers and Members declare if they are closely-related to other officers, Members or teachers.	Codes of Conduct Individual Sign-off with regard to compliance with the code Induction for new Members and Staff on standard of behaviour expected Performance appraisals otherwise known as Personal Development Reviews Officer Declaration forms	✓ ✓ ✓ ✓	7/8	Acceptable - Minor adjustments may be required. MO to continue to advise Members further on the Code of Conduct. MO to continue to advise Chief Officers further on the need to declare: • close personal associations with other Officers or Members, Ongoing review on Chief Officers business declarations Review Members holding directorships, trusteeships, or memberships MO to consider member feedback and added value. Dispensations forms for Members updated Appraisals recommenced Reviewed Code of Conduct for Officers to be issued once approved. Officers to complete a Mandatory Ethics/Fraud e-training module once completed & approved.

		Specific declaration/ return required if this includes/does not include a Chief Officer (and to state relationship). • Declaration of interest process to be extended to include requirement that Members specify Directorships- company name and number, (un)remunerated, private interest or Council appointment. MO to remind Members of the need to accurately disclose all Directorships (including dormant companies). • Declaration of interest process to be extended to include requirement that Members specify role within memberships- observer, member, volunteer, Committee member, Board member or Trustee. • Officers' declaration of interest to include requirement to declare if they or a close family member, or any person or organisation acting on their behalf, are on the Board, management committee or other controlling group of an organisation with which the Council has significant dealings. • Update advice on Council Employees' Declarations and Registration of Interests news email updates published. • MO advising of Officers re declarations of interest is ongoing. Regular reminders through News Updates on CeriNet system and at Leadership Group. Updates on Council Employees' Declarations of Interest and Hospitality were published on 3rd March 2022, 28th June 2022 and 5th October 2022 on the Council's CeriNet Site, including links to the relevant forms and Code of Conduct for Local Government Employees, along with a reminder that any queries or requests for advice should be made to the MO. • Chief Officers informed through CeriNet system news update of MO email re declaring interests and Hospitality and reminder to Chief Officers sent. • Review is currently being undertaken of the external bodies that have appointed Members, including added value, and also updating of the Constitution. • MO to undertake enquiries with company secretaries as necessary to ascertain basis of Members trustee/Directorship interests within charitable organisations or companies, and rationale. Also to seek amendment of Articles of Association or resignation of Council directorships if necessary • Declarations of interest by Members and Officers at meetings, an opportunity to make reference to any close personal contacts/roles etc. • Ongoing review on Chief Officers' business declarations. • Update Dispensations forms for Members completed. • Members required to update Register of Interests in accordance with the Code of Conduct, and in addition, annually, which is opportunity to reference any close personal associates/roles etc.			Planning/Development Management Committee governance actions/documents established, training to be provided and progress to be reviewed during 2022-2023. Discussions are currently taking place with Audit Wales to support their Planning Service Follow-Up Review. Any recommendations will be responded to

3

			This now includes lay/independent members of the Ethics & Standards Committee and Governance & Audit Committee. Register of Interests booklet published for each Member on Council Website.
			• Proactive regular advice and reminders sent to Members and Officers as required.
			• MO to advise Officers further on the need to declare interests in organisations which actually, or may conflict with Council interests including:
			    o Contractors;
			    o School Governors;
			    o Clerk to Town and Community councils;
			    o Members of Town and Community councils; and
			    o School Governors.
			• MO to advise Officers further on the need to declare:
			    o Directorships; and
			    o Other employment
			Including whether conflicting with the Council's interests or not.
			• Dispensations forms for Members updated (2022).
			• Professional Qualified Officers and Teachers have to meet their professional body/organisation requirements.
			• Members complete a HR training module.
			• Training on standards of behaviour is provided to Managers for Staff.
			• MO circulates to political group leaders updates/decisions from the Adjudication Panel for Wales
			• MO meets with political group leaders quarterly to consider their new duties to uphold standards of conduct of Members in their group.
			• Political group leaders to cooperate with the Ethics and Standards Committee as required in pursuance of their new duties.
			• Political group leaders to complete template setting out actions undertaken to evidence compliance with their new duties.
			• Local Resolution Procedure for Members: ungrouped /unaffiliated Member receives Council Chair/Vice Chair' advice/support.
			• The Ethics and Standards Committee has received training on its new duties (from May 2022) under the Local Government and Elections (Wales) Act 2021 ('2021 Act'),
			• The Terms of Reference of the Development Management Committee (formerly Development Control Committee) have been revised.
			• The Operational Procedures document for the Development Management Committee has been revised.
			• The Scheme of Delegations contains criteria for applications, which must be referred to the Development Management			

		Committee, and those applications that can be delegated to the Corporate Lead Officer. • A Protocol for Good Practice for Councillors at Development Management Committee has been produced and included in the Constitution.				
	Elin Prysor A1.2 Ensuring Members take the lead in establishing specific standard operating principles or values for the Organisation and its Staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	• A good working relationship exists with all key regulators. • The Corporate Strategy 2022-2027 includes Corporate Well-being Objectives setting out the Council's priorities and high level objectives with supporting actions on an annual basis. Council considered the draft Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report 2021-22 on 15.12.22. • Code of Conduct for Members (2016). • Register of Members' interests available from the Council's Democratic Services reviewed by MO. • Declarations of interest by Members and Officers at meetings. • Chief Officers' annual Declarations of Interest and continuing obligations to declare interests. • Member annual update of Register of Interests and continuing obligations to declare interests (including lay/independent members of the Ethics & Standards Committee and Governance and Audit Committee). • A Protocol for Good Practice for Councillors at Development Management Committee has been produced and included in the Constitution.	Standards reflect WG Public Service Values	✓	7/8	Acceptable - Minor adjustments may be required. Planning/Development Management Committee governance actions/documents established, training to be provided and progress to be reviewed during 2022-2023. Audit Wales Planning Service Follow-Up Review ongoing. Any recommendations will be responded to
			Communicating shared values with Members, Staff, the community and partners	✓		
	Elin Prysor / Lowri Edwards A1.3 Leading by example and using these standard operating principles or values as a framework for decision making and other actions	• Minutes for all committees contain Declarations of Interest- Officers and Members. • The Constitution is subject to regular reviews, with ongoing updates as required, including presenting proposed changes to Cross Party Constitution Working Group, to make recommendations on changes to Constitution to Council. Further revision is ongoing, as the Constitution is a live document, to reflect legislative changes and according to need. Council approved amendments on 3.3.22, 8.7.22 and 20.10.22.. • A comparison exercise was undertaken of the Current Constitution against the Model Constitution issued by WLGA, with changes made where necessary to ensure the Council's constitution remains up to date. • Politically Balanced Constitution Cross Party Working Group meets regularly to consider proposals for Constitution updates. Meetings held 20.6.22 and 12.9.22. • MO/Governance Officer report to Council to update delegations and Constitution. • Task and Finish Group (T&F group) to develop actions that will improve the Planning Service including decision making.	Leadership values set out by WG are followed	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Decision making practices	✓		
			Declarations of interest made at meetings	✓		
			Conduct at meetings	✓		
			Shared values guide decision making	✓		
			Develop and maintain an effective standards committee	✓		

		- The Terms of Reference of the Development Management Committee have been revised to clearly state its purpose, role and responsibilities, and how it links to Corporate Priorities. - An Operational Procedures document for the Development Management Committee has been revised. - A Protocol for Good Practice for Councillors at Development Management Committee has been produced and included in the Constitution. - Development Management Committee Scheme of Delegations has been revised to allow it to better focus on more strategically important and major applications. - The Scheme of Delegations contains criteria for applications, which must be referred to the Development Management Committee, and those applications that can be delegated to the Corporate Lead Officer. - A 'cooling-off' process has been established within the Development Management Committee Operational Procedures in order to review planning applications, which may, if approved, be a significant departure from policy. - Chief Officer annual Declarations of Interest. - Corporate Strategy (2022-2027) contains the priorities of the Council. - The Well-being and Improvement Objectives build on the priority areas identified in the Corporate Strategy 2022-2027 and are reviewed annually These are developed in consultation with the public and Members. Council considered the draft Well-being and Improvement Objectives Annual Report 2020-21 and approved the Well-being Objectives for 2022-23 on 21.10.21, which are published on the Council's website. - A mandatory E-learning training module, on the Well-Being of Future Generations Act 2015 ('WFGA') must be completed by all Staff - Members' standards and conduct matters considered by the Council's Ethics and Standards Committee. Public meetings held regularly, and chaired by an independent person- determine dispensations, and consider strategic/policy issues and receive updates from PSOW Findings & APW cases. - Code of Conduct Training provided to all Members following the Local Elections 2022. - Committee and Members are advised by the MO & Standards Officer. - Ethics and Standards Committee engage actively in the training of Members. - Standards Conference 2018 jointly hosted by Powys & Ceredigion County Council (held on 14 September 2018). A similar conference was to be hosted by North Wales Councils in 2021-postponed due to Covid-19.			

		• Annual Ethics & Standards Committee Report reported to Council in October 2022. • Governance and Audit Committee carry out a benchmarking exercise annually to provide further assurance on the review of the <u>Annual Governance Statement</u> ('AGS') process. • IA review and report on the process annually. Governance & Audit Committee meets regularly to consider governance and external regulator reports. Chaired by non-executive member. 2021/22 IA review reported on 10.3.22 and an update to address changes made reported on 6.6.22. • Governance and Audit Committee Annual Report reported to Council on 23.9.2021 and approved. • <u>Covid-19 Governance Structure</u> introduced by the Council, to include temporary delegated powers for the Council's Chief Executive and Leadership Group through use of Urgent Decisions for decisions relating to the Council's COVID-19 response), in accordance with Council's Constitution. • <u>Record of Decisions</u>, made by the Covid-19 Leadership Group ('Gold Command') published on the Council's Website.				
	Elin Prysor/Alun Williams A1.4 Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	• Effective '<u>Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)</u>' updated and approved by Council 17.6.21(minutes confirmed 23.9.21). • Internal Audit Annual Report on Counter Fraud presented to Governance and Audit Committee at year-end. Last report presented 6.6.22. • <u>Register of Members' interests</u> available from the Council's Democratic Services. • Declarations of interest/hospitality for Officers, as required. • MO circulates reminder re interest/hospitality declarations to Staff quarterly. • NFI match highlights Staff who are directors of companies that have dealings with the Council – any non-declarations investigated by IA and reported to MO. • Chief Officer Declarations of interest updated annually. • Politically Restricted Post Register for Officers maintained and <u>Political Restrictions on Local Government Employees Policy</u> available to employees on CeriNet. Register of Politically Restricted Posts published on Council website. • Ethics/Fraud training provided 2021forming a basis for e-learning module for all Staff, and IA & Governance Services working with Learning & Development to prepare scenarios for training. • Training supported by recent review of Council's Strategy on Counter-Fraud, Corruption & Bribery (to include Anti-Money Laundering).	Anti-fraud and corruption policies are working effectively	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required Delegated Decisions Register to be published. Continued monitoring of the Mandatory e-learning take up of Whistleblowing module. Whistleblowing Policy has been reviewed and updated - to be presented to Overview and Scrutiny Committee and Cabinet for approval. Revised Officer Code of Conduct and Declaration of Interest forms to be presented to Scrutiny Committee Report on generic whistleblowing activity to be presented to Overview and
			Up-to-date register of interests (Members and Staff)	✓		
			Up-to-date register if gifts and hospitality	✓		
			Whistleblowing policies are in place and protect individuals raising concerns	✓		
			Whistleblowing policy has been made available to members of the public, employees, partners and contractors	✓		
			Complaints policy and examples of responding to complaints about behaviour	✓		
			Changes/improvements , as a result of	✓		

7

		• Ethics Audit undertaken during 2019. Follow up Internal Audit of Council's arrangements regarding Ethics also in progress (currently in review). • Whistleblowing Policy available to Employees and Contractors (updated 2018 – awaiting approval) on CeriNet and is updated as necessary. • MO is the Corporate Lead Officer ('CLO'), and advises Whistle-blowers, as appropriate. • A mandatory E-learning training module on Whistleblowing must be completed by all Staff. The MO keeps a register of referrals and reports 6-monthly to the Overview and Scrutiny Co-ordinating Committee. • All complaints are dealt with in accordance with the corporate procedures which include informal and formal stages and these are communicated to Staff on a regular basis. • The complaints system is monitored by the Corporate Complaints and Freedom of Information Manager. • Revised Corporate Concerns and Complaints Policy published 1.10.2021. • Improvements are implemented as a result of complaints /recommendations received. • Council Complaints and Freedom of Information Privacy Notice. • Annual Complaints Report considered by the Governance and Audit Committee and Cabinet prior to approval by Council, presented to Council and noted. • Annual Complaints Report includes Lessons Learned from complaints received. • Ethics and Standards Committee and all other committee agendas/minutes contain disclosures of interests. • Minutes for all committees published on the Council's Website. • Cabinet Decision Notices published on the Council's Website. • Preparation for publication of delegated decisions register ongoing. Development Management Committee delegated decisions published for each Development Management Committee. • Register of Contracts published on Council Website. • Necessary changes to Constitution regarding Governance and Audit Committee per 2021 Act approved by Council 23.9.21, 3.3.22, 8.7.22 and 20.10.22. • The Terms of Reference of the Development Management Committee have been revised. • The Operational Procedures document for the Development Management Committee/Development Management Committee has been revised. • A Protocol for Good Practice for Councillors at Development Management Committee has been produced and included in the Constitution.	complaints received and acted upon			Scrutiny Co-ordinating Committee.
			Members and Officers code of conduct refers to a requirement to declare interests	✓		
			Minutes show declarations of interests were sought and appropriate declarations made	✓		

8

		• Decisions made contrary to officer advice and that do not fulfil the criteria of the checklist being developed for the Development Management Committee will be annually reviewed as part of the AMR process and reported to the internal audit procedures.				
A2 Demonstrating strong commitment to ethical values	Elin Prysor A2.1 Seeking to establish, monitor and maintain the organisation's ethical standards and performance	• <u>Ethics and Standards Committee</u> championing ethical compliance to ensure that public have trust and confidence that Members and Officers work to highest ethical and moral standards.	Scrutiny of ethical decision making	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Championing ethical compliance at governing body level	✓		
	Elin Prysor A2.2 Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation	• The <u>Ethics and Standards Committee</u> has been proactive, leading on training sessions and putting procedures in place for dispensation arrangements. The structure has recently been reviewed to improve efficiency and effectiveness. • Officers such as Internal Auditors, sign an annual Code of Ethics affirmation. • Internal Audit Charter approved by <u>Governance & Audit Committee</u> 19 January 2022. • Carmarthen County Council undertook an independent audit of ethics within the Council during 2019. Follow up Internal Audit of Council's arrangements regarding Ethics in progress (currently in review). • Training Needs Analysis Questionnaire has been circulated by Council newsletter to Staff requesting opinion on ethical culture of Council & training module planned in response to feedback.	Provision of ethical awareness training	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required. All actions have commenced and are on-going
	Geraint Edwards A2.3 Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	• Employee Handbook is reviewed annually, is available on <u>CeriNet</u>, sets out the expected Employee <u>behaviour</u> and includes the <u>Code of Conduct for Local Government Employees.</u> • Training on equality and diversity and recruitment and selection including equal opportunities is mandatory for all Ceredigion County Council Managers. • All Staff must complete an e-learning module on Equality & Diversity. • <u>Procurement Strategy 2018-2022</u> was approved by Council 19th June 2018. • Procurement training also being rolled out to Staff. • Council Recruitment Policy and DBS Policy.	Appraisal processes take account of values and ethical behaviour	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Staff appointments policy	✓		
			Procurement policy	✓		
	Duncan Hall A2.4 Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high	• <u>Standard Terms and Conditions</u> for all Suppliers of Goods and services include conditions relating to Equality and Diversity and are available on the Council's website. • <u>Procurement Strategy 2018-2022</u>	Agreed Values in partnership working -Statement of business ethics communicates commitment to	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

9

	ethical standards expected by the organisation	• In-House software used to retrospectively check for suspected duplicate payments. • Council has developed a Modern Slavery Policy (sent to contractors of the Council), Anti-Slavery Annual Statement 2019-2020 and Code of Practice Ethical Employment in Supply Chains.	ethical values to external suppliers -Ethical values feature in contracts with external service providers			
			Protocols for partnership working	✓		
A3. Respecting the rule of law	Elin Prysor/Arwyn Morris A3.1 Ensuring members and Staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	• Council Constitution.Consideration is being given to the Data Protection Principles, and processing of personal information in the context of Council Committees and all Members. • Training for all Members on Introduction for Council, including GDPR) following the May 2022 Elections. • Statutory powers and legal implications included in every decision making Cabinet report. • Legal and Financial advice/implications is provided on all appropriate reports for decision. • The MO and Legal Services are available to advise as appropriate. • The IA Service is available to advise as appropriate. • The MO attends Leadership Group/Cabinet/Council meetings. • The MO routinely attends many public meetings, as required, subject to availability. • In the absence of the MO, the Deputy MO will attend Cabinet and Council meetings. • Gold Command Record of Decisions published on the Council's website). • The 2021 Act has an effect on corporate bodies, including the Council, and work to ensure compliance has taken place, including through the Cross-Party Constitution Working Group (Members of each political group in attendance), reports to the Governance and Audit Committee and Council, with a Council Action plan having been prepared and updated regularly, and meetings with relevant Officers and CLOs held, as appropriate.	Statutory provisions	✓	7/8	Acceptable - Minor adjustments may be required. Training provided to all Members regarding their responsibilities in relation to Data Protection Principles . Privacy notices for Councillors being developed to be provided by Data Protection Officer
			Statutory guidance is followed	✓		
			Constitution	✓		
	Elin Prysor / Duncan Hall / Alex Jenkins A3.2 Creating the conditions to ensure that the statutory Officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.	• Job descriptions & person specifications clearly define the roles and responsibilities required of posts. • Members' Role descriptions set out their respective responsibilities. • Compliance with CIPFA's Statement on the Role of the Chief Financial Officer in Local Government (CIPFA, published 13 April 2016). • Compliance with CIPFA's Statement on the Role of the Head of Internal Audit in Public Service Organisations (CIPFA, published 9 April 2019) & contribution published in CIPFA's	Job descriptions/specifications	✓	9/10	Good - Overall governance considered compliant and meets best practice. CMIA to complete professional qualification
			Compliance with CIPF's statement on the role of the Chief Financial Officer in local government (CIPFA 2016)	✓		
			Terms of reference	✓		

		accompanying Putting Principles into Practice document (2019)). • Terms of reference are included in the Constitution. • Reporting to Governance and <u>Audit Committee</u>. • <u>Financial Regulations and Financial Procedure Rules (Document F Constitution)</u>. • <u>Contract</u> Procedure Rules (Document G in the Council's <u>Constitution</u>). • Codes of Conduct (see above). • Compliance with Specific Codes e.g. <u>Internal Auditors' Public Sector Internal Audit Standards</u> ('PSIAS', March 2017) • Members of Governance and Audit Committee updated on fraud including IA annual counter fraud report. • Statutory Officers accountable to the Chief Executive ('CE') and the Council. • Regular meetings between CE, S.151 Officer & MO. • Corporate Manager – Internal Audit ('CMIA') has free & unfettered access to Members and Officers at all levels, and right of access as per Council's <u>Constitution</u> and Internal Audit Charter. • Register of Members' Interests published on the <u>Council Website</u>. • .	Committee support	✓		
	Elin Prysor / Duncan Hall A3.3 Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	• Chief Officers provide support and advice to Members. Reporting requires financial and legal advice/implications to be included in reports/decisions which are published as appropriate.	Record of legal advice provided by Officers	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Elin Prysor A3.4 Dealing with breaches of legal and regulatory provisions effectively	• The MO has direct access to the CE and reports to Council generally and as part of statutory duty. • The MO or a nominated representative attends all Cabinet meetings and Council Meetings. The MO operates an 'open' door policy for Members wishing to receive 'conduct' and 'governance' advice. • The MO & S.151 Officer have monthly meetings with the CE. • The MO & S.151 Officer are key members of Leadership Group. • Items reported to Members for decisions through Cabinet, Council and Committees are subject to legal and financial advice which will be referenced within each report. • Statutory powers and legal implications included in every decision making Cabinet report. • Legal and Financial advice/implications is provided on all appropriate reports for decision. • The MO and Legal Service are available to advise in advance and at meetings.	MO provisions & 151 Officer provisions Record of legal advice provided by Officers Statutory provisions	✓ ✓ ✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

| | Elin Prysor / Alex Jenkins A3.5 Ensuring corruption and misuse of power are dealt with effectively | • Effective 'Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)' updated and approved by Council 17 June 2021 (minutes confirmed 23 September 2021).
• Effective External Audit, Internal investigations.
• Whistleblowing Policy (in process of review) and Disciplinary Policy.
• An Officer in the IA team is an accredited Counter Fraud Technician, a second officer is now also undertaking the qualification.
• An Officer in the IA team holds a CIPFA Certificate in Investigative Practices ('CCIP').
• Council complies with Audit Wales's annual National Fraud Initiative requirements, currently co-ordinated by Internal Audit.
• IA annual report on Counter Fraud presented to Governance and Audit Committee at year-end (last presented 6.6.22).
• Monitoring and response to fraud alerts (NAFN, wider networks, peers, etc).
• Membership and active participation in professional networks and groups (Tisonline, KHub, etc).
• IA offer advice to services on implementation of new systems and processes to ensure effective internal controls maintained.
• Nominated Council Officers undertake various fraud training to maintain knowledge and expertise.
• Where appropriate, successful prosecutions publicised on Council website (and in local press).
• Covid-19 grant payments audited prior to payment (as easier to stop a payment than recover it).
• Key financial control audits added to audit plan, to check controls, governance & risks whilst staff working from home.
• IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council. | Effective Counter-fraud and corruption policies and procedures | ✓ | 9/10 | Good - Overall governance considered compliant and meets best practice. No further action required. |
| | | | Local test of assurance (where appropriate) | ✓ | | |

B. Ensuring openness and comprehensive stakeholder engagement

Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

Sub-principles	Behaviours	Evidence	Expected	✓/X	Score	Action
B1 Openness	Alun Williams B1.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	• All statutory <u>Annual reports</u> are available on the Council's Website. • <u>Freedom of Information Act publication scheme.</u> • A host of service areas are available online including <u>council tax self-service and information.</u> • The Council's goals and values are set out in the <u>Corporate Strategy 2022-2027.</u> • <u>Ceredigion County Council Website</u>. • Council and Cabinet meetings are broadcasted. • MO and Ethics & Standards generic email addresses created. • Regular and timely responses to the press and other enquiries to Management and members as well as comprehensive FOI responses. • Review of the FOI Publication scheme in progress. • <u>Freedom of Information Policy (March 2018)</u>. • Corporate Complaints and Freedom of Information Manager in post. • <u>Complaints and Freedom of Information Privacy Notice</u>. •	Annual Report	✓	7/8	Acceptable - Minor adjustments may be required FOI policy and EIR policy both updated. Review of the FOI Publication Scheme is in progress.
			FOI publication scheme			
			Online Council Tax information	✓		
			Authorities Goals & Values	✓		
			Authority website	✓		
	Lowri Edwards B1.2 Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided	• All Council, Cabinet and Committee meetings open to the public and agendas and papers published on the Council website (with the exception of exempt reports). • An Overview and Scrutiny <u>Public Engagement Protocol</u> (2018) <u>(Document N Constitution)</u>has been approved by Council and has been used on several occasions • Protocol for speaking at the Development Management Committee in place (Part 4 Document I <u>Constitution</u>). • Protocol for access by Cabinet Members to Overview and Scrutiny Committee approved by Council <u>(Part 5 Document M2 Constitution)</u>. • In accordance with the requirements of the LGEW Act 2021, arrangements have been made to enable hybrid meetings to be held from May 2022. New equipment has been installed in the Chamber. Council and Cabinet meetings are being broadcasted on the Council's Facebook pages. Members of the public can attend to view meetings remotely or in person.	Record of decision making and supporting materials	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Lowri Edwards B1.3 Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit	• <u>Integrated Impact Assessment ('IIA') tool and guidance</u> to inform effective decision making have been developed and are being implemented. • Council / Cabinet report template updated to include reference to legal implications, staffing implications,	Decision making protocols	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Report pro-forma	✓		
			Record of professional advice	✓		

	about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear	property / asset implications and risks and to reflect the new Corporate Strategy 2022 - 2027. • Standard templates and guidance for reporting to Council, Cabinet and Overview and Scrutiny Committees are used and all include the IIA results. • Where appropriate, items reported for decisions through Cabinet, Council and Committees are subject to legal and financial advice which will be referenced within each report. • A Protocol is in place for working relationships between Members and Officers (e.g. Officer-Member Protocol). (The Constitution Part 5). • The Protocol of Good Practice has been created in order to support Members of the Development Management Committee in ensuring that determination of applications will be based on sound material planning considerations, and not applicants' personal circumstances. • A calendar of dates of meetings including forward work programmes of the Council, Cabinet and Committees are published on the Council's website. • Annual reports, Statements of accounts, Improvement progress reports are all published within timescales and are available on the Council's website. • Organisational Awareness training available as an optional module of the Corporate Manager Programme, which includes information relating to the decision making process, Wellbeing of Future Generations Act, Equalities, Welsh Language and the use of the IIAs.	in reaching decisions			
			Meeting reports show details of advice given	✓		
			Discussion between members and Officers on the information needs of members to support decision making	✓		
			Agreement on the information that will be provided and timescales	✓		
			Calendar of dates for submitting, publishing and distributing timely reports adhered to.	✓		
	Alun Williams B1.4 Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	• The Engagement and Consultation Checklist assists with decision making around whether or not to undertake a consultation regarding a proposed change and guidance on dissemination of consultation results is available to Officers. • IIA conclusions reported to Council, Cabinet and Overview and Scrutiny. 8 IIAs went to Cabinet from 01.04.2022 to 07.12.2022 (2022-23 part year). • The Council, in collaboration with partners, has carried out significant engagement to produce the Public Service Board's ('PSB') Well-being Assessment and Local Well-being Plan. • Well-being objectives for 2022-23 have been set in order to deliver the Corporate Strategy 2022-2027. • Corporate Complaints Policy has been reviewed, new Policy presented to Corporate Resources Overview & Scrutiny Committee 7.7.21 and to Council 23.9.2021, and Revised Concerns and Complaints Policy and	Well-being strategy (PSB) and statement (LA)	✓	7/8	Acceptable - Minor adjustments may be required Engagement and Participation Policy completed 2022
			Use of consultation feedback	✓		
			Complaints policy and use of complaints	✓		
			Citizen survey	x		

		Procedures 2021, its implementation and publication approved by Council.
		• Social Services Complaints Policy and Procedure has been reviewed.
		• Consultation Decision making tool (Consultation Tree and flowchart) have been developed and includes the use of feedback.
		• Further consultation includes:
		   o A new Engagement and Equalities post has been created through the restructure of the Policy and Performance service; and
		   o All current consultations are available on the Council website; and
		• Consultations 2020-2021.
		• Consultations are published on Corporate section of Council Website.
		• Due to Covid-19, Council has consulted remotely via video conferences and electronic surveys.
		• Consultations are promoted through Social Media
		• Guidance has been issued on the Ceredigion Council intranet to all Staff to follow with regards to the dissemination of feedback to decision makers. Recent indications are that significant progress is being made in this area by Officers.				

B2 Engaging comprehensively with institutional stakeholders	Alun Williams / Diana Davies B2.1 Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	• PSB Terms of Reference available on the Council Website. • PSB Project Groups Terms of Reference available • Joint engagement and consultation exercises are held • All current consultations are available on the Council Website. • Collaborative projects are running with institutional stakeholders with clear governance arrangements in place. • Scrutiny arrangements for the PSB have been put in place. • The IIA tool and guidance have been approved for implementation. • Consultation Decision Tool (Consultation Decision Tree and flowchart have been developed and are available.	Communication and engagement strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Diana Davies
	B2.2 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively
		• Engagement with Service Users List including stakeholders with whom the authority should engage is in place and Engagement and Participation Policy.
		• Collaboration Standards for New Strategic Projects Guidance and Templates are available.
		Partnerships Include:
		   o PSB;
		   o West Wales Regional Partnership Board;
		   o Community Safety Partnership;
			Database of stakeholders with whom the authority should engage and for what purpose and a record of an assessment of the effectiveness of any changes	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

		○ <u>Mid and West Wales Safeguarding Board</u>; and ○ <u>Growing Mid Wales</u>. - The formal review of partnerships that sit under the PSB has been completed. The new partnership structure has been operational since June 2018 and the partnerships will be reviewed on a periodic basis. - A review of the <u>Community Safety Partnership</u> was undertaken in 2019 and was subject to scrutiny.				
	Alun Williams / Diana Davies B2.3 Ensuring that partnerships are based on: - trust - a shared commitment to change - a culture that promotes and accepts challenge among partners and - that the added value of partnership working is explicit	- Advice provided to Members and Officers serving on outside bodies. - Regular reporting of partnership meetings and activity to Cabinet. - Partnerships such as <u>Growing Mid Wales</u> have been established with governance arrangements. - Regular reporting of partnership meetings and activity to Leadership Group and Cabinet. - Scrutiny arrangements in place for the PSB. - Partnership metrics are subject to internal review, where appropriate. - Legal Team is actively involved in drafting and reviewing Terms of Reference for Inter Authority Agreements ('IAAs') and formal committees. - A suite of documents have been developed that relate to strategic collaboration projects that the Authority is considering entering into. The <u>documents</u> include guidance, standards and numerous templates for varying stages of collaboration projects. - Executive Group Self-assessment carried out. - Growing Mid Wales Joint Overview and Scrutiny Committee has been established.	Well-being strategy Partnership protocols	✓ ✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
B3 Engaging stakeholders effectively, including individual citizens and service users	Alun Williams B3.1 Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes	- <u>Consultation Decision Tree and flowchart</u> for Staff and Members have been developed. - <u>The Engagement and Consultation Checklist</u> - <u>Engagement and Participation Policy 2022</u> - The newly adopted Engagement and Participation Policy outlines our approach of applying the best method of engagement according to the situation. We will use several different methods of engagement to ensure that we engage with all people in Ceredigion in the most suitable manner. Included in this is a commitment that our engagement exercises must consider how to engage with non-digital users as a matter of priority. Examples of this are in-person discussions, telephone discussions and provision of paper copies of relevant documents at Council Libraries and Well-being Centres. - A <u>Community Engagement, Consultations and Partnerships Page</u> has been created on <u>CeriNet</u>, which	Record of public consultations Partnership framework Public Service Boards Terms of Reference	✓ ✓ ✓	7/8	Acceptable Minor adjustments may be required A new Engagement and Participation Policy, 'Talking, Listening and Working Together' has been published. Implementation of this policy to be considered before action complete.

		includes links to Engagement and Participation Policy, Engagement and Consultation Checklist, <u>Engagement with Service Users</u> and Consultation Decision Making Tool. • A new <u>Engagement and Participation Policy</u> for Ceredigion County Council, 'Talking, Listening and Working Together,' has been prepared and was agreed through the democratic process in Autumn 2022. • All IIAs for Cabinet are assessed by the Equalities and Inclusion Manager, including whether effective engagement, involvement and consultation has taken place and informed strategic decision making process. • <u>Public Engagement Tool Kit</u> • <u>Engagement with Service Users List.</u> • All school reorganisation proposals are required to have formally consulted with stakeholders through adhering to the Welsh Government's School Organisation Code. • All <u>current consultations</u> are available on the Council Website. • A monitoring partnership framework that reports on all key decisions made by existing partnerships is reported to Leadership Group.			
	Alun Williams / Lowri Edwards B3.2 Ensuring that communication methods are effective and that Members and Officers are clear about their roles with regard to community engagement	• <u>The Engagement and Consultation Checklist</u> • <u>Corporate Strategy (2022-2027)</u>. • <u>Engagement and Participation Policy has been approved.</u> • <u>Public Engagement Tool Kit</u>. • <u>Engagement with Service Users List</u>. • <u>IIA Tool Kit</u>. • <u>Social Media Policy (revised Aug 2018)</u>. • <u>Guidelines on Corporate Branding (May 2019)</u>. • Minutes of structured engagement meetings and events.	Evidence of structured stakeholder discussions	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Communications strategy	✓		
	B3.3 Alun Williams / Lowri Edwards Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	• <u>Corporate Communications Strategy 2019-2022 is currently under review and a new Strategy will be developed in 2023.</u> • Overview and Scrutiny <u>Public Engagement Protocol</u> (2016) (<u>Document N Constitution</u>). • Social media is being used to seek the public's views on matters being considered by Overview and Scrutiny Committees. • <u>IIA Tool Kit</u>. • Summary reports on consultation and engagement activities are reported back to Members and service users. • Minutes of engagement groups with people with protected characteristics.	Communications and engagement strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Effective community involvement	✓		

		• Effective Community involvement carried out with the well-being assessment work. • Effective Community involvement carried out with service users from different backgrounds to inform the new Strategic Equality Plan.				
	Alun Williams/Lowri Edwards B3.4 Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account	• <u>Corporate Communications Strategy 2019-2022</u> is currently under review and a new Strategy will be developed in 2023. • Summary reports on consultation and engagement activities, which are reported back to Members and service users. • Dissemination of <u>consultation results</u> and reports on completed consultations and engagement exercises are posted on the Council's public <u>consultations</u> webpage in order to provide feedback to the public. • Processes have been introduced to monitor feedback e.g. any consultation/engagement reports are presented to Scrutiny and Cabinet to inform their decision-making. • Feedback from engagement and how people's views have been taken into account is recorded in the IIAs.	Communications and engagement strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice.
	Alun Williams B3.5 Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	• We have worked in partnership with Local Authorities and Public Services across Mid and West Wales on the review of our Strategic Equality Plans. A joint question set and engagement and consultation framework was produced and as a result, feedback was obtained from people with protected characteristics.	Processes for dealing with competing demands within the community for example consultation	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Diana Davies B3.6 Taking account of the interests of future generations of tax payers and service users	• A <u>Well-being assessment</u> (PSB) has been carried out that will inform the development of the PSB's <u>Local Well-being Plan,</u> which will be published in May 2023. • The <u>Corporate Well-being Objectives</u> are included in the Council's <u>Corporate Strategy 2022-2027</u> and are reviewed each year. • An <u>annual report</u> on progress made against the Council's Well-being objectives and Corporate priorities in published on the Council Website. • UNCRC – United Nations Convention on the Rights of the Child have been adopted by the Council. • Participation Standards have been adopted by Council.	Reports Well-being assessment Well-being Objectives and statement	✓ ✓ ✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

18

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits						
The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.						
Sub-principles	Behaviours	Evidence	Expected	✓/X	Score	Action
C1 Defining outcomes	Alun Williams C1.1 Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	• The Council's Corporate Well-being Objectives are included in the Council's Corporate Strategy 2022-2027 and are reviewed each year and reported in the Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report published on the Ceredigion County Council website. • The purpose and the vision of the Council have been determined by Council and is contained in the Corporate Strategy 2022-2027. This strategy illustrates how the authority will support and promote the well-being of the citizens of Ceredigion. • All Planning arrangements reflect the Golden Thread and make the links to Corporate plans including; o Business Plans; o Strategic Plan; o Corporate Performance Management Reporting; and o Well-being and Improvement Objectives.	Well-being statement and objectives Vision used as a basis for corporate and service planning	✓ ✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Alun Williams / Diana Davies C1.2 Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer	• The IIA tool and guidance are available and training has been rolled out for Officers and Members. • Engagement and Participation Policy is available. • A Public Engagement Toolkit 2014 has been developed in order to provide a user-friendly resource for Officers when developing and undertaking effective public engagement with their communities, in accordance with the National Principles of Public Engagement. • Updates on the budget savings and the work of the Development Group are reported to the Cross Party Transformation and Efficiency Consultative Group. • The Corporate Strategy 2022-2027 incorporates the Corporate Well-being Objectives. • The Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report included a review of the Corporate Well-being Objectives.	Community engagement and involvement Corporate & service plans Well-being plan (PSB) and well-being statement (LA)	✓ ✓ ✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Alun Williams C1.3 Delivering defined outcomes on a sustainable basis within the resources that will be available	• Performance information is outlined in the Council's Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report . • Business Plans are prepared on an annual basis and are monitored quarterly by a Performance Board, which includes Cabinet members and the Chairs and Vice Chairs of the Overview and Scrutiny Committees and Chair of the Governance and Audit Committee.	Regular reports on progress	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

		• Budget setting subject to detailed scrutiny by the five Overview and Scrutiny Committees. • The Medium Term Financial Plan. • Quarterly performance arrangements provide a challenge protocol to ensure outcomes are delivered. • Business planning process includes resource allocation. • Cross-Party Transformation and efficiency Group monitors the budget savings and delivery of services within budgets.				

	Alun Williams
	C1.4 Identifying and managing risks to the achievement of outcomes
		• Corporate performance management arrangements include quarterly assessment of risks to the achievement of outcomes or service delivery.
		• Risk management includes risk logs for;
		  o Business Plans (Level 1); and
		  o Service Plans (Level 2).
			Performance trends are established and reported upon	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

			Risk management Protocols	✓		

	Duncan Hall
	C1.5 Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available
		• Local performance measures are included in Business and service delivery plans.
		• Capital Plans include;
		  o Rights of Way;
		  o Highways;
		  o Annual Budget Plan; and
		  o Transformation.
		• The Risk Management Policy and Strategy and the Risk Management Framework was approved by Cabinet on 24 September 2019.
		• Risk Management training to be rolled out to Members and Senior Managers.
		• Risk management e-learning package has been developed for all other Staff and training took place in 2019, with workshop with insurers arranged for senior Managers.
		• Publication of service performance, including costs and value for money data is routinely considered within service reports.
			A agreed set of quality standard measures for each service element are included in service plans	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

			Risk management protocols	✓		
C2 Sustainable economic, social and environmental benefits	Duncan Hall / Elin Prysor C2.1 Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	• The appointed Auditor considers the Council's arrangements to secure economy, efficiency and effectiveness. In his letter he has stated that the Council has complied with its responsibilities to the use of its resources. • The most recent Audit of the Council's Improvement Plan (2020-2021) was issued in November 2020. The report concluded positively that the Council discharged its duties and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties. • A capital appraisal form is completed for new capital projects, which covers the requirement for the project, and is used to assess value for money and the revenue implications of major projects.	Capital investment is structured to achieve appropriate life spans and adaptability for future use so that resources are spent on optimising social, economic and environmental wellbeing: capital programme capital investment strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

20

		• Capital Investment Strategy is contained within the <u>Medium Term Financial Strategy</u>.
		• The Authority has undertaken the following steps towards the implementation of the Well-being of Future Generations (Wales) Act 2015:
		  o Prepared well-being objectives and statement;
		  o Embedded the Well-being Goals and Sustainable; development principal into the business planning process
		  o Developed a new <u>IIA tool and guidance;</u>
		  o Established a Well-being of Future Generations Act group and action plan;
		  o The Constitution is continually monitored and reviewed;
		  o PSB <u>assessment of Local Well-being</u> published in March 2017;
		  o Scrutiny arrangements agreed for PSB;
		  o Cabinet Reports, to include the Social/economic/ environmental impact assessment;
		  o A mandatory e-learning module on the Act has been developed and promoted to all Council Staff;
		  o an Equality, community and Welsh language Impact Assessment must be undertaken on all school restructuring proposals as required under the Welsh Government School Organisation Code; and
		  o Members have contributed to The Future Generations Officer Scrutiny Framework in relation to the WFGA.
			Legislative requirements – Well-being of Future Generations (Wales) Act 2015	✓		

	C2.2 Duncan Hall Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints	• Wales procurement policy statement is aligned to the Council's <u>Procurement Strategy 2018-2022</u>. • The <u>IIA tool and guidance</u> is available and used to support decision-making. • All reports and <u>minutes</u> are published in a timely manner and are open for inspection. All meetings are held in public, subject to the consideration of exempt information as defined by the 1972 Local Government Act. • Pre-decision Scrutiny encouraged where possible. • <u>The Medium Term Financial Strategy</u>. • <u>The Corporate Strategy 2022-2027</u>. • The Transformation Programme.	Application of Wales procurement policy statement	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Corporate plans take account of medium and long-term service plans	✓		
			Discussion between Members and Officers on the information needs of Members to support decision making	✓		
			Record of decision making and supporting materials	✓		

	Alun Williams / Diana Davies. C2.3 Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs	• Public Services Board <u>Local Well-being Plan</u> was published in May 2018. • All reports and <u>minutes</u> are published in a timely manner and are open for inspection. All meetings are held in public, subject to the consideration of exempt information as defined by the 1972 Local Government Act. Advice given by MO. • <u>Engagement and Consultation Checklists</u> are available on CeriNet. • The Council wide WFGA Group Action Plan. • <u>IIA tool and guidance</u>.	Well-being Plan (PSB)	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Record of decision making and supporting materials	✓		
			Protocols for consultation	✓		
	Alun Williams/Lowri Edwards C2.4 Ensuring fair and equal access to services	• <u>Strategic Equality Plan 2020-2024</u>. • Annual <u>Strategic Equality Plan monitoring report</u> 2021-2022 has been approved and has been published on Council website. • <u>Welsh Language Standards</u>. • <u>Annual Welsh Language Standards monitoring report</u>. • Annual Complaints and Compliments Report 2021/22 presented to Governance and Audit Committee 21.9.22, Corporate Resources Scrutiny Committee 2.10.22 and approved by Council 24.11.22. • A mandatory E-learning training module on Welsh Language Awareness must be completed by all Staff. • Members provided with Welsh Language Awareness and Equalities Training as part of their Induction Programme.	Develop protocols to ensure fair access and that statutory guidance is followed	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

D. Determining the interventions necessary to optimise the achievement of the intended outcomes						
Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.						
Sub-principles	Behaviours	Evidence	Expected	✓/X	Score	Action
D1 Determining interventions	Lowri Edwards / Elin Prysor D1.1 Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided	• The IIA tool and guidance is available and training has been rolled out for Officers and Members. • Corporate project management group has been established to formalise project development and management. • Standard reporting templates are used in decision making process. • Organisational Awareness training available as an optional module of the Corporate Manager Programme, which includes information relating to the decision making process, Wellbeing of Future Generations, Equalities, Welsh Language and the use of the IIAs, Head of Democratic Services and MO (CLO-Legal & Governance) advise as necessary. • Risk Management Policy, Strategy and Framework (approved by Cabinet 24.9.10) with training programme for Members, Senior Management and Managers, published on CeriNet and available to all Members of Staff. Documents amended to reflect additional risks and background information to make informed decisions. Corporate Risk Register reported regularly to Governance and Audit Committee (9.9.2021, 3.6.2021)	Discussion between Members and Officers on the information needs of Members to support decision making	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Decision making protocols	✓		
			Option appraisals	✓		
			Agreement of information that will be provided and timescales	✓		
	Duncan Hall D1.2 Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	• Medium Term Financial Strategy has been regularly updated the current version dated 2021/22 Onwards approved by Council 5.3.2021. • Consultation decision tree tool includes a guidance section on dissemination of consultation results. • Finance challenge regarding savings on Council Website.	Financial Strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
D2 Planning interventions	Alun Williams D2.1 Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	• Corporate Performance Management arrangements include quarterly: o Corporate Lead Officer Service Report; o Performance Board; and o Executive Panel meetings. • A calendar is used to report deadlines and Board/Executive Panel dates are published with reports.	Calendar of dates for developing and submitting plans and reports that are adhered to.	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Alun Williams / Diana Davies/Lowri Edwards D2.2 Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	• <u>Corporate Communications Strategy 2019-2022</u> currently being reviewed. A new strategy will be developed in 2023. • The <u>Ceredigion PSB</u> has a <u>Local Well-being Plan</u> that has been developed and delivered jointly with external stakeholders and partners. • <u>An Assessment of Local Well-being</u> has been undertaken by the PSB that has fed the <u>Local Well-being Plan</u> and the <u>Council Well-being Objectives</u> for future years.	Communication and engagement strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Public Service Board well-being plans	✓		
	Alun Williams D2.3 Considering and monitoring risks facing each partner when working collaboratively including shared risks	• All major collaboration projects have established governance and management arrangements including risk management. • All projects considered by Corporate Project Management Panel, which is also attended by IA and is an effective forum for advice/challenge and highlighting risks as Service areas develop projects, including collaboration projects. • The Corporate Project Management Panel helps ensure projects give early consideration to: the Well Being and Future Generations Act; to other guidance; to finance, procurement, governance and legal arrangements; to HR implications; Health & Safety; and Audit. Improve project arrangements prior to reporting to the Development Group and other authorisation processes. • Account will be taken of legislative changes e.g. work is ongoing in relation to implementing legislative changes such as LGEW 2021 Act changes and considering/monitoring risks facing each partner when working collaboratively, including shared risks. Meetings are being held and preparation being carried out, for example, regarding the 2021 Act's requirement for Corporate Joint Committees, including potential and shared risks (a CJC group has been established, with the first meeting held on 19th April 2021, to consider the requirement to establish the Mid Wales CJC in accordance with the 2021 Act). • Appropriate Joint Scrutiny arrangements are in place in relation to the Growing Mid Wales Board. Similarly, the Mid Wales Corporate Joint Committee will have Sub appropriate arrangements in place (Joint Scrutiny, Standards and Governance and Audit Committee)- arrangements in compliance with legislation and its Standing Orders	Partnerships/collaboration framework	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required. To continue to take into account legislative changes e.g. Local Government and Elections (Wales) Act 2021. To implement legislative changes, such as Local Government and Elections (Wales) Act 2021 changes and consider/monitor risks facing each partner when working collaboratively, including shared risks.
			Risk management protocol	✓		
	Russell Hughes-Pickering D2.4 Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances	• Corporate Project Management Group has been established to formalise project development and management. • Ensuring Staff with project management skills are available. • This helps ensure projects give early consideration to: the Well Being and Future Generations Act; to other guidance; to finance, procurement, governance and legal arrangements; to HR implications; Health & Safety; and Audit. Improve project arrangements prior to reporting to the Development Group and other authorisation processes.	Planning protocols	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

24

		• Helps identify capital requirements for inclusion in future capital programmes.				
	Alun Williams D2.5 Establishing appropriate local performance indicators (as well as relevant statutory or other national performance indicators) as part of the planning process in order to identify how the performance of services and projects is to be measured	• Local performance indicators have been established and approved for each service element and included in the service plan and are reported upon regularly. • The Business Planning process for 2022-23 is being implemented with Level 1 Business Plans shared with the Performance and Research Team. • Performance measures have been identified within each Level 1 Business Plan that have in turn translate into the reporting Dashboard for each service. These measures have been closely scrutinised and have received final sign-off from senior leadership. Services report against these measures as part of the performance management process for the year.	Local performance indicators have been established and approved for each service element and included in the service plan and are reported upon regularly	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Alun Williams D2.6 Ensuring capacity exists to generate the information required to review service quality regularly	• The Corporate Performance Management arrangements include
		    o Weekly leadership Group meetings;
		    o Quarterly reporting of progress against level 1 Business Plans;
		    o Quarterly Performance Board meetings; and
		    o Quarterly Executive Panel Meetings.
			Reports include detailed performance results and highlight areas where corrective action is necessary	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Duncan Hall D2.7 Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan	• Business Plans include budget and finance information and form part of the quarterly Corporate Performance Management arrangements. • Budget Framework. • Service Accountancy – Budget monitoring.	Evidence that budgets, plans and objectives are aligned	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Duncan Hall D2.8 Informing medium and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	• <u>Financial Regulations and Financial Procedure Rules (Document F Constitution)</u> along with Budgetary Control Guidance are all up to date. Chief Officer Assurance Statements. The internal controls in place are subject to regular review by Internal Audit, in accordance with the annual risk-based audit plan. • <u>Medium-term financial Strategy</u>. • <u>Corporate Strategy 2022-2027</u>. • Internal Audit Strategy & Plan 2022/2023 approved by Governance & Audit Committee 10 March 2022.	Budget guidance and protocols MTFS Corporate Plans	✓ ✓ ✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
D3 Optimising achievement of intended outcomes	Duncan Hall D3.1 Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	• Changes through the corporate savings plan have been through a robust governance process to ensure that all savings all link to the desired outcome.	Feedback surveys and exit/decommissioning strategies Changes as a result	✓ ✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Duncan Hall D3.2 Ensuring the budgeting process is all-inclusive, taking into account the full	• <u>Financial Regulations and Financial Procedure Rules (Document F Constitution)</u> along with Budgetary Control	Budget guidance and protocols	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	cost of operations over the medium and longer term	Guidance are all up to date. Chief Officer Assurance Statements. • The internal controls in place are subject to regular review by IA, in accordance with the annual risk-based audit plan. • Internal Audit Strategy & Plan 2022/23 approved by Governance and Audit Committee 10/3/22.				
	Duncan Hall D3.3 Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage	Medium Term Financial strategy is in place • The corporate savings plan has been through a robust governance process to ensure that all savings link to the desired service outcomes.	Financial Strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Long term trends are taken into account Can this be evidenced?	✓		
	Duncan Hall D3.4 Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes"	• Community Benefits is embedded in our Processes and Policies and has been regularly applied, monitored and reported upon. • Well-being of Future Generations (Wales) Act is integrated into our processes.	Service plans demonstrate consideration of social value	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Achievement of social value is monitored and reported upon	✓		

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it					
Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind set, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.					

Sub-principles	Behaviour	Evidence	Expected	✓/X	Score	Action
E1 Developing the entity's capacity	Geraint Edwards E1.1 Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness	• Corporate and line management induction is now in place. Corporate induction and Corporate Manager Development plans were introduced in April 2018 and revised in October 2022. Corporate induction sessions are part of these requirements, all new Staff must attend an induction session. Senior Managers present within these face-to-face or virtual sessions. • CeriNet (the HR intranet and resource to Staff and management) is continually reviewed and improved for effectiveness. • Learning & Development in now managed via the Ceri system offering opportunities to all Staff. E-learning modules are being introduced to ensure training and development is cost effective wherever possible. • Ongoing annual Personal Performance scheme – Performance Reviews link to Corporate and strategic objectives. • The Corporate Performance Management arrangements provide the forum for performance management's needs and thereafter preparing action plans for delivery of corporate improvements in performance review of Staff. These have been further strengthened with the introduction of annual appraisals for all Staff via the Ceri HR system. • Induction programme is provided for new Members. Ongoing training is arranged for specific issues e.g. Treasury management. • Members attend various events, seminars and conferences (see above). • Personal Development Review process in place for Members.	Regular reviews of activities, outputs and planned outcomes	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Geraint Edwards E1.2 Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently	• Utilisation of research and benchmarking exercises. • The Ceri HR payroll system has ensured that meaningful data on Staff is now available to Managers on a monthly basis in order to monitor costs turnover and absence.	Utilisation of research and benchmarking exercises	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Alun Williams / Diana Davies E1.3 Recognising the benefits of partnerships and collaborative working where added value can be achieved	• Effective operation of partnerships which deliver agreed outcomes. • Effective Partnerships have been developed in a number of areas and services including: • School Improvement; • Health & Social care; and • Waste. • Additional partnerships are included in the strategic Collaboration Projects List.	Effective operation of partnerships which deliver agreed outcomes	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Geraint Edwards E1.4 Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	• Strategic workforce planning is undertaken utilising the Strategic workforce planning tool kit and is completed by all service areas. The Workforce Plan 2022-2027 is currently being developed and will be published once approved by Cabinet in early 2023. Once in place, annual updates on progress of the workforce plan are reported to scrutiny.	Workforce Plan	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Organisational development plan	✓		
E2 Developing the capability of the entity's leadership and other individuals	Elin Prysor / Geraint Edwards E2.1 Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained	• The Leadership and Senior Officer structure has defined these roles, including how they integrate with each other. • Joint meeting of senior Managers ensures that roles, responsibilities and accountabilities are clear. • Job descriptions clearly define the roles and responsibilities required of posts. • The Constitution sets out the roles and responsibilities of Members (Part 3.4 Table 4) and senior Officers (part 2 Article 2) • The Strategic Planning Toolkit includes an element of succession planning and talent management. • Learning and Development opportunities are offered to those within a Leadership role or who are aspiring leaders.	Job descriptions	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			CE and leader pairings have considered how best to establish and maintain effective communication	✓		
	Elin Prysor / Duncan Hall E2.2 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	• A Scheme of Delegation (The Constitution Part 3.5) exists and clearly sets out responsibilities for Members and Officers. • Protocols are in place for working relationships between Members and Officers (e.g. Officer-Member Protocol). • Codes of Conduct for Officers and Members are in place. • Member Officer working groups in place and working effectively. • Contract Procedure Rules ('CPR') (Part 4 Document G Constitution) and Financial Regulations and accompanying financial procedures (Part 4 Document F Constitution) are reviewed on a regular basis e.g. CPR updated March 2019.	Scheme of delegation reviewed at least annual in the light of legal and organisational changes	✓	9/10	Good - Overall governance considered compliant and meets best practice. Delegated Decision Register to be published
			Standing orders and financial regulations which are reviewed on a regular basis	✓		
	Elin Prysor E2.3 Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing	• The Council's Constitution sets out the functions and responsibilities. • The Corporate structure of the Council has been established to ensure that the Statutory Officers are able to perform their roles effectively. • The CE is responsible for reviewing this structure, as necessary.	Clear statement of respective roles and responsibilities and how they will be put into practice	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

28

Page 57

	strategy and managing the delivery of services and other outputs set by Members and each provides a check and a balance for each other's authority	• Democratic Services Committee agreed the revised set of Member Role Descriptions, designed to be used alongside Welsh member Development (Competency) Framework, of Welsh Local Government Association ('WLGA') Framework • Member Role Descriptions and Person Specifications presented to Council				
	Elin Prysor/Lowri Edwards/Geraint Edwards E2.4 Developing the capabilities of Members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged –ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis –ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external	• Comprehensive Induction Programme for Members (new and old) undertaken following the Local Elections 2022 • E-learning modules available to Members and are encouraged to complete. • Access to courses/information briefings on new legislation. • Provision of opportunities for ongoing skills and refresher training for Officers. • Members Workshops arranged, as necessary. • Personal reviews for Officers. • Provision and ongoing review of opportunities for skills and refresher training for Members (see above), including Personal Development Review Scheme. • Development/training done as part of person specifications for key finance and legal posts (mandatory qualification, job requirements).	Access to courses/information briefings on new legislation	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Lowri Edwards/ Geraint Edwards	• The Council aims to achieve the standard level for the Wales Charter for Member Support and Development.	Member development strategy	✓	9/10	Good - Overall governance considered compliant and

	E2.5 ensuring Members and Staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged	• Members' role descriptions are in place and updated as and when circumstances change. • A process for Member Personal Development Reviews has been developed and the information used to develop a Members' Training Plan. • Induction and Corporate Manager Development plans are in place. • The introduction of CeriNet as a HR intranet and resource to Staff and management has improved effectiveness. Induction information is available along with the Staff handbook and Managers Toolkit. • E-learning packages are regularly being developed and rolled out for mandatory and non-mandatory training for staff and Members. • Performance Reviews are undertaken by all Staff as part of the Ceri system Performance Management module. • The Corporate Performance Management arrangements provide the forum for performance management's needs and thereafter preparing action plans for delivery of corporate improvements in performance review of Staff. • Induction programme is provided for new Members and new comprehensive induction programme has been provided post-election (from May 2022) with additional e-learning modules available. Ongoing training is arranged for specific issues. Members attend various events, seminars and conferences (see above).	Members induction and on-going training and development programme Mentoring and peer support programmes Personal development plans for Members and Officers	✓ ✓ ✓		meets best practice. No further action required.
	Lowri Edwards/ Geraint Edwards E2.6 Ensuring Members and Officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis	• Learning & Development is available to Staff and Members in a range of subjects. • All Staff can access learning and development events via Ceri self-service. • Mangers can also book Staff onto relevant events via Managers Self-service. • Ongoing training provided to Members. • Scrutiny self-assessment undertaken annually.	For example, for Members this may include the ability to: scrutinise and challenge • recognise when outside expert advice is required • promote trust • work in partnership • lead the organisation • act as a community leader	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

			Efficient systems and technology used for effective support	✓		
Geraint Edwards E2.7 Ensuring personal, organisation and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses	• Succession planning is undertaken through discussions and actions within service areas and with partners this cannot always be evidenced. This will be further developed through the strategic workforce planning toolkit. • Ceredigion Manager Programme offers personal development including governance arrangements and organisational knowledge.		Arrangements for succession planning	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
Alun Williams E2.8 Ensuring that there are structures in place to encourage public participation	• Engagement with Service Users list. • Engagement and Participation Policy. • Scrutiny Public Engagement Protocol (2016) (Document N Constitution) Council continually consults and engages with local residents, customers and other stakeholders within the county to understand their opinions and views when developing new plans and/or strategies. Feedback is always given due consideration before final versions are agreed. • Service User focus groups. • Survey regarding self-assessment completed by Scrutiny.		Citizens and residents panel	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Stakeholder forum terms of reference	✓		
			Communication and engagement strategy	✓		
Lowri Edwards E2.9 Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	• Member development scheme. • Member personal development reviews. • Attendance records published annually. • Members are encouraged and supported to complete Annual Reports, which are published on the Council's website. • Chair of the Democratic Services Committee attends the National Network, facilitated by the WLGA. • Chair of Governance and Audit Committee attends All Wales Governance and Audit Committee Chair's Networking Meetings to develop and compare role within Local Authorities. • Training provided to Members (as part of induction programme for Members (from May 2022)) Cabinet Member training, Ethics and Standards Committee (role) training, Political Group Leader Duties training and Governance and Audit Committee (role) training.		Reviewing individual member performance on a regular basis taking account of their attendance and considering any training or development needs	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Peer Reviews	X		
Geraint Edwards E2.10 Holding Staff to account through regular performance reviews which take account of training or development needs	• Strategic Workforce planning toolkit includes the identification of training and learning needs for all service areas. • Performance Appraisals record training and development needs via the Ceri system. • Staff development plans linked to appraisals have been strengthened with the introduction of the Performance Management module in Ceri.		Training and development Plan	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Staff development Plans linked to appraisals	✓		
			Implementing appropriate human	✓		

		• Implementing appropriate Human Resource policies and ensuring that they are working effectively.	resource polices and ensuring that they are working effectively			

	Geraint Edwards/Lowri Edwards
	E2.11 Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing
		• Human Resources policies.
		• <u>Smoke-Free Workplace Policy</u>.
		• <u>Alcohol and Drug Misuse Policy</u>.
		• The Council has introduced a range of resources and options to enhance the health and well-being of Staff.
		• Health and Well-being Strategy 2021-2026 has been introduced to support the improvement in the workforce health and well-being.
		• The Council has appointed an Employee Health & Wellbeing Officer to coordinate and promote health and wellbeing within the workforce.
		• A <u>Care First employee assistance package</u> has been introduced that offers:
		• Counselling service; and
		• Advice on financial, legal, consumer, eldercare, childcare and employment issues.
		• Other support available for Staff includes:
		   o Cognitive Behaviour Therapy Interactive health and wellbeing programme;
		   o Eyecare scheme;
		   o Childcare voucher scheme;
		   o Iechyd Da; and
		   o Mindfulness training for Staff and Managers.
		• Counselling service is also available to Members.
			Human Resource Policies	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

F. Managing risks and performance through robust internal control and strong public financial management						
Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.						
A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.						
It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.						
Sub-principles	Behaviour	Evidence	Expected	✓/X	Score	Action

F1 Managing risk	Alun Williams F1.1 Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making	• The Corporate Risk Management Framework was approved by Cabinet on the 24th of September 2019 and continues to be updated.
		• The Corporate Risk Register is considered at all Leadership Group, Corporate Lead Officers, Corporate Performance Management meetings and by the Governance and Audit Committee as a standing item to the Governance and Audit Committee.
		• Risk Management is integral to operational business planning Policy and Strategy setting.
		• Project and transformation Risks are all logged.
		• All Plans included Risk logs including:
		  o The Medium term Financial Plan;
		  o Business Plans (level 1); and
		  o Service Plans (level 2).
		• Corporate Risk Management arrangements are audited regularly.
		• The management of risks is included in individual Services service/establishment audit programmes.
		• 'Risks' form the basis of Internal Audit's audit programmes of work, as required by the Pentana audit management software system. Cabinet report template expanded to include risks and implications arising.
			Risk management protocol	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Alun Williams F1.2 Implementing robust and integrated risk management arrangements and ensuring that they are working effectively	• <u>The Risk Management Policy and Strategy were approved by Cabinet</u> on the 24.9.2019. • The Corporate Risk Register is a standing agenda item at each Leadership Group meeting. Updates are reported at each Governance and Audit Committee Meeting to provide ongoing information and assurance that risks continue to be managed. The Committee refers matters to Scrutiny Committees, where appropriate. • Corporate Performance requires regular updates for Risk. • The Cross party Transformation and Efficiency Group regularly monitors Transformation Risks. • Specific Project Risk Monitoring is undertaken.	Risk management strategy/policy formally approved, adopted, reviewed and updated on a regular basis	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Alun Williams F1.3 Ensuring that responsibilities for	• All Risks are allocated to a Corporate Lead Officer (Risk Owner).	Risk management protocol	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

33

	managing individual risks are clearly allocated				

F2 Managing performance	Alun Williams F2.1 Monitoring service delivery effectively including planning, specification, execution and independent post-implementation review	• Corporate performance management is linked to the Well-being and Improvement Objectives, <u>Corporate Strategy 2022-2027</u> and the PSB's plans. The Council also has many local indicators which helps it determine whether it has achieved the priorities in its <u>Corporate Strategy 2022-2027</u>.
		• Council approved the Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report 2021-22.
		• Benchmarking information carried out as part of service re-modelling.
		• External & internal assessments by:
		  o Audit Wales;
		  o Estyn;
		  o Care Inspectorate Wales ('CSIW');Investigatory Powers' Commissioner's Office ('IPCO'); and
		  o Information Commissioner's Office ('ICO').
		• Self-Assessment (Governance and Audit Committee) - self-assessment exercise discussed at 28.11.22 workshop and will be carried out in 2023.
		• Individual Services carry out self-assessment through a performance matrix.
		• IA undertake an annual self-assessment and have a 5-yearly independent external assessment / peer review as required by the PSIAS. EQA completed May 2022, report & resulting action plan presented to Governance & Audit Committee 27.9.22 along with the CMIA's Internal Audit Self Assessment.
		• Cost performance (using inputs and outputs).
		• A Corporate Performance Management Panel meets quarterly. All Corporate Lead Officers report to this Panel and the Dates for reporting are published in the report. The Chairs and Vice Chairs of the Overview and Scrutiny Committees attend with the principle that they can identify areas that require inclusion on their respective Forward Work Programmes.
			Performance map showing all key activities have performance measures
			
			Benchmarking information
			
			Cost performance (using inputs and outputs)
			
			Calendar of dates for submitting, publishing and distributing timely reports that are adhered to.
				✓
				
				✓
				
				✓
				
				✓
					9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Alun Williams / Lowri Edwards/Elin Prysor F2.2 Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook	• Chief Officers provide support and advice to Members.
		• Reporting requires financial and legal advice/implications to be included in reports/decisions, which are published as appropriate.
		• Council / Cabinet report template updated to include reference to legal implications, staffing implications, property/asset implications and risks.
		• Advice provided by Chief Finance Officer.
		• All reports and <u>minutes</u> are published in a timely manner and are open for inspection including:
		  o Options for recommendations.
		  o Scrutiny Chairs are invited to take issues back to Cabinet
		  o Governance and Audit Committee refer matters to Scrutiny and receive reports back.
			Discussion between Members and Officers on the information needs of Members to support decision making
			
			Publication of agendas and minutes of meetings
			
			Agreement on the information that will
				✓
				
				✓
				
				✓
					9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

		• All meetings are held in public, subject to the consideration of exempt information as defined by the 1972 Local Government Act and are hybrid meetings as per the Local Government and Elections Act 2021. • Advice given by the MO. • Agreement on the information that will be needed and timescales.	be needed and timescales			
	Lowri Edwards F2.3 Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made, thereby enhancing the organisation's performance and that of any organisation for which it is responsible	• Scrutiny arrangements are in place which provide opportunities to challenge decision making and review the provision of services. The scrutiny function's aim is to provide added value to the continuous improvement agenda in their role as "critical friend". In addition, Overview and Scrutiny Committees also provide opportunities to undertake pre-decision and policy development work, which is a function of scrutiny, which has developed over recent years. The Council's aim is to scrutinise, where possible, before decisions are made. • An Overview and Scrutiny Public Engagement Protocol (2016) (Document N Constitution) has been approved by Council and has been used on several occasions. • Arrangements in place to seek the views of the public which is gathered via social media and shared with Overview and Scrutiny Committees for consideration. • All agendas and minutes are published on the Council's website. • Forward Work Programme published on the Council's website. • Terms of reference are published on the Council's website. • Training for Members on the role of Scrutiny. • Scrutiny Chair and Vice Chair training provided. • Membership details for all Scrutiny Committees is available on the web. • The Council's Overview and Scrutiny Co-ordinating Committee is responsible for taking an overview of the overall effectiveness of the PSB. • Work undertaken with the Future Generations Office to develop a Scrutiny Framework in relation to the WFGA. • Governance and Audit Committee.	The role and responsibility for scrutiny has been established and is clear	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Agenda and minutes of scrutiny meetings	✓		
			Evidence of improvements as a result of scrutiny	✓		
			Terms of reference	✓		
			Training for Members	✓		
			Membership	✓		
			Public Service boards are subject to effective scrutiny	✓		
	Lowri Edwards/Alun Williams F2.4 Providing Members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	• The Council revised its Corporate Performance Management arrangements in 2017 to improve monitoring of its business plans and performance indicators. These are also linked to the Corporate Well-being Objectives and the Corporate Strategy 2022-2027. • A Corporate Performance Management Board meets each quarter, with Chairs of Scrutiny Committees invited to attend. • Reporting dates are set at beginning of each year. • Transformation and Risks are all referred to joint Local Government meetings and Panels. • Scrutiny Committees may request reports at any time.	Calendar of dates for submitting, publishing and distributing timely reports that are adhered to	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

	Duncan Hall F2.5 Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (e.g. financial statements)	• Financial monitoring is regularly undertaken throughout the Council under a devolved accountancy arrangement and formal reporting is made to Cabinet. Monitoring is also incorporated in to the quarterly performance management reports. • Financial implications are a requirement for inclusion in all Cabinet Meeting reports. • Financial Regulations and Financial Procedure Rules (Document F Constitution) and the Contract Procedure Rules (Document G Constitution) are all up to date. The current Procurement Strategy 2018-2022 was approved in 2018. • Accounting practices - Codes of Practice are complied with. Prudential Indicators are prepared and reported to Council and monitored throughout the year. Regular budget monitoring takes place throughout the year. IA also reviews controls over income collection and monitoring. • Business/Service plans are monitored to ensure delivery outcomes are achieved.	Financial standards, guidance	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Financial regulations and standing orders	✓		
F3 Robust internal control	Alun Williams / Alex Jenkins F3.1 Aligning the risk management strategy and policies on internal control with achieving objectives	• Risk Management Policy and Strategy and the Risk Management Framework were approved by Cabinet on 24 September 2019. • Updates in relation to Business Continuity and Civil Contingencies arrangements submitted on a regular basis in line with the Corporate Risk Register, Risk CORP04. • Business Continuity and Civil Contingencies Group meet quarterly. • The annual Internal Audit Plan is risk-assessed and takes account of Council aims and objectives, and corporate policies and procedures; to include a review of the Risk Management corporate arrangements, and testing the mitigating controls in place for a sample of risks noted in the Corporate Risk Register • Internal Audit Strategy & Annual Plan 2021-2022 approved by Governance and Audit Committee10 March 2022, & continues to take account of additional risks presented by the pandemic. • IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council. • Internal audit reports issued to Managers highlight the risks of not implementing any IA recommended actions. Fundamental & significant recommended actions are followed up and reported to Governance and Audit Committee. If CMIA considers that any fundamental risks have not been addressed by a Manager this is reported to Governance and Audit Committee who has the discretion of requesting that Manager to attend & explain reasoning for non-compliance. • The appointed Auditor considers the Council's arrangements to secure economy, efficiency and effectiveness in his letter he has stated that the Council has complied with its responsibilities to the use of its resources. • The Council Objectives are aligned to Strategies.	Risk management strategy	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required
			Audit Plan 2018/19	✓		
			Audit reports	✓		

36

Alun Williams / Alex Jenkins F3.2 Evaluating and monitoring risk management and internal control on a regular basis	• The Council's Risk Management Framework was approved by Cabinet on the 24ᵗʰ September 2019 and the Council continues to form strategies and plans taking into account the risks caused by the Covid-19 pandemic. • Regular meetings of the Emergency and Business Continuity Management Group take place to review Corporate and Service Area Emergency and Business Continuity Arrangements and Plans as well as recommendations arising from past incidents and exercises to evidence risk, identify emerging trends, and document any lessons learnt for follow up. • Risk evaluation always appears on agendas. • Internal Audit Strategy & Annual Plan 2022-2023 approved by Governance and Audit Committee 10 March 2022, & continues to take account of additional risks presented by the pandemic. • IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council. • Regular Quarterly Internal Audit Progress Reports to Governance and Audit Committee for monitoring (e.g. Internal Audit Progress Report for period 1 July 2022 to 30 September 2022 presented to Governance & Audit Committee on 17 January 2023). • Summary of work and audit opinion on assurance provided annually in Internal Audit Annual Report at year-end. IA Annual Report for 2021/22 approved by Governance & Audit Committee 6 June 2022. • Follow-up IA reviews to monitor implementation of required actions. • Internal controls, risk & governance processes are monitored according to the Internal Audit Charter (last version approved by Governance & Audit Committee 19/1/22) & the Annual Internal Audit Strategy and Plan.	Risk management strategy/policy has been formally approved and adopted and is reviewed and updated on a regular basis	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required
Alex Jenkins F3.3 Ensuring effective counter fraud and anti-corruption arrangements are in place	• Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption ('CIPFA', 2014). • Internal Auditors have procedures in place if fraud discovered. • An Officer in the IA team is an accredited Counter Fraud Technician, and a second officer is also currently undertaking the qualification. • An officer) in the IA team holds a CIPFA Certificate in Investigative Practices ('CCIP'). • 'Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)' updated and approved by Council 17 June 2021 (minutes confirmed 23 September 2021) has been written with regard to the Code of Practice & updated to ensure all requirements are included. • IA undertakes counter fraud work where required (as well as dealing with the discovery of fraud as considered earlier). • Council complies with Audit Wales's annual National Fraud Initiative requirements, currently co-ordinated by IA.	Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014)	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required

		• IA presents Counter-Fraud Report to Governance and Audit Committee annually (2021/22 Counter-Fraud Report presented to Governance & Audit Committee on 6 June 20226). • Monitoring and response to fraud alerts (NAFN, wider networks, peers, etc); • Membership and active participation in professional networks and groups (Tisonline, KHub, etc); • IA offer advice to services on implementation of new systems and processes to ensure effective internal controls maintained; • Nominated Council Officers undertake various fraud training to maintain knowledge and expertise; • Where appropriate, successful prosecutions publicised on Council website (and in local press) • Covid-19 grant payments audited prior to payment (as easier to stop a payment than recover it); • Key financial control audits added to audit plan, to check controls, governance & risks whilst staff working from home • IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council.				
	Alex Jenkins F3.4 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	• AGS 2020/21 approved by Council on 25 November 2021 with the Statement of Accounts. The AGS contains the CMIA's annual opinion on assurance. • The IA function is headed by a CMIA who is currently studying to gain an IIA qualification, they have considerable local government experience, and are supported by a team with appropriate knowledge and skills. Regular reporting to Governance and Audit Committee on the activity of IA is undertaken. Robust risk-based forward work programme and business planning is in place. • IA evaluates and improves the effectiveness of risk management, control & governance processes in accordance with PSIAS, which is self-assessed and reported to Governance and Audit Committee annually along with any improvements required. A peer review is undertaken every 5 years the most recent having been completed in May 2022. The report and resulting action plan was presented to Governance & Audit Committee on 27 September 2022. • IA provides an individual assurance to Managers after each audit review – these are then used to provide an overall corporate level of assurance annually, which feeds in to the AGS. • A re-structure of IA was implemented in May 2019, and another in November 2020. The service has been fully resourced since 1 December 2020. • Two members of the team are currently pursuing the Institute of Internal Auditors' professional training qualification.	Annual Governance Statement	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Effective Internal Audit service is resourced and maintained	✓		
	Elin Prysor F3.5 Ensuring a Governance and Audit committee or equivalent	• Governance and Audit Committee established that sets its own work plan. Committee is chaired by a Member of the opposition	Governance and Audit Committee complies with best practice – see Audit	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

group or function which is independent of the executive and accountable to the governing body: provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment that its recommendations are listened to and acted upon	group (until May 2022 when Lay Person shall be Chair, per 2021 Act provisions).
	• Ongoing preparation and implementation of changes affecting the Governance and Audit Committee in light of the 2021 Act. The Governance and Audit Committee was informed, in a report on 24.2.2021 Meeting, of the changes to their role regarding self-assessment reports of the Council, and regarding panel performance assessments, as well as the change of name, and changes to the Chair/Vice Chair and composition.
	• The Governance and Audit Committee's Terms of Reference were updated on 6 December 2018.
	• Update report on 2021 Act presented to Governance and Audit Committee 3.6.2021, to include updating Governance and Audit Committee regarding changes to Constitution affecting Committee including:
	- Recruitment of lay members and the Mid Wales CJC Governance and Audit Sub-Committee; and
	- Regarding the Committee's functions relating to:
	  o reviewing and assessing the performance assessment of the Council;
	  o considering the Council's draft annual Self-Assessment report;
	  o considering any report from the Auditor General and Council's draft response;
	  o review of the Council's complaints handling function; and role regarding Panel Performance Assessments (from May 2022).
	• Changes made during 2021-2022 include preparations for:
	- terms of reference/remit/composition changes (including recommendations to Council from Cross-Party Constitution Working Group and changes to Constitution approved by Council at its 23.9.2021 Meeting);
	- change of name to 'Governance and Audit Committee;
	- Membership to be 2/3 Councillors and 1/3 Lay Persons (as defined in Act) – –recruitment completed (Council approved appointments 9.12.21);
	- Committee duty to appoint own Chair and Deputy Chair;
	-Chair must be lay person –recruitment completed (Council approved appointments 9.12.21) and Chair/Deputy Chair shall be appointed from Lay Members;
	-Deputy Chair must not be member of Local Authority Executive; and
	- In absence of Chair & Deputy only non-executive Members can chair.
	• Size of Governance and Audit Committee review completed and change of size from May 2022 approved (9).
	• The Governance and Audit Committee has an effective Lay Member. Membership of Governance and Audit Committee considered in line with 2021 Act: Lay member recruitment
		Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2013)			

		Terms of reference	✓		
		Membership	✓		
		Training	✓		

		completed, taking into account 2021 Act requirements and termination of term of office of current lay member. • Job Direction, Personal specification, and criteria approved by Council 10/12/20. • Governance and Audit Committee self-assessment - self-assessment exercise underway. • Reports and minutes are published on the Council's website. • Governance and Audit Committee Terms of Reference updated. • <u>Membership details</u> for Governance and Audit Committee and all Scrutiny Committees is available on the Council's website. • Regular meetings between CMIA and Chair of Governance and Audit Committee. • Meetings as necessary between MO & Chair of Governance and Audit Committee. • Regular meetings between MO & CMIA. • Regular meetings between MO and CMIA & Audit Wales when necessary. • Regular Meetings between Governance and Audit Committee Members and external regulator Audit Wales (with and without Officers) • Regular training / updates provided to Governance and Audit Committee. • Chair of Governance and Audit Committee attends Welsh Governance and Audit Committee Chair network group to develop and compare role within Local Authorities.				

F4 Managing data	Arwyn Morris
	F4.1 Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.
		• A New <u>ICT and Digital Strategy for 2018-2022</u> has been approved
		• All policies are up to date including; (all approved in February 2019).
		  o <u>Data Protection & GDPR Policy</u>;
		  o <u>Information Security Policy</u>; and
		  o <u>Records Management Policy</u>.
		• A mandatory E-learning training module on Information Security must be completed by all Staff.
		• A mandatory E-learning training module on Data Protection must be completed by all Staff.
		• Designated Data Protection Officer.
		• Corporate Lead Officer Customer Contact is the Senior Information Risk Owner ('SIRO') and has attended appropriate training for that role.
		• The following responsible Officers are identified:
		  o IT Security Officer ('ITSO'); and
		  o Information and Records Management Officer ('IRMO')
		• In addition the following groups/committees consider Information security:
		  o Corporate Data Protection Group; and
		  o Emergency & Business Continuity Meeting.
		• External assessments to include compliance with Code of Conduct.
		• Regular Internal Audit of data protection Registration requirements.
			Data management framework and procedures
			Could we add the dates to the policies please
			
			Designated data protection officer
			
			Data Protection policies and procedures
				✓
				
				✓
				
				✓
					9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

		• Procedures following Audit Wales audit have been implemented. • Officers are considering the introduction of privacy notices in relation to applications to all Members, including the Development Management Committee. • Training has been scheduled for Members on their obligations under the GDPR as part of the new Member training and a section on said legislation is now included in the protocol for Members in planning.				
	Arwyn Morris F4.2 Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies	• Ceredigion County Council signed Wales Accord on the Sharing of Personal Information ('WASPI') and therefore uses WASPI framework for Information Sharing Agreements. • In most cases agreements are forwarded to the Data Protection Officer. • There is also a public register on <u>WASPI Website</u>. • Regular external Assessments e.g. Compliance with Code of Conduct. ***The Accord is a common set of principles and standards under which partner organisations will share personal information. Organisations who adopt the Accord will show their commitment in meeting the agreed conditions, obligations and requirements within the framework.	Data sharing agreement	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Data sharing register	✓		
			Data processing agreements	✓		
	Arwyn Morris F4.3 Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	• <u>Records Management Policy</u>. • <u>Data Protection/GDPR Policy</u>. • Internal performance monitoring and evidence. • Cross matching data happens across the different services. • Performance Indicator values are validated with evidence. • Retention Schedule –now <u>published</u> on intranet.	Data quality procedures and reports Could we add the dates to the policies please Is there an example of Internal performance monitoring	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Data validation procedures What data validation is carried out	✓		

F5 Strong public financial management	Duncan Hall
	F5.1 Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance
		• The current <u>Medium Term Financial Strategy</u> ('MTFS') was established during the 2013-14 year and fundamentally updated and approved by Council on the 24th February 2016. The Current MTFS is that of <u>2018/2019 Onwards</u>, but has now been amended to reflect the 2021/2022 provisional revenue settlement and updated to:
		  o Reflect the impact of Covid-19
		  o Reflect 'Boosting Ceredigion's Economy – A Strategy for Action 2020-35'
		  o Amend the transformation savings plan
		  o Project forward cost pressures
			Financial management supports the delivery of services and transformational change as well as securing good stewardship	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

		o Reflect data changes, regulations, plans, policies and strategies and is being presented to Cabinet for approval 23,2,2021 for approval to then be presented to Council on 5.2.2021. • This now includes a policy framework for setting the budgets annually as well as a three-year plan. The MTFS features as a corporate risk that is updated at least three times a year. The annual budget setting also included a risk assessment. The Council is responding to the proposal in the 2016 Wales Audit Office (now Audit Wales) Annual Improvement Report, and considering the report in light of the MTFS through ensuring that the Council's financial management arrangements are sufficiently robust to meet the significant challenges ahead. • A Strategic Plan has been developed and has improved the programme of work necessary to consider service priorities whilst addressing financial constraints. • An annual budget project plan/timetable is established to ensure that a balanced budget is approved within the statutory period in accordance with the Councils budget framework. Regular budget reports are taken to Cabinet and Leadership Group throughout the year and operational budgets are monitored on a monthly basis.				
	Duncan Hall F5.2 Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	• Budget monitoring is regular throughout the year, within services, to Cabinet and to Member Officer working groups e.g. Development Group and CMG and transformation programme savings to the Cross Party Transformation and Efficiency Consultative Group. • Quarterly Executive Panel meetings take place if required with Corporate Lead Officers together with the Leader of the Council, the CE, Corporate Lead Officer for Finance and Cabinet Member with Finance responsibility.	Budget monitoring reports	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

Page 71

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability						
Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.						
Sub-principles	Behaviour	Evidence	Expected	✓/X	Score	Action
G1 Implementing good practice in transparency	Lowri Edwards/Arwyn Morris/Alun Williams G1.1 Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate	• Council's Website. • Council and Cabinet meetings are broadcasted. • Standard templates for Cabinet, Scrutiny and Council. • Compliance to the Welsh language Standards. • Use of Modern.Gov for publishing agendas and Councillor Information. • Council implementing changes introduced by 2021 Act, which include for Council to consult and publish a public participation strategy with the aim of increasing public participation in local democracy, and improving transparency. • Council compliance with The Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020, which allow for remote access for meetings and public access/publishing of documents requirements. • Work is underway to prepare a Community Engagement Policy that will meet the requirements of the 2021 Act, which will also include how we will encourage participation in decision-making, although final guidance is awaited from Welsh Government regarding this part of the legislation. • Council Roadmap provided up-to-date information for citizens on services being provided due to Covid-19 pandemic, in order to provide clarity for County residents. • • Equipment has been installed in the Council Chamber to enable hybrid meetings to be held, as per the Local Government and Elections Act 2021. The Council provides alternative ways for citizens to access information if they don't have access to digital services. The Citizen can telephone the Council's Contact Centre or visit its Libraries where public access to computers are available or free 4G Wi-Fi to allow anyone to use their own device.	Website	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Council meetings are webcast	✓		
	Lowri Edwards G1.2 Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	• Councillors' contact details, attendance records, Committee membership and Declarations of Interests available on the Council's Website. • Councillors' annual reports available on the Council's Website. • Overview and Scrutiny Annual Report available on the Council's Website. • Democratic Services Annual Report available on the Council's Website.	Councillors annual reports	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Annual report	✓		

G2 Implementing good practices in reporting	Alun Williams G2.1 Reporting at least annually on performance, value for money and the stewardship of its resources	• The County Council's Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report is published on the Ceredigion County website to inform Ceredigion citizens what activities and actions the Council undertakes in support of its Well-being and Improvement Objectives. This also forms part of the Council's self-assessment. A summary plan is also available in public offices for our citizens.	Formal annual report which includes key points raised by external scrutineers and service users feedback on service delivery	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
		• Annual financial statements are published on the Council's Website.	Annual finance statements	✓		
	Alun Williams G2.2 Ensuring Members and senior management own the results	• Appropriate approvals. • Corporate Performance Management arrangements. • Ownership of planning and transformation.	Appropriate approvals	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Elin Prysor G2.3 Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)	• Council's AGS evidences how it complies with the seven core Governance Framework Principles and sub-principles contained in the Framework and in the Local Code of Corporate Governance, including how it puts in place proper arrangements for the governance of its affairs, facilitates the effective exercise of its functions, and makes arrangements for risk management (the Governance Framework was developed in 2010 and has been revised in accordance with the CIFA/SOLACE Delivering Good Governance in Local Government Framework 2016). In compliance also with Local Government (Wales) Measure 2009 and The Well-being of Future Generations (Wales) Act 2015. • Assessment of the framework for corporate governance carried out to ensure compliance e.g. updated to reflect changes necessary because of Covid-19 pandemic. Decision by Council whether AGS approved e.g. updated and approved by Council 25 November 2021 (with accounts). • Council's Local Code of Corporate Governance demonstrates how it has the necessary corporate governance arrangements in place to perform effectively. The Local Code of Governance is a public statement that sets out the way the Council will meet that commitment.	Annual Governance Statement	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Elin Prysor G2.4 Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate	• AGS shared with accounts, reviewed and updated with Members and Officers providing a wider engagement process.	Annual Governance Statement	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Duncan Hall G2.5 Ensuring the performance information that accompanies the financial statements is	• Financial implications are a requirement for inclusion in all Cabinet Meeting reports. Financial Regulations and Financial Procedure Rules (Document F Constitution), Contract Procedure Rules (Document G Constitution) are all up to date.	Format follows best practice	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.

44

	prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations	The current Procurement Strategy 2018-2022 was approved in 2018. • Accounting practices - Codes of Practice are complied with Prudential Indicators are prepared and reported to Council and monitored throughout the year. Regular budget monitoring takes place throughout the year. IA also reviews controls over income collection and monitoring.				
G3 Assurance and effective accountability	Elin Prysor G3.1 Ensuring that recommendations for corrective action made by external audit are acted upon	• A good working relationship exists with external regulators, including Audit Wales, Estyn, CIW, Financial Services Authority ('FSA') and Food Standards Agency as key regulators. • Audit Wales Protocol documented and procedures in place to ensure all 'Management Response Forms' from each Audit Wales report addressed and that Service responses are presented to Leadership Group, Governance and Audit Committee and Audit Wales. • Regarding monitoring of progress of actions/recommendations, Governance Officer is Audit Wales point of contact for outstanding Management Response Forms ('MRFs') for 2019/20 & 2020/21, and ongoing governance-related MRFs/governance matters. Corporate Performance and Improvement Officer is point of contact for performance-related MRFs/performance matters. This system is set out in a Protocol, approved by Leadership Group and presented to Governance and Audit Committee, with updated version (to reflect that the Corporate Performance and Improvement Officer is in post) presented to Governance and Audit Committee 9.9.2021 Meeting. • Monthly meetings are also being held between Performance officers & Audit Wales,and can be arranged with other officers as necessary. Regular dialogue is maintained with representatives from Audit Wales. • Recommendations from Audit Wales are taken forward in the Corporate Performance Management arrangements. • All Audit Wales reports presented to Leadership group and Governance and Audit Committee, which monitors implementation of corrective actions required. • Monitoring of progress of Actions process has been developed.	Recommendations have informed positive improvement	✓	9/10	Good - Overall governance considered compliant and meets best practice. Monitor progress of Actions/recommendations.
	Alex Jenkins G3.2 Ensuring an effective internal audit service with direct access to Members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon	• Chief Internal Auditor (CMIA) is currently studying to gain an IIA qualification, and has considerable local government experience, and is supported by a team with appropriate knowledge and skills. • The Audit Manager is undergoing an IIA qualification. • and two auditors are developing ICT auditing skills. • IA Officers are undergoing audit qualifications to enhance knowledge, skills and competency. • A re-structure of IA was implemented in May 2019, and another in November 2020 and April 2022. The service has been fully resourced since 1 June 2022.	Compliance with CIPFA's Statement on the Role of the Head of Internal Audit (2010) and CIPFA 2019 statement on role of Internal Audit	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required. Internal Audit now fully staffed. Training is in progress.
			Compliance with PSIAS	✓		

		• A new CMIA has been in place from 1 January 2022, and has considerable experience in IA, and is supported by a knowledgeable & skilled Audit Manager. • The role of CMIA has free and unfettered access to the Chair of the Governance & Audit Committee and both meet regularly during the year. • Robust risk-based forward work programme and business planning is in place. • Regular reporting to Governance & Audit Committee on the activity of IA is undertaken, i.e. quarterly Internal Audit Progress Reports to Governance & Audit Committee for monitoring progress performance and improvement and summary of work and audit opinion on assurance provided annually in Internal Audit Annual Report at year end. Follow-up reviews undertaken to monitor corrective actions are implemented. • Internal Audit Charter regularly reviewed and approved by Governance & Audit Committee (last version approved by Audit Committee 19/1/22). • CMIA provides annual objective opinion on assurance placed on Council's risk management, control and governance processes, based on the individual assurances given to Managers after each audit review, & feeds into the AGS. • Compliance with PSIAS reported annually to Governance & Audit Committee with resultant improvement plan. Peer review of assessment every five years (latest review completed May 2022, report and resulting improvement plan were presented to Governance & Audit Committee on the 27 September 2022). • IA's mission is to enhance & protect organisational value by providing risk-based & objective assurance, advice & insight. This is detailed in the internal Audit Charter, which also states IA's right of access (as per the Council's Financial Regulations/Constitution).				QAIP updated following EQA, and all actions either completed or in progress.
	Alex Jenkins G3.3 Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	• A good working relationship exists with the Welsh Government as key regulator. Regular dialogue is maintained with representatives from Audit Wales. • Recommendations from Audit Wales are taken forward in the Corporate Performance Management arrangements. • The Council is learning and continually works towards improvement. • Five-yearly external assessment of IA is undertaken as required by PSIAS. • The last Internal Audit External Assessment was undertaken in May 2022 by Anglesey County Council and was reported to Audit Committee, along with the resultant improvement Plan on 27 September 2022. • IA progress, performance & improvement is reported to Audit Committee quarterly.	Recommendations have informed positive improvement	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required. QAIP updated following EQA, and all actions either completed or in progress.

	Elin Prysor G3.4 Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	• AGS. • Members and Officers carry out a review of the AGS annually.	Annual governance statement	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
	Alun Williams / Diana Davies G3.5 Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met	• PSB's terms of reference and Well-being Plan • Annual report from PSB. • The Ceredigion County Council Overview and Scrutiny Co-ordinating Committee is responsible for taking an overview of the overall effectiveness of the Board. • Partnership and Accountability agreements are established in collaborative projects.	Public Service Boards terms of reference and well-being plans	✓	9/10	Good - Overall governance considered compliant and meets best practice. No further action required.
			Public service boards engage with scrutiny	✓		

Page 75

This page is intentionally left blank

Annual Governance Statement

2022-23

Approved by Council [x]

Contents

1   EXECUTIVE SUMMARY

Ceredigion County Council ('the Council') is responsible for 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.

The Council is also committed to improving the social, economic, environmental and cultural wellbeing of its citizens. This commitment is set out in the Council's Corporate Strategy 2022-2027 and describes how the council will meet the challenges ahead and make the most of opportunities. The Council's vision for this period is that the 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'* and is to be achieved by fulfilling the Corporate Priorities, which are:

1. Boosting the Economy, Supporting Businesses and Enabling Employment;

2. Creating Caring and Healthy Communities;

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

4. Creating Sustainable, Greener and Well-Connected Communities.

To be successful the council must have a solid foundation of good governance and sound financial management. The Council's Local Code of Corporate Governance ensures that we are doing the right things, in the right way, in line with our values. The Local Code is supported by a Governance Assurance Framework that sets out what assurances the Council seeks to obtain, and how this will be done.

A copy of the Council's Local Code of Corporate Governance and Annual Governance Statement is available on the Council's website at https://www.ceredigion.gov.uk/your-council/councillors-committees/annual-governance-statement/.

The Council also has a duty under the Local Government (Wales) Measure 2009 to arrange to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In discharging this overall responsibility, the Council must ensure proper arrangements for the governance of its affairs are in place, facilitating the effective exercise of its functions, and which includes the arrangements for the management of risk. The Local Government and Elections (Wales) Act 2021 is in force and the Council has taken the necessary steps to ensure compliance.

A Governance Framework was developed in 2010 and has been revised in accordance with the CIFA/SOLACE Delivering Good Governance in Local

3

Government Framework 2016. The framework is used to review the governance arrangements on an annual basis.

The Well-being of Future Generations (Wales) Act 2015 also introduces new governance arrangements for public services in Wales. Public bodies are required to carry out sustainable development. It places a well-being duty on public bodies to set and publish well-being objectives designed to maximise their contribution to the seven national well-being goals. They are also expected to take all reasonable steps towards achieving their objectives.

Following the review and in accordance with the requirements of the Framework a Local Code of Corporate Governance is in place and has been reviewed for 2023-24.

The Local Code of Corporate Governance brings together in one document all the governance and accountability arrangements the Council has in place. The Code is based on best practice guidance set out in the CIPFA/SOLACE Framework Delivering Good Governance in Local Government.

Following a review by Audit Wales of the Council's Planning Service undertaken during the period April to July 2021 (Report issued October 2021), the Council is working to support Audit Wales with their Planning Service Follow-Up Review. Any recommendations will be responded to as reference in the action plan below..

The Council's Governance Framework is based on the International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014) and the following seven principles:

A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

B: Ensuring openness and comprehensive stakeholder engagement

C: Defining outcomes in terms of sustainable economic, social and environmental benefits.

D: Determining the interventions necessary to optimise the achievement of the intended outcomes

E: Developing the entity's capacity, including the capability of its leadership and the individuals within it

F: Managing the risks and performance through robust internal control and strong public financial management

G: Implementing good practices in transparency reporting, and audit to deliver effective accountability

The Council is required, each year, to produce an Annual Governance Statement ('AGS') (this document), which explains how the Council has complied with the seven core principles and sub-principles contained in its Governance Framework and the

4

Local Code of Corporate Governance, and also meets the requirement of The Accounts and Audit (Wales) Regulations 2014. This AGS gives assurances on compliance for the year ending 31 March 2023 and up to the date of approval of the Statement of Accounts. The review confirmed that the Council's governance arrangements are effective and fit for purpose.

The Leader of the Council and Chief Executive both recognise the importance of having a solid foundation of good governance and sound financial management. They pledge their commitment to address the matters highlighted in this AGS, and to further enhance the Council's governance arrangements.

The Leader and Chief Executive confirm they have been advised of the implications of the review by Senior Management and the Audit Committee and are satisfied that the steps outlined in this AGS will address the areas for improvement.

Signed on behalf of **Ceredigion County Council**

Leader of the Council   **Chief Executive**

Date: xx/xx/xxxx   Date: xx/xx/xxxx

2   Assessment of the effectiveness of key elements of the Governance Framework

The Council is committed to demonstrating that it has the necessary corporate governance arrangements in place to perform effectively.

The Leader of the Council provides clear strategic direction and the Constitution clearly defines the roles of Councillors and Officers. Internal and External Audit, Ethics and Standards Committee and the Governance and Audit Committee are committed to ensuring the governance arrangements are effective and robust.

The Council has conducted an annual review of the effectiveness of its governance against the CIPFA/SOLACE Delivering Good Governance Framework (2016). The review involved a member/officer workshop in which the Council's Governance Framework Document was analysed and reviewed, with further changes made after the workshop reported to the Governance and Audit committee. Contributions were made to the review by the following Members: the Chair of the Governance and Audit Committee along with councillor and lay members of the committee. In addition, the Monitoring Officer, Corporate Manager - Internal Audit, Governance Officer, Corporate Lead Officer - Democratic Services, Corporate Manager – Democratic Services,

Corporate Lead Officer – People & Organisation and the Corporate Manager – Partnerships, Performance and Public Protection also took part.

During the workshop each behaviour was introduced and scored against a scoring mechanism, as follows:

1/2	Unacceptable Immediate action required
3/4	Below satisfactory - urgent Action Required (within 3-6 months)
5/6	Satisfactory - Action Required (before end of year 9-12 months)
7/8	Acceptable Minor adjustments may be required
9/10	Good - overall Governance considered to be good and meets best practice no further action required

Each score used in the Governance Framework Document is a score out of 10 e.g. a score of 7/8 means a score of between 7 and 8 out of a total 10 marks.

The Governance Framework Document was also circulated to other officers, who have governance/management responsibilities within the Council. The review framework was presented to the Governance and Audit Committee on 17th January 2023.

The effectiveness of the governance framework draws on evidence and assurances from:

- Internal and External Audit and Inspection;
- Financial Controls;
- Risk and Performance Management;
- Legal and Ethical Standards;
- Corporate Directors and Other Senior Management, including the S.151 Officer and the Monitoring Officer;
- The Governance and Audit Committee; and
- Overview and Scrutiny Committees.

In addition, the Corporate Manager - Internal Audit undertakes an independent review of the Governance Framework and the method of scoring and evidence, on an annual basis. The review of the 2022/23 Framework was completed in January 2023 and provided 'high' assurance that there was a sound system of scrutiny and robustness in place. This was reported to the Governance and Audit Committee in March 2023.

The Council has drawn together a Local Code for Corporate Governance which sets out the systems and processes, and cultures and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its

6

strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that code and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The Local Code for Corporate Governance is available on the Council's website at https://www.ceredigion.gov.uk/your-council/councillors-committees/annual-governance-statement/.

The CIPFA Financial Management code sets the standards of financial management for local authorities. It is designed to support effective practice in financial management and to assist local authorities in demonstrating their budgetary sustainability. The S151 Officer has undertaken a self-assessment review and is satisfied that the Council is compliant with the code.

3   Corporate Governance Achievements for 2022-23

The Local Code for Corporate Governance sets out the Local Authority's commitment to the principles of good governance. The following paragraphs outline the Corporate Governance achievements during 2022-23.

A. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law:

Behaving with integrity

- Code of Conduct for Members (updated in 2016) available on the Council's website, intranet site (CeriNet) under Councillor Resources, and in the Constitution.
- Members Code of Conduct Flowchart (updated in 2016).
- Code of Conduct for Officers* (review undertaken and currently awaiting approval) available along with all Corporate policies and strategies via Council website/CeriNet.
- Mandatory Induction and follow-up training on Code of Conduct and ethics provided to all Members.
- Ethics/Fraud training provided in collaboration with Council's insurer at Corporate Managers' quarterly workshop 2021 forming a basis for e-learning module for all Staff.
- Internal Audit ('IA') & Governance Services working with Learning & Development have prepared scenarios for training. Training supported by recent review of

Council's Strategy on Counter-Fraud, Corruption & Bribery (to include Anti-Money Laundering).

- Day to day advice is provided by the Monitoring Officer ('MO') and Scrutiny Support Officer.
- Disciplinary Policy (Nov 2017).
- Personal Development Reviews carried out to review performance.
- Register of Members interests, available from the Council's Democratic Services, reviewed by MO.
- Declaration of Interest and Hospitality forms for Officers and Members on CeriNet.
- Monitoring and review by MO of Chief Officers' declarations annually.
- MO advises Chief Officers and Members on need to declare close personal associations with other Officers or Members.
- MO advising of Officers regarding declarations of interest is ongoing. Regular reminders through News Updates on CeriNet system and at Leadership Group.
- NFI match highlights Staff who are directors of companies that have dealings with the Council – any non-declarations investigated by IA and reported to MO.
- Declaration of interest process to be extended to include requirement regarding related parties: that officers and Members declare if they are closely related to other Officers, Members or teachers. Specific declaration/return required stating whether this includes a Chief Officer (and to state relationship).
- Declaration of interest process to be extended to include requirement that Members specify Directorships - company name and number, (un)remunerated, private interest or Council appointment.
  MO to remind Members of the need to accurately disclose all Directorships (including dormant companies).
- Declaration of interest process to be extended to include requirement that Members specify role within memberships - observer, member, volunteer, Committee member, Board member or Trustee.
- Officers' declaration of interest to include requirement to declare if they or a close family member, or any person or organisation acting on their behalf, are on the Board, management committee or other controlling group of an organisation with which the Council has significant dealings.
- Review is currently being undertaken of the external bodies that have appointed Members, including added value, and updating of the Constitution.
- MO to undertake enquiries with company secretaries as necessary to ascertain basis of Members trustee/Directorship interests within charitable organisations or companies, and rationale. To seek amendment of Articles of Association or resignation of Council directorships if necessary.
- Members required to update Register of Interests in accordance with the Code of Conduct, and in addition, annually, which is opportunity to reference any close personal associates/roles etc. Additionally, declarations of interest made by members at meetings. This includes lay/independent members.
- Politically Restricted Post Register for Officers maintained and Political Restrictions on Local Government Employees Policy available to employees on CeriNet. Register of Politically Restricted Posts published on Council website.
- Dispensations forms for members updated in 2022.
- MO meets with political group leaders quarterly to consider their new duties to uphold standards of conduct of Members in their group.
- Political group leaders to cooperate with the Ethics and Standards Committee as required in pursuance of their new duties.

8

- Political group leaders to complete template setting out actions undertaken to evidence compliance with their new duties.
- Local Resolution Procedure for Members: ungrouped/unaffiliated Member receives Council Chair/Vice Chair' advice/support.
- The Ethics and Standards Committee has received training on its new duties (from May 2022) under the Local Government and Elections (Wales) Act 2021 ('2021 Act').
- The Terms of Reference of the Development Management Committee (formerly Development Control Committee) have been revised to clearly state its purpose, role and responsibilities, and how it links to Corporate Priorities.
- The Operational Procedures document for the Development Management Committee has been revised. A 'cooling-off' process has been established in order to review planning applications, which may, if approved, be a significant departure from policy.
- The Scheme of Delegations contains criteria for applications, which must be referred to the Development Management Committee, and those applications that can be delegated to the Corporate Lead Officer.
- A Protocol for Good Practice for Councillors at Development Management Committee has been produced and included in the Constitution.
- A good working relationship exists with all key regulators.
- The Constitution is subject to regular reviews, with ongoing updates as required, including presenting proposed changes to Cross Party Constitution Working Group, to make recommendations on changes to Constitution to Council. MO/Governance Officer report to Council to update delegations and Constitution.
- The Corporate Strategy 2022-2027 includes Corporate Well-being Objectives setting out the Council's priorities and high-level objectives with supporting actions on an annual basis.
- The Well-being and Improvement Objectives build on the priority areas identified in the Corporate Strategy 2022-2027 and are reviewed annually These are developed in consultation with the public and Members.
- A mandatory E-learning training module, on the Well-Being of Future Generations Act 2015 ('WFGA') must be completed by all Staff
- Members' standards and conduct matters considered by the Council's Ethics and Standards Committee. Public meetings held regularly, and chaired by an independent person-determine dispensations, and consider strategic/policy issues and receive updates from PSOW Findings & APW cases. Committee and Members are advised by the MO & Standards Officer.
- Annual Ethics & Standards Committee Report reported to Council in October 2022.
- Governance & Audit Committee meets regularly to consider governance and external regulator reports. Chaired by non-executive member.
- Governance and Audit Committee carry out a benchmarking exercise annually to provide further assurance on the review of the Annual Governance Statement ('AGS') process. IA review and report on the process annually.
- Effective 'Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)' in place (updated June 2021).
- Internal Audit Annual Report on Counter Fraud presented to Governance and Audit Committee at year-end.
- Ethics Audit undertaken during 2019. Follow up Internal Audit of Council's arrangements regarding ethics also in progress (currently in review).

- Whistleblowing Policy available to Employees and Contractors (has been reviewed and is currently awaiting approval).
- A mandatory E-learning training module on Whistleblowing must be completed by all Staff. The MO keeps a register of referrals and reports 6-monthly to the Overview and Scrutiny Co-ordinating Committee.
- Revised Corporate Concerns and Complaints Policy published 1.10.2021.
- All complaints are dealt with in accordance with the corporate procedures which include informal and formal stages and these are communicated to Staff on a regular basis.
- The complaints system is monitored by the Corporate Complaints and Freedom of Information Manager.
- Annual Complaints Report considered by the Governance and Audit Committee and Cabinet prior to approval by Council. Includes Lessons Learned from complaints received.
- Agenda/Minutes for all committees published on the Council's Website, including disclosures of interests.
- Cabinet Decision Notices published on the Council's Website.
- Preparation for publication of delegated decisions register ongoing.
- Register of Contracts published on Council Website.

Demonstrating strong commitment to ethical values

- Ethics and Standards Committee championing ethical compliance to ensure that public have trust and confidence that Members and Officers work to highest ethical and moral standards.
- The Ethics and Standards Committee has been proactive, leading on training sessions and putting procedures in place for dispensation arrangements. The structure has recently been reviewed to improve efficiency and effectiveness.
- Officers such as Internal Auditors, sign an annual Code of Ethics affirmation.
- Follow up Internal Audit of Council's arrangements regarding Ethics also in progress (currently in review).
- Carmarthen County Council undertook an independent audit of ethics within the Council during 2019. Follow up Internal Audit of Council's arrangements regarding ethics in progress (currently in review).
- Employee Handbook is reviewed annually, is available on CeriNet, sets out the expected Employee behaviour and includes the Code of Conduct for Local Government Employees.
- Training on equality and diversity and recruitment and selection including equal opportunities is mandatory for all Ceredigion County Council Managers.
- All Staff must complete an e-learning module on Equality & Diversity.
- Standard Terms and Conditions for all Suppliers of Goods and services include conditions relating to Equality and Diversity and are available on the Council's website.
- Procurement Strategy 2018-2022 was approved by Council 19th June 2018.
- Procurement training also being rolled out to Staff.
- Council Recruitment Policy and DBS Policy.
- Training Needs Analysis Questionnaire has been circulated by Council newsletter to Staff requesting opinion on ethical culture of Council & training module planned in response to feedback.

10

Respecting the rule of law

- Council Constitution.
- Terms of reference are included in the Constitution.
- Consideration is being given to the Data Protection Principles, and processing of personal information in the context of Council Committees and all Members.
- Training for all Members on Introduction for Council, including GDPR.
- Statutory powers and legal implications included in every decision-making Cabinet report.
- Legal and Financial advice/implications is provided on all appropriate reports for decision.
- The MO and Legal Services and the IA Service are available to advise as appropriate.
- The MO attends Leadership Group/Cabinet/Council meetings and routinely attends many public meetings, as required, subject to availability. In the absence of the MO, the Deputy MO will attend Cabinet and Council meetings.
- The MO has direct access to the CE and reports to Council generally and as part of statutory duty.
- The MO operates an 'open' door policy for Members wishing to receive 'conduct' and 'governance' advice.
- Job descriptions & person specifications clearly define the roles and responsibilities required of posts.
- Members' Role descriptions set out their respective responsibilities.
- Compliance with CIPFA's Statement on the Role of the Chief Financial Officer in Local Government (CIPFA, published 13 April 2016).
- Compliance with CIPFA's Statement on the Role of the Head of Internal Audit in Public Service Organisations (CIPFA, published 9 April 2019) & contribution published in CIPFA's accompanying Putting Principles into Practice document (2019).
- Financial Regulations and Financial Procedure Rules (Document F Constitution).
- Contract Procedure Rules (Document G in the Council's Constitution).
- Compliance with Specific Codes e.g. Internal Auditors' Public Sector Internal Audit Standards ('PSIAS', March 2017)
- Members of Governance and Audit Committee updated on fraud including IA annual counter fraud report.
- Statutory Officers accountable to the Chief Executive ('CE') and the Council.
- Regular meetings between CE, S.151 Officer & MO.
- Corporate Manager – Internal Audit ('CMIA') has free & unfettered access to Members and Officers at all levels, and right of access as per Council's Constitution and Internal Audit Charter.
- An Officer in the IA team is an accredited Counter Fraud Technician, a second officer is now also undertaking the qualification.
- An Officer in the IA team holds a CIPFA Certificate in Investigative Practices ('CCIP').
- Council complies with Audit Wales's annual National Fraud Initiative requirements, currently co-ordinated by Internal Audit.
- Monitoring and response to fraud alerts (NAFN, wider networks, peers, etc).
- Membership and active participation in professional networks and groups (Tisonline, KHub, etc).

- Nominated Council Officers undertake various fraud training to maintain knowledge and expertise.
- Where appropriate, successful prosecutions publicised on Council website (and in local press).

B. Ensuring openness and comprehensive stakeholder engagement:

Openness

- All Council, Cabinet and Committee meetings open to the public and agendas and papers published on the Council website (with the exception of exempt reports exempt information as defined by the 1972 Local Government Act).
- Council and Cabinet meetings are broadcasted.
- In accordance with the requirements of the LGEW Act 2021, arrangements have been made to enable hybrid meetings to be held from May 2022. New equipment has been installed in the Chamber. Council and Cabinet meetings are being broadcasted on the Council's Facebook pages. Members of the public can attend to view meetings remotely or in person.
- All Statutory Annual Reports, Statements of Accounts and Improvement Progress Reports are all published within timescales and are available on the Council's website.
- Freedom of Information Act publication scheme.
- A host of service areas are available online including council tax self-service and information.
- The Council's goals and values are set out in the Corporate Strategy 2022-2027.
- Ceredigion County Council Website.
- MO and Ethics & Standards generic email addresses created.
- Regular and timely responses to the press and other enquiries to Management and members as well as comprehensive FOI responses.
- Review of the FOI Publication scheme in progress.
- Freedom of Information Policy (March 2018).
- Corporate Complaints and Freedom of Information Manager in post.
- Complaints and Freedom of Information Privacy Notice.
- An Overview and Scrutiny Public Engagement Protocol (2018) (Document N Constitution) has been approved by Council and has been used on several occasions.
- Protocol for speaking at the Development Management Committee in place (Part 4 Document I Constitution).
- Protocol for access by Cabinet Members to Overview and Scrutiny Committee approved by Council (Part 5 Document M2 Constitution).
- Integrated Impact Assessment ('IIA') tool and guidance to inform effective decision making have been developed and are being implemented.
- Council / Cabinet report template updated to include reference to legal implications, staffing implications, property / asset implications and risks and to reflect the new Corporate Strategy 2022 - 2027.
- Standard templates and guidance for reporting to Council, Cabinet and Overview and Scrutiny Committees are used and all include the IIA results.
- A Protocol is in place for working relationships between Members and Officers (e.g. Officer-Member Protocol). (The Constitution Part 5).

12

- A calendar of <u>dates of meetings</u> including forward work programmes of the Council, Cabinet and Committees are published on the Council's website.
- Organisational Awareness training available as an optional module of the Corporate Manager Programme, which includes information relating to the decision making process, Wellbeing of Future Generations Act, Equalities, Welsh Language and the use of the IIAs.
- <u>The Engagement and Consultation Checklist</u> assists with decision making around whether or not to undertake a consultation regarding a proposed change and guidance on dissemination of consultation results is available to Officers.
- IIA conclusions reported to Council, Cabinet and Overview and Scrutiny. 8 IIAs went to Cabinet from 01.04.2022 to 07.12.2022 (2022-23 part year).
- The Council, in collaboration with partners, has carried out significant engagement to produce the Public Service Board's ('PSB') Well-being Assessment and <u>Local Well-being Plan.</u>
- Well-being objectives for 2022-23 have been set in order to deliver the <u>Corporate Strategy 2022-2027.</u>
- <u>Corporate Complaints Policy has been reviewed, new Policy presented to Corporate Resources Overview & Scrutiny Committee 7.7.21 and to Council 23.9.2021, and Revised Concerns and Complaints Policy and Procedures 2021, its implementation and publication approved by Council.</u>
- <u>Social Services Complaints Policy and Procedure has been reviewed.</u>
- <u>Consultation Decision making tool (Consultation Tree and flowchart)</u> have been developed and includes the use of feedback.
- <u>Consultations</u> are published on the Corporate section of the Council Website.
- <u>Consultations</u> are promoted through social media
- Guidance has been issued on the Ceredigion Council intranet to all Staff to follow with regards to the dissemination of feedback to decision makers. Recent indications are that significant progress is being made in this area by Officers.

Engaging comprehensively with institutional stakeholders

- <u>Public Services Board Terms of Reference</u> available on the Council Website and PSB Project Groups Terms of Reference available. Scrutiny arrangements for the PSB have been put in place.
- Joint engagement and consultation exercises are held. Collaborative projects are running with institutional stakeholders with clear governance arrangements in place.
- <u>Engagement with Service Users List</u> including stakeholders with whom the authority should engage is in place and <u>Engagement and Participation Policy</u>.
- <u>Collaboration Standards for New Strategic Projects Guidance and Templates are available</u>.
  Partnerships Include:
  - <u>PSB;</u>
  - <u>West Wales Regional Partnership Board;</u>
  - <u>Community Safety Partnership;</u>
  - <u>Mid and West Wales Safeguarding Board; and</u>
  - <u>Growing Mid Wales.</u>
- Partnerships such as <u>Growing Mid Wales</u> have been established with governance arrangements. Growing Mid Wales Joint Overview and Scrutiny Committee has been established.

13

- Regular reporting of partnership meetings and activity to Leadership Group and Cabinet.
- Partnership metrics are subject to internal review, where appropriate.
- Legal Team is actively involved in drafting and reviewing Terms of Reference for Inter Authority Agreements ('IAAs') and formal committees.
- A suite of documents have been developed that relate to strategic collaboration projects that the Authority is considering entering into. The documents include guidance, standards and numerous templates for varying stages of collaboration projects.

Engaging stakeholders effectively, including individual citizens and service users

- A new Engagement and Participation Policy for Ceredigion County Council, 'Talking, Listening and Working Together,' has been prepared and was agreed through the democratic process in Autumn 2022.
- A Community Engagement, Consultations and Partnerships Page has been created on CeriNet, which includes links to Engagement and Participation Policy, Engagement and Consultation Checklist, Engagement with Service Users and Consultation Decision Making Tool.
- All IIAs for Cabinet are assessed by the Equalities and Inclusion Manager, including whether effective engagement, involvement and consultation has taken place and informed strategic decision making process.
- Public Engagement Tool Kit.
- IIA Tool Kit.
- Summary reports on consultation and engagement activities are reported back to Members and service users.
- We have worked in partnership with Local Authorities and Public Services across Mid and West Wales on the review of our Strategic Equality Plans. A joint question set and engagement and consultation framework was produced and as a result, feedback was obtained from people with protected characteristics.
- Minutes of engagement groups with people with protected characteristics.
- Effective Community involvement carried out with the well-being assessment work.
- Effective Community involvement carried out with service users from different backgrounds to inform the new Strategic Equality Plan.
- Corporate Communications Strategy 2019-2022 is currently under review and a new Strategy will be developed in 2023.
- Dissemination of consultation results and reports on completed consultations and engagement exercises are posted on the Council's public consultations webpage in order to provide feedback to the public.
- Processes have been introduced to monitor feedback e.g. any consultation/engagement reports are presented to Scrutiny and Cabinet to inform their decision-making.
- Feedback from engagement and how people's views have been taken into account is recorded in the IIAs.
- A Well-being assessment (PSB) has been carried out that will inform the development of the PSB's Local Well-being Plan, which will be published in May 2023.
- An annual report on progress made against the Council's Well-being objectives and Corporate priorities in published on the Council Website.

- UNCRC – United Nations Convention on the Rights of the Child have been adopted by the Council.
- Participation Standards have been adopted by Council.

C. Defining outcomes in terms of sustainable, economic, social and environmental benefits:

Defining outcomes

- The Council's Corporate Well-being Objectives are included in the Council's Corporate Strategy 2022-2027 and are reviewed each year and reported in the Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report published on the Ceredigion County Council website.
- The purpose and the vision of the Council have been determined by Council and is contained in the Corporate Strategy 2022-2027. This strategy illustrates how the authority will support and promote the well-being of the citizens of Ceredigion.
- All Planning arrangements reflect the Golden Thread and make the links to Corporate plans including;
  - Business Plans;
  - Strategic Plan;
  - Corporate Performance Management Reporting; and
  - Well-being and Improvement Objectives.
- Performance information is outlined in the Council's Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report .
- Business Plans are prepared on an annual basis and are monitored quarterly by a Performance Board, which includes Cabinet members and the Chairs and Vice Chairs of the Overview and Scrutiny Committees and Chair of the Governance and Audit Committee.
- Budget setting subject to detailed scrutiny by the five Overview and Scrutiny Committees.
- The Medium Term Financial Plan is in place.
- Quarterly performance arrangements provide a challenge protocol to ensure outcomes are delivered.
- Business planning process includes resource allocation.
- Cross-Party Transformation and efficiency Group monitors the budget savings and delivery of services within budgets.
- Corporate performance management arrangements include quarterly assessment of risks to the achievement of outcomes or service delivery.
- Risk management includes risk logs for;
  - Business Plans (Level 1); and
  - Service Plans (Level 2).
- Local performance measures are included in Business and service delivery plans.
- Capital Plans include;
  - Rights of Way;
  - Highways;
  - Annual Budget Plan; and
  - Transformation.
- The Risk Management Policy and Strategy and the Risk Management Framework was approved by Cabinet on 24 September 2019.

15

- Risk Management training to be rolled out to Members and Senior Managers.
- Risk management e-learning package has been developed for all other Staff and training took place in 2019, with workshop with insurers arranged for senior Managers.
- Publication of service performance, including costs and value for money data is routinely considered within service reports.

Sustainable economic, social and environmental benefits

- The appointed Auditor considers the Council's arrangements to secure economy, efficiency and effectiveness. In his letter he has stated that the Council has complied with its responsibilities to the use of its resources.
- The most recent Audit of the Council's Improvement Plan (2020-2021) was issued in November 2020. The report concluded positively that the Council discharged its duties and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.
- A capital appraisal form is completed for new capital projects, which covers the requirement for the project, and is used to assess value for money and the revenue implications of major projects.
- Capital Investment Strategy is contained within the Medium Term Financial Strategy.
- The Authority has undertaken the following steps towards the implementation of the Well-being of Future Generations (Wales) Act 2015:
  - Prepared well-being objectives and statement;
  - Embedded the Well-being Goals and Sustainable; development principal into the business planning process
  - Developed a new IIA tool and guidance;
  - Established a Well-being of Future Generations Act group and action plan;
  - The Constitution is continually monitored and reviewed;
  - PSB assessment of Local Well-being published in March 2017;
  - Scrutiny arrangements agreed for PSB;
  - Cabinet Reports, to include the Social/economic/ environmental impact assessment;
  - A mandatory e-learning module on the Act has been developed and promoted to all Council Staff;
  - an Equality, community and Welsh language Impact Assessment must be undertaken on all school restructuring proposals as required under the Welsh Government School Organisation Code; and
- Members have contributed to The Future Generations Officer Scrutiny Framework in relation to the WFGA.
- Wales procurement policy statement is aligned to the Council's Procurement Strategy 2018-2022.
- The Council wide WFGA Group Action Plan.
- Strategic Equality Plan 2020-2024.
- Welsh Language Standards.
- Annual Welsh Language Standards monitoring report.
- A mandatory E-learning training module on Welsh Language Awareness must be completed by all Staff.
- Members provided with Welsh Language Awareness and Equalities Training as part of their Induction Programme.

16

D. Determining the interventions necessary to optimise the achievement of the intended outcomes:

Determining interventions

- The <u>IIA tool and guidance</u> is available and training has been rolled out for Officers and Members.
- Corporate project management group has been established to formalise project development and management.
- Standard reporting templates are used in decision making process.
- Organisational Awareness training available as an optional module of the Corporate Manager Programme, which includes information relating to the decision-making process, Wellbeing of Future Generations, Equalities, Welsh Language and the use of the IIAs, Head of Democratic Services and MO (CLO-Legal & Governance) advise as necessary.
- Risk Management Policy, Strategy and Framework with training programme for Members, Senior Management and Managers, published on CeriNet and available to all Members of Staff. Documents amended to reflect additional risks and background information to make informed decisions. Corporate Risk Register reported regularly to Governance and Audit Committee.
- <u>Medium Term Financial Strategy</u> has been regularly updated.
- <u>Consultation decision tree tool</u> includes a guidance section on dissemination of consultation results.
- Finance challenge regarding savings on Council Website.

Planning interventions

- Corporate Performance Management arrangements include quarterly:
  - o Weekly leadership Group meetings;
  - o Quarterly reporting of progress against level 1 Business Plans;
  - o Quarterly Performance Board meetings; and
  - o Quarterly Executive Panel Meetings.
- A calendar is used to report deadlines and Board/Executive Panel dates are published with reports.
- All major collaboration projects have established governance and management arrangements including risk management.
- All projects considered by Corporate Project Management Panel, which is also attended by IA and is an effective forum for advice/challenge and highlighting risks as Service areas develop projects, including collaboration projects.
- The Corporate Project Management Panel helps ensure projects give early consideration to: the Well Being and Future Generations Act; to other guidance; to finance, procurement, governance and legal arrangements; to HR implications; Health & Safety; and Audit. Improve project arrangements prior to reporting to the Development Group and other authorisation processes. This also helps identify capital requirements for inclusion in future capital programmes.
- Ensuring Staff with project management skills are available.
- Account will be taken of legislative changes e.g. work is ongoing in relation to implementing legislative changes such as LGEW 2021 Act changes and considering/monitoring risks facing each partner when working collaboratively, including shared risks. Meetings are being held and preparation being carried out, for example, regarding the 2021 Act's requirement for Corporate Joint

17

Committees, including potential and shared risks (a CJC group has been established, with the first meeting held on 19th April 2021, to consider the requirement to establish the Mid Wales CJC in accordance with the 2021 Act).

- Appropriate Joint Scrutiny arrangements are in place in relation to the Growing Mid Wales Board. Similarly, the Mid Wales Corporate Joint Committee will have Sub appropriate arrangements in place (Joint Scrutiny, Standards and Governance and Audit Committee)- arrangements in compliance with legislation and its Standing Orders.
- Local performance indicators have been established and approved for each service element and included in the service plan and are reported upon regularly.
- The Business Planning process for 2022-23 is being implemented with Level 1 Business Plans shared with the Performance and Research Team.
- Performance measures have been identified within each Level 1 Business Plan that have in turn translate into the reporting Dashboard for each service. These measures have been closely scrutinised and have received final sign-off from senior leadership. Services report against these measures as part of the performance management process for the year.
- Business Plans include budget and finance information and form part of the quarterly Corporate Performance Management arrangements.
- Budget Framework in place.
- Service Accountancy – Budget monitoring takes place.
- Financial Regulations and Financial Procedure Rules (Document F Constitution) along with Budgetary Control Guidance are all up to date. Chief Officer Assurance Statements. The internal controls in place are subject to regular review by Internal Audit, in accordance with the annual risk-based audit plan.
- Changes through the corporate savings plan have been through a robust governance process to ensure that all savings all link to the desired outcome.
- Community Benefits is embedded in our Processes and Policies and has been regularly applied, monitored and reported upon. Well-being of Future Generations (Wales) Act is integrated into our processes.

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it:

Developing the entity's capacity

- Corporate and line management induction is now in place. Corporate induction and Corporate Manager Development plans were introduced in April 2018 and revised in October 2022. Corporate induction sessions are part of these requirements, all new Staff must attend an induction session. Senior Managers present within these face-to-face or virtual sessions.
- CeriNet (the HR intranet and resource to Staff and management) is continually reviewed and improved for effectiveness.
- Learning & Development in now managed via the Ceri system offering opportunities to all Staff.
- Ongoing annual Personal Performance scheme – Performance Reviews link to Corporate and strategic objectives.
- The Corporate Performance Management arrangements provide the forum for performance management's needs and thereafter preparing action plans for delivery of corporate improvements in performance review of Staff. These have

18

been further strengthened with the introduction of annual appraisals for all Staff via the Ceri HR system.

- Induction programme is provided for new Members. Ongoing training is arranged for specific issues e.g. Treasury management.
- Members attend various events, seminars and conferences (see above).
- Personal Development Review process in place for Members.
- Utilisation of research and benchmarking exercises.
- The Ceri HR payroll system has ensured that meaningful data on Staff is now available to Managers on a monthly basis in order to monitor costs turnover and absence.
- Effective operation of partnerships which deliver agreed outcomes.
- Effective Partnerships have been developed in a number of areas and services including:
  - o School Improvement;
  - o Health & Social care; and
  - o Waste.
- Additional partnerships are included in the strategic Collaboration Projects List.
- Strategic workforce planning is undertaken utilising the Strategic workforce planning tool kit and is completed by all service areas. The Workforce Plan 2022-2027 is currently being developed and will be published once approved by Cabinet in early 2023. Once in place, annual updates on progress of the workforce plan are reported to scrutiny.

Developing the capability of the entity's leadership and other individuals

- The Leadership and Senior Officer structure has defined these roles, including how they integrate with each other.
- Joint meeting of senior Managers ensures that roles, responsibilities and accountabilities are clear.
- Job descriptions clearly define the roles and responsibilities required of posts.
- The Constitution sets out the roles and responsibilities of Members (Part 3.4 Table 4) and senior Officers (part 2 Article 2)
- The Strategic Planning Toolkit includes an element of succession planning and talent management.
- Learning and Development opportunities are offered to those within a Leadership role or who are aspiring leaders.
- A Scheme of Delegation (The Constitution Part 3.5) exists and clearly sets out responsibilities for Members and Officers.
- Protocols are in place for working relationships between Members and Officers (e.g. Officer-Member Protocol).
- Codes of Conduct for Officers and Members are in place.
- Member Officer working groups in place and working effectively.
- Contract Procedure Rules ('CPR') (Part 4 Document G Constitution) and Financial Regulations and accompanying financial procedures (Part 4 Document F Constitution) are reviewed on a regular basis e.g. CPR updated March 2019.
- The Council's Constitution sets out the functions and responsibilities of the Leader and Chief Executive.
- The Corporate structure of the Council has been established to ensure that the Statutory Officers are able to perform their roles effectively.
- The CE is responsible for reviewing this structure, as necessary.

19

- Democratic Services Committee agreed the revised set of Member Role Descriptions, designed to be used alongside Welsh member Development (Competency) Framework, of Welsh Local Government Association ('WLGA') Framework.
- Member Role Descriptions and Person Specifications presented to Council.
- Comprehensive Induction Programme for Members (new and old) undertaken following the Local Elections 2022.
- Access to courses/information briefings on new legislation.
- Provision of opportunities for ongoing skills and refresher training for Officers.
- Members Workshops arranged, as necessary.
- Personal reviews for Officers.
- Provision and ongoing review of opportunities for skills and refresher training for Members (see above), including Personal Development Review Scheme.
- Development/training done as part of person specifications for key finance and legal posts (mandatory qualification, job requirements).
- The Council aims to achieve the standard level for the Wales Charter for Member Support and Development.
- A process for Member Personal Development Reviews has been developed and the information used to develop a Members' Training Plan.
- Induction and Corporate Manager Development plans are in place.
- E-learning packages are regularly being developed and rolled out for mandatory and non-mandatory training for staff and Members.
- Performance Reviews are undertaken by all Staff as part of the Ceri system Performance Management module.
- The Corporate Performance Management arrangements provide the forum for performance management's needs and thereafter preparing action plans for delivery of corporate improvements in performance review of Staff.
- Induction programme is provided for new Members and new comprehensive induction programme has been provided post-election (from May 2022) with additional e-learning modules available. Ongoing training is arranged for specific issues. Members attend various events, seminars and conferences (see above).
- Scrutiny self-assessment undertaken annually.
- Succession planning is undertaken through discussions and actions within service areas and with partners this cannot always be evidenced. This will be further developed through the strategic workforce planning toolkit.
- Ceredigion Manager Programme offers personal development including governance arrangements and organisational knowledge.
- Members are encouraged and supported to complete Annual Reports, which are published on the Council's website.
- Chair of the Democratic Services Committee attends the National Network, facilitated by the WLGA.
- Chair of Governance and Audit Committee attends All Wales Governance and Audit Committee Chair's Networking Meetings to develop and compare role within Local Authorities.
- Staff development plans linked to appraisals have been strengthened with the introduction of the Performance Management module in Ceri.
- Implementing appropriate Human Resource policies and ensuring that they are working effectively.
- Smoke-Free Workplace Policy.
- Alcohol and Drug Misuse Policy.

- The Council has introduced a range of resources and options to enhance the health and well-being of Staff.
- Health and Well-being Strategy 2021-2026 has been introduced to support the improvement in the workforce health and well-being.
- The Council has appointed an Employee Health & Wellbeing Officer to coordinate and promote health and wellbeing within the workforce.
- A Care First employee assistance package has been introduced that offers:
- Counselling service; and
- Advice on financial, legal, consumer, eldercare, childcare and employment issues.
- Other support available for Staff includes:
  - Cognitive Behaviour Therapy Interactive health and wellbeing programme;
  - Eyecare scheme;
  - Childcare voucher scheme;
  - Iechyd Da; and
  - Mindfulness training for Staff and Managers.
- Counselling service is also available to Members.

F. Managing risks and performance through robust internal control and strong financial management:

Managing risk

- The Corporate Risk Management Framework and the Risk Management Policy and Strategy were approved by Cabinet on the 24th of September 2019 and continue to be updated.
- The Corporate Risk Register is considered at all Leadership Group, Corporate Lead Officers, Corporate Performance Management meetings and by the Governance and Audit Committee as a standing item. The Committee refers matters to Scrutiny Committees, where appropriate. This provides ongoing information and assurance that risks continue to be managed.
- All Risks are allocated to a Corporate Lead Officer (Risk Owner).
- Specific Project Risk Monitoring is undertaken.
- The Cross party Transformation and Efficiency Group regularly monitors Transformation Risks.
- Risk Management is integral to operational business planning Policy and Strategy setting.
- Project and transformation Risks are all logged.
- All Plans included Risk logs including:
  - The Medium term Financial Plan;
  - Business Plans (level 1); and
  - Service Plans (level 2).
- Corporate Risk Management arrangements are audited regularly.
- The management of risks is included in individual Services service/establishment audit programmes.
- 'Risks' form the basis of Internal Audit's audit programmes of work, as required by the Pentana audit management software system. Cabinet report template expanded to include risks and implications arising.

21

Managing performance

- Corporate performance management is linked to the Well-being and Improvement Objectives, <u>Corporate Strategy 2022-2027</u> and the PSB's plans. The Council also has many local indicators which helps it determine whether it has achieved the priorities in its <u>Corporate Strategy 2022-2027</u>.
- Council approved the Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report 2021-22.
- Benchmarking information carried out as part of service re-modelling.
- External & internal assessments by:
  - Audit Wales;
  - Estyn;
  - Care Inspectorate Wales ('CSIW');Investigatory Powers' Commissioner's Office ('IPCO'); and
  - Information Commissioner's Office ('ICO').
- Self-Assessment (Governance and Audit Committee) - self-assessment exercise discussed at 28.11.22 workshop and will be carried out in 2023.
- Individual Services carry out self-assessment through a performance matrix.
- IA undertake an annual self-assessment and have a 5-yearly independent external assessment / peer review as required by the PSIAS. EQA completed May 2022, report & resulting action plan presented to Governance & Audit Committee 27.9.22 along with the CMIA's Internal Audit Self Assessment.
- Cost performance (using inputs and outputs).
- A Corporate Performance Management Panel meets quarterly. All Corporate Lead Officers report to this Panel and the Dates for reporting are published in the report. The Chairs and Vice Chairs of the Overview and Scrutiny Committees attend with the principle that they can identify areas that require inclusion on their respective Forward Work Programmes.
- Chief Officers provide support and advice to Members and advice provided by Chief Finance Officer and MO.
- Scrutiny arrangements are in place which provide opportunities to challenge decision making and review the provision of services. The scrutiny function's aim is to provide added value to the continuous improvement agenda in their role as "critical friend". In addition, Overview and Scrutiny Committees also provide opportunities to undertake pre-decision and policy development work, which is a function of scrutiny, which has developed over recent years. The Council's aim is to scrutinise, where possible, before decisions are made.
- Training for Members on the role of Scrutiny and Scrutiny Chair and Vice Chair training provided.
- The Council's Overview and Scrutiny Co-ordinating Committee is responsible for taking an overview of the overall effectiveness of the <u>PSB</u>.
- Work undertaken with the <u>Future Generations Office</u> to develop a Scrutiny Framework in relation to the WFGA.
- A Corporate Performance Management Board meets each quarter, with Chairs of Scrutiny Committees invited to attend.
- Reporting dates are set at beginning of each year.
- Transformation and Risks are all referred to joint Local Government meetings and Panels.
- Financial monitoring is regularly undertaken throughout the Council under a devolved accountancy arrangement and formal reporting is made to Cabinet.

Monitoring is also incorporated in to the quarterly performance management reports.

- Accounting practices - Codes of Practice are complied with. Prudential Indicators are prepared and reported to Council and monitored throughout the year. Regular budget monitoring takes place throughout the year. IA also reviews controls over income collection and monitoring.
- Business/Service plans are monitored to ensure delivery outcomes are achieved.

Robust internal control

- Risk Management Policy and Strategy and the Risk Management Framework were approved by Cabinet on 24 September 2019.
- Updates in relation to Business Continuity and Civil Contingencies arrangements submitted on a regular basis in line with the Corporate Risk Register, Risk CORP04.
- Business Continuity and Civil Contingencies Group meet quarterly.
- Regular meetings of the Emergency and Business Continuity Management Group take place to review Corporate and Service Area Emergency and Business Continuity Arrangements and Plans as well as recommendations arising from past incidents and exercises to evidence risk, identify emerging trends, and document any lessons learnt for follow up.
- The annual Internal Audit Plan is risk-assessed and takes account of Council aims and objectives, and corporate policies and procedures; to include a review of the Risk Management corporate arrangements, and testing the mitigating controls in place for a sample of risks noted in the Corporate Risk Register
- Internal Audit Strategy & Annual Plan 2021-2022 approved by Governance and Audit Committee10 March 2022 & continues to take account of additional risks presented by the pandemic.
- IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council.
- Regular Quarterly Internal Audit Progress Reports to Governance and Audit Committee for monitoring (e.g. Internal Audit Progress Report for period 1 July 2022 to 30 September 2022 presented to Governance & Audit Committee on 17 January 2023).
- Internal audit reports issued to Managers highlight the risks of not implementing any IA recommended actions. Fundamental & significant recommended actions are followed up and reported to Governance and Audit Committee. If CMIA considers that any fundamental risks have not been addressed by a Manager this is reported to Governance and Audit Committee who has the discretion of requesting that Manager to attend & explain reasoning for non-compliance.
- Summary of work and audit opinion on assurance provided annually in Internal Audit Annual Report at year-end. IA Annual Report for 2021/22 approved by Governance & Audit Committee 6 June 2022.
- Follow-up IA reviews to monitor implementation of required actions.
- Internal controls, risk & governance processes are monitored according to the Internal Audit Charter (last version approved by Governance & Audit Committee 19/1/22) & the Annual Internal Audit Strategy and Plan.
- The appointed Auditor considers the Council's arrangements to secure economy, efficiency and effectiveness in his letter he has stated that the Council has complied with its responsibilities to the use of its resources.
- Risk evaluation always appears on agendas.

- Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption ('CIPFA', 2014).
- Internal Auditors have procedures in place if fraud discovered.
- An Officer in the IA team is an accredited Counter Fraud Technician, and a second officer is also currently undertaking the qualification.
- An officer) in the IA team holds a CIPFA Certificate in Investigative Practices ('CCIP').
- 'Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)' updated and approved by Council 17 June 2021 (minutes confirmed 23 September 2021) has been written with regard to the Code of Practice & updated to ensure all requirements are included.
- IA undertakes counter fraud work where required (as well as dealing with the discovery of fraud as considered earlier).
- Council complies with Audit Wales's annual National Fraud Initiative requirements, currently co-ordinated by IA.
- IA presents Counter-Fraud Report to Governance and Audit Committee annually (2021/22 Counter-Fraud Report presented to Governance & Audit Committee on 6 June 20226).
- Monitoring and response to fraud alerts (NAFN, wider networks, peers, etc);
- Membership and active participation in professional networks and groups (Tisonline, KHub, etc);
- IA offer advice to services on implementation of new systems and processes to ensure effective internal controls maintained;
- Nominated Council Officers undertake various fraud training to maintain knowledge and expertise;
- Where appropriate, successful prosecutions publicised on Council website (and in local press)
- IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council.
- The AGS contains the CMIA's annual opinion on assurance.
- The IA function is headed by a CMIA who is currently studying to gain an IIA qualification, they have considerable local government experience, and are supported by a team with appropriate knowledge and skills. Regular reporting to Governance and Audit Committee on the activity of IA is undertaken. Robust risk-based forward work programme and business planning is in place.
- IA evaluates and improves the effectiveness of risk management, control & governance processes in accordance with PSIAS, which is self-assessed and reported to Governance and Audit Committee annually along with any improvements required. A peer review is undertaken every 5 years the most recent having been completed in May 2022. The report and resulting action plan were presented to Governance & Audit Committee on 27 September 2022.
- IA provides an individual assurance to Managers after each audit review – these are then used to provide an overall corporate level of assurance annually, which feeds in to the AGS.
- A re-structure of IA was implemented in May 2019, and another in November 2020. The service has been fully resourced since 1 December 2020.
- Two members of the team are currently pursuing the Institute of Internal Auditors' professional training qualification.
- Governance and Audit Committee self-assessment - self-assessment exercise underway
- Regular meetings between CMIA and Chair of Governance and Audit Committee.

- Meetings as necessary between MO & Chair of Governance and Audit Committee.
- Regular meetings between MO & CMIA.
- Regular meetings between MO, CMIA & Audit Wales when necessary.
- Regular Meetings between Governance and Audit Committee Members and external regulator Audit Wales (with and without Officers).

Managing data

- ICT and Digital Strategy for 2018-2022 has been approved
- All policies are up to date including; (all approved in February 2019).
    - Data Protection & GDPR Policy;
    - Information Security Policy; and
    - Records Management Policy.
- A mandatory E-learning training module on Information Security must be completed by all Staff.
- A mandatory E-learning training module on Data Protection must be completed by all Staff.
- Designated Data Protection Officer.
- Corporate Lead Officer Customer Contact is the Senior Information Risk Owner ('SIRO') and has attended appropriate training for that role.
- The following responsible Officers are identified:
    - IT Security Officer ('ITSO'); and
    - Information and Records Management Officer ('IRMO')
- In addition the following groups/committees consider Information security:
    - Corporate Data Protection Group; and
    - Emergency & Business Continuity Meeting.
- External assessments to include compliance with Code of Conduct.
- Regular Internal Audit of data protection Registration requirements.
- Procedures following Audit Wales audit have been implemented.
- Officers are considering the introduction of privacy notices in relation to applications to all Members, including the Development Management Committee.
- Training has been scheduled for Members on their obligations under the GDPR as part of the new Member training and a section on said legislation is now included in the protocol for Members in planning.
- Ceredigion County Council signed Wales Accord on the Sharing of Personal Information ('WASPI') and therefore uses WASPI framework for Information Sharing Agreements.
  ***The Accord is a common set of principles and standards under which partner organisations will share personal information. Organisations who adopt the Accord will show their commitment in meeting the agreed conditions, obligations and requirements within the framework.
- In most cases agreements are forwarded to the Data Protection Officer.
- There is also a public register on WASPI Website.
- Regular external Assessments e.g. Compliance with Code of Conduct.
- Internal performance monitoring and evidence.
- Cross matching data happens across the different services.
- Performance Indicator values are validated with evidence.
- Retention Schedule –now published on intranet.

Strong public financial management

- The current <u>Medium Term Financial Strategy</u> ('MTFS') was established during the 2013-14 year and fundamentally updated and approved by Council on the 24th February 2016. The Current MTFS is that of <u>2018/2019 Onwards</u>, but has now been amended to reflect the 2021/2022 provisional revenue settlement and updated to:
    - Reflect the impact of Covid-19
    - Reflect 'Boosting Ceredigion's Economy – A Strategy for Action 2020-35'
    - Amend the transformation savings plan
    - Project forward cost pressures
    - Reflect data changes, regulations, plans, policies and strategies

    and is being presented to Cabinet for approval 23,2,2021 for

    approval to then be presented to Council on 5.2.2021.

- This now includes a policy framework for setting the budgets annually as well as a three-year plan. The MTFS features as a corporate risk that is updated at least three times a year. The annual budget setting also included a risk assessment. The Council is responding to the proposal in the 2016 Wales Audit Office (now Audit Wales) Annual Improvement Report, and considering the report in light of the MTFS through ensuring that the Council's financial management arrangements are sufficiently robust to meet the significant challenges ahead.
- A Strategic Plan has been developed and has improved the programme of work necessary to consider service priorities whilst addressing financial constraints.
- An annual budget project plan/timetable is established to ensure that a balanced budget is approved within the statutory period in accordance with the Councils budget framework.
- Regular budget reports are taken to Cabinet and Leadership Group throughout the year and operational budgets are monitored on a monthly basis.
- Budget monitoring is regular throughout the year, within services, to Cabinet and to Member Officer working groups e.g. Development Group and CMG and transformation programme savings to the Cross Party Transformation and Efficiency Consultative Group.
- Quarterly Executive Panel meetings take place if required with Corporate Lead Officers together with the Leader of the Council, the CE, Corporate Lead Officer for Finance and Cabinet Member with Finance responsibility.

G. Implementing Good Practices in transparency, reporting and audit to deliver effective accountability:

Implementing good practice in transparency

- Council's <u>Website</u>.
- Council and Cabinet meetings are broadcasted.
- Standard templates for Cabinet, Scrutiny and Council.
- Compliance to the <u>Welsh language Standards</u>.
- Use of Modern.Gov for publishing agendas and Councillor Information.
- Councillors' contact details, attendance records, Committee membership and Declarations of Interests available on the <u>Council's Website</u>.
- Councillors' annual reports available on the Council's Website.

- Overview and Scrutiny Annual Report available on the Council's Website.
- Democratic Services Annual Report available on the Council's Website.
- Equipment has been installed in the Council Chamber to enable hybrid meetings to be held, as per the Local Government and Elections Act 2021. The Council provides alternative ways for citizens to access information if they don't have access to digital services. The Citizen can telephone the Council's Contact Centre or visit its Libraries where public access to computers are available or free 4G Wi-Fi to allow anyone to use their own device.

Implementing good practices in reporting

- The County Council's Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report is published on the Ceredigion County website to inform Ceredigion citizens what activities and actions the Council undertakes in support of its Well-being and Improvement Objectives. This also forms part of the Council's self-assessment. A summary plan is also available in public offices for our citizens.
- Annual financial statements are published on the Council's Website.
- Council's AGS evidences how it complies with the seven core Governance Framework Principles and sub-principles contained in the Framework and in the Local Code of Corporate Governance, including how it puts in place proper arrangements for the governance of its affairs, facilitates the effective exercise of its functions, and makes arrangements for risk management (the Governance Framework was developed in 2010 and has been revised in accordance with the CIFA/SOLACE Delivering Good Governance in Local Government Framework 2016). In compliance also with Local Government (Wales) Measure 2009 and The Well-being of Future Generations (Wales) Act 2015.
- Assessment of the framework for corporate governance carried out to ensure compliance. Decision by Council whether AGS approved alongside Statement of Accounts.
- AGS shared with accounts, reviewed and updated with Members and Officers providing a wider engagement process.
- Council's Local Code of Corporate Governance demonstrates how it has the necessary corporate governance arrangements in place to perform effectively. The Local Code of Governance is a public statement that sets out the way the Council will meet that commitment.
- Financial implications are a requirement for inclusion in all Cabinet Meeting reports. Financial Regulations and Financial Procedure Rules (Document F Constitution), Contract Procedure Rules (Document G Constitution) are all up to date.
- Accounting practices - Codes of Practice are complied with Prudential Indicators are prepared and reported to Council and monitored throughout the year. Regular budget monitoring takes place throughout the year. IA also reviews controls over income collection and monitoring.

Assurance and effective accountability

- A good working relationship exists with Welsh Government and external regulators, including Audit Wales, Estyn, CIW, Financial Services Authority ('FSA') and Food Standards Agency as key regulators.

- Audit Wales Protocol documented and procedures in place to ensure all 'Management Response Forms' from each Audit Wales report addressed and that Service responses are presented to Leadership Group, Governance and Audit Committee and Audit Wales.
- Regarding monitoring of progress of actions/recommendations, Governance Officer is Audit Wales point of contact for ongoing governance related MRFs/governance matters. Corporate Performance and Improvement Officer is point of contact for performance related MRFs/performance matters. This system is set out in a Protocol, approved by Leadership Group and presented to Governance and Audit Committee, with updated version (to reflect that the Corporate Performance and Improvement Officer is in post) presented to Governance and Audit Committee 9.9.2021 Meeting.
- Monthly meetings are also being held between Performance Officers & Audit Wales and can be arranged with other officers as necessary. Regular dialogue is maintained with representatives from Audit Wales.
- Recommendations from Audit Wales are taken forward in the Corporate Performance Management arrangements.
- All Audit Wales reports presented to Leadership group and Governance and Audit Committee, which monitors implementation of corrective actions required.
- Monitoring of progress of Actions process has been developed.
- Chief Internal Auditor (CMIA) is currently studying to gain an IIA qualification, and has considerable local government experience, and is supported by a team with appropriate knowledge and skills.
- The Audit Manager is undergoing an IIA qualification.
- and two auditors are developing ICT auditing skills.
- IA Officers are undergoing audit qualifications to enhance knowledge, skills and competency.
- A re-structure of IA was implemented in May 2019, and another in November 2020 and April 2022. The service has been fully resourced since 1 June 2022.
- A new CMIA has been in place from 1 January 2022, and has considerable experience in IA, and is supported by a knowledgeable & skilled Audit Manager.
- The role of CMIA has free and unfettered access to the Chair of the Governance & Audit Committee and both meet regularly during the year.
- Robust risk-based forward work programme and business planning is in place.
- Regular reporting to Governance & Audit Committee on the activity of IA is undertaken, i.e. quarterly Internal Audit Progress Reports to Governance & Audit Committee for monitoring progress performance and improvement and summary of work and audit opinion on assurance provided annually in Internal Audit Annual Report at year end. Follow-up reviews undertaken to monitor corrective actions are implemented.
- Internal Audit Charter regularly reviewed and approved by Governance & Audit Committee (last version approved by Audit Committee 19/1/22).
- CMIA provides annual objective opinion on assurance placed on Council's risk management, control and governance processes, based on the individual assurances given to Managers after each audit review, & feeds into the AGS.
- Compliance with PSIAS reported annually to Governance & Audit Committee with resultant improvement plan. Peer review of assessment every five years (latest review completed May 2022 by Anglesey County Council, report and resulting improvement plan were presented to Governance & Audit Committee on the 27 September 2022).

28

- IA's mission is to enhance & protect organisational value by providing risk-based & objective assurance, advice & insight. This is detailed in the internal Audit Charter, which also states IA's right of access (as per the Council's Financial Regulations/<u>Constitution</u>).
- Partnership and Accountability agreements are established in collaborative projects.

4   Opinion on the level of assurance that the governance arrangements can provide

The Corporate Manager - Internal Audit (CMIA) prepares an Annual Internal Audit Report at year-end, which is usually presented to the Governance and Audit Committee at its June meeting. The report sets out the individual and collective outcomes of the audit reviews undertaken during the year, and provides the overall audit opinion of assurance based on this audit work. The assurance provided also takes into account progress in implementing improvements, consideration of the risk register and assurances provided in reports issued by external regulators. The scope of audit work and how the need to constantly reprioritise to ensure sufficient work is undertaken for the assurance is detailed in the report.

The Annual Report at year-end contains the results of the internal audit annual self-assessment of the service, based on CIPFA's LG Application Note's template. This was subject to an external peer review in May 2022, and an external assessment is planned to be repeated every five years, as required by the Public Sector Internal Audit Standards (PSIAS). The resultant improvement plans from these assessments are included in the quarterly Progress Reports presented to the Governance and Audit Committee and reviewed annually in the Annual Internal Audit Report.

The Improvement Plans identify improvements made and planned against the recommendations arising from the assessments, along with the results of the service's Quality Assurance Improvement Programme as required by the PSIAS to ensure the Governance and Audit Committee is able to monitor the service's progress.

A Report on the Annual Governance Statement 2022-2023 Progress and Current Year Action Plan was provided to the Governance and Audit Committee on 3 June 2021.

The Quarter 1 Internal Audit Progress Report 1/4/2022-30/6/2022 (presented to the Governance and Audit Committee on 27 September 2022 and subsequent periods expected on 17 January 2023, 9 March 2023 and 21 June 2023) include the actions taken to date to achieve the identified proposed improvements.

The Internal Audit staffing structure has been at full complement during the year 2022-2023.

On 10 March 2022, the CMIA also presented to the Governance and Audit Committee the Internal Audit Strategy and Plan for 2022/23. This is designed to ensure a sufficient area of coverage is undertaken to support the annual opinion on the effectiveness of the systems of governance, risk management and internal control across the Council. The Internal Audit Strategy and Plan for 2022/23 summarised the work areas the Internal Audit Section aimed to concentrate their time on during the year, taking account of the situation due to the pandemic.

The service has been provided on a more reactive basis this year, as with the previous year, due to the various risks introduced from necessary changes in the Council's working practices, such as the issuing of one-off grants, set-up of groups to target specific areas of change, more staff working from home, etc. Internal audit work has been assessed on an on-going basis with regular consideration given to the Council's changing needs and priorities. In addition to this reactive work, assurance for 2022/23 is placed on planned reviews either carried forward or undertaken during the year to assess the annual level of assurance for the Council. All actions taken have been consistent with the guidance note issued by the Internal Audit Standards Advisory Board. In addition, more resources have been dedicated to developing the assurance mapping system to provide additional support to the assurance provided at year-end.

The Council has, for example, had an urgent obligation to award various grants to eligible businesses in the County, and due to potential fraudulent claims, Internal Audit has continued to review a sample of applications prior to payment (easier to stop payments than recover after), adding value to the Council's operations due to changing circumstances, as supported by Internal Audit Standards Advisory Board guidance notes.

The CMIA concluded in her 2021/22 Annual Report presented to the Governance and Audit Committee on 06/06/2022 that the Council has a satisfactory framework of governance, risk management and internal controls in place to manage the achievement of the organisation's objectives during the year, based on:

- the number, scope and assurances from internal and external sources during the year to 31 March 2022, and
- the acceptance of actions by management (where available).

.

Due to the on-going effect of the pandemic, it should be noted that, as with the previous year, no schools were reviewed during the year. However, certain checks have been undertaken whilst auditing the EIG and PDG grants.

The Annual Governance Statement will be the subject of review by Audit Wales to ensure that it is consistent with their knowledge and with legislation. In addition, the Internal Audit section undertakes an annual independent review of the Annual

Governance Framework and the method of scoring and evidence, as noted in Point 2 above.

The Council's Corporate Lead Officer - Customer Contact acts as the Authority's Senior Information Risk Owner and also has responsibility for Data Protection and ICT Security.

The SIRO Forum traditionally included subject matter experts: E.g. Facilities, Data Protection, IT Security, Head of IT, Legal, HR and some departmental representation. This meets every quarter to discuss information risk and information management issues.

The current key roles and scrutiny of Information Assets are as follows:

- An IT Security Officer ('ITSO') who advises on data security and external advisers and consultants are employed from time to time to test and advise on the Authority's security arrangements;
- An Information and Records Management Officer ('IRMO') advises on legal compliance and ensures that policies and procedures are in place and are being adhered to;
- Corporate Data Protection (known internally as Corporate Data Protection / FOI / EIR Group Meeting) meets quarterly and is chaired by the Head of Service Policy (Deputy HOS ICT&CS); and
- Annual Reports as required to the Council's Governance and Audit Committee.

Additionally:
- ITSO is the Vice-chair of Wales National Public Sector Security Forum (CymruWARP) which meets quarterly.
- IRMO Chairs the Information and Records Management Society Wales/Cymru and arranges events across Wales.
- IRMO is part of the WASPI - Mid and West Wales Quality Assurance Panel.

Following the Governance Framework review, overall governance arrangements are considered to be good on the basis that the majority of scores applied were 9/10.

The introduction of the Local Code for Corporate Governance outlining how the Council is committed to the core principles of the CIPFA/SOLACE delivering Good Governance in Local Government Framework provides guidance to all Members and Officers on the governance agenda.

Regular review of the Local Code of Governance will provide a high level of assurance that the governance arrangements are fit for purpose.

5   Issues identified for last year (2022-2023)

The following table records the actions that have been taken during 2022-23 to resolve the issues identified in the Annual Governance Statement for 2021-2022:

Note: Any actions not fully completed by the completion date will be carried forward into the 2023-2024 Action Plan

Issue	Action	Outcome / Progress to Date	Lead Officer	Completion Date
A1.1 Ensuring Members and Officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation	MO to continue to advise Members further on the need to declare hospitality/gifts. MO to continue to advise Chief Officers further on the need to declare: • close personal associations with other Officers or Members, Ongoing review on Chief Officers business declarations MO and CLO Democratic Services to continue to review Members holding directorships, trusteeships, or memberships when appointed onto outside bodies, and committees, MO to consider member feedback and added	MO advising Members on need to declare hospitality/gifts is ongoing. MO advises members on need to declare close personal associations with other Officers or Members and will continue to do so. Ongoing review on Chief Officers business declarations is still in progress. Review of Members holding directorships, trusteeships, or memberships is ongoing.	EP/LE	March 2023

Issue	Action	Outcome / Progress to Date	Lead Officer	Completion Date
	value and continue to update Code of Conduct for Officers and Members	MO to consider member feedback and added value.		
	Update Dispensations forms for Members	Dispensations form for members has been updated.		
	Appraisals were halted due to Covid-19 Pandemic but have now recommenced (undertaken in May 2021 and continue to be held virtually).)	Appraisals recommenced.		
	Reviewed Code of Conduct for Officers to be issued once updated & approved.	Reviewed Code of Conduct for Officers to be issued once approved.		
	Officers to complete a Mandatory Ethics/Fraud e-training module once completed & approved.	Ethics/Fraud e-learning module still awaiting approval.		
	Planning/Development Management Committee governance actions/documents established, training to be provided and progress to be reviewed during 2022-2023.	Discussions are currently taking place with Audit Wales to support their Planning Service Follow-Up Review.		

Issue	Action	Outcome / Progress to Date	Lead Officer	Completion Date
		Any recommendations will be responded to.		
A1.2 Ensuring Members take the lead in establishing specific standard operating principles or values for the Organisation and its Staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	Planning/Development Management Committee governance actions/documents established, training to be provided and progress to be reviewed during 2022-2023.	Discussions are currently taking place with Audit Wales to support their Planning Service Follow-Up Review. Any recommendations will be responded to.	EP/LE	March 2023
A1.3 Leading by example and using these standard operating principles or values as a framework for decision making and other actions	Leadership Group to be updated on e-learning with HR reporting to Leadership Group.	Complete Code of Conduct Training provided to all Members following the Local Elections 2022.	GE	March 2023 – Complete
A1.4 Demonstrating, communicating and embedding the standard operating principles or values through appropriate	DelegatedDecisions Register to be published.	Work on publishing Delegated Decisions Register is still in progress.	EP/ HR	March 2023

Issue	Action	Outcome / Progress to Date	Lead Officer	Completion Date
policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	Continued monitoring of the Mandatory e-learning take up of Whistleblowing module. Currently lower than required. Whistleblowing Policy to be reviewed.	Continued monitoring of completion of mandatory Whistleblowing e-learning module. Whistleblowing policy has been reviewed and is awaiting approval by Overview and Scrutiny Co-ordinating Committee and Cabinet.		
A3.1 Ensuring members and Staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	Further training to be provided to all Members regarding their responsibilities in relation to Data Protection Principles and privacy notices. Privacy notices for Councillors being developed and to be provided.	Training has been provided to all Members regarding their responsibilities in relation to Data Protection Principles. Privacy notices for Councillors being developed	EP/LE	March 2023

Issue	Action	Outcome / Progress to Date	Lead Officer	Completion Date
		and to be provided by Data Protection Officer.		
B1.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	Completion of review of the FOI Publication Scheme, which is in progress.	FOI Policy and EIR Policy both updated. Review of the FOI Publication Scheme is in progress.	LE/AW/MNH	March 2023
B3.1 Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes	Due to the Covid-19 pandemic, decisions have needed to be made by Gold Command for emergency reasons (under the temporary executive function transfer of power in place until 31.8.2021 and for operational procedures under the Civil Contingencies Act 2004 following that date), therefore it has been impossible to consult physically in the community at present for many services, and consequently the scoring has been amended to reflect this. To continue to progress the review of the Community Engagement Policy that	Gold Command is no longer meeting. A new Engagement and Participation Policy, 'Talking, Listening and Working Together' has been published. Implementation of this policy to be reviewed before action complete.	AW	March 2023

Issue	Action	Outcome / Progress to Date	Lead Officer	Completion Date
	will include provisions for how stakeholders are engaged in future.			
D2.3 Considering and monitoring risks facing each partner when working collaboratively including shared risks	To continue to take into account legislative changes e.g. Local Government and Elections (Wales) Act 2021. To implement legislative changes, such as regarding the Local Government and Elections (Wales) Act 2021 and consider/monitor risks facing each partner when working collaboratively, including shared risks.	Work is ongoing to account for legislative changes. Risks facing each partner when working collaboratively will continue to be considered/monitored.	AW/EP	March 2023
G3.1 Ensuring that recommendations for corrective action made by external audit are acted upon	Monitor progress of actions/recommendations.	Monitoring progress of actions/recommendations is ongoing.	EP/AW	March 2023

6 Agreed action plan for matters to be considered during 2023-2024

Following the implementation and review of the CIPFA/SOLACE Delivering good governance in Local Government Framework (2016) the following issues have been identified for resolution during 2023-2024:

Issue	Action	Outcome	Lead Officer	Completion Date
A1.1 Ensuring Members and Officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation	MO to continue to advise Members further on the Code of Conduct. MO to continue to advise Chief Officers further on the need to declare: • close personal associations with other Officers or Members, Ongoing review on Chief Officers business declarations Review Members holding directorships, trusteeships, or memberships. MO to consider member feedback and added value.Reviewed Code of Conduct for Officers to be issued once approved. Officers to complete a Mandatory Ethics/Fraud e-training module once completed & approved.	Further embedding of behaviour with integrity.	EP/LE	March 2024

Issue	Action	Outcome	Lead Officer	Completion Date
	Planning/Development Management Committee governance actions/documents established, training to be provided and progress to be reviewed during 2022-2023. Discussions are currently taking place with Audit Wales to support their Planning Service Follow-Up Review. Any recommendations will be responded to.			
A1.2 Ensuring Members take the lead in establishing specific standard operating principles or values for the Organisation and its Staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	Planning/Development Management Committee governance actions/documents established, training to be provided and progress to be reviewed during 2022-2023. Discussions are currently taking place with Audit Wales to support their Planning Service Follow-Up Review. Any recommendations will be responded to.	Further embedment of Standard Operation Principles and values, including their communication.	EP/LE	March 2024
A1.4 Demonstrating, communicating and embedding the standard operating principles	Delegated decision Decisions Register to be published – in progress.	Further embedment of Standard Operating principles and	EP/ HR	March 2024

Issue	Action	Outcome	Lead Officer	Completion Date
or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	Continued monitoring of completion of mandatory Whistleblowing e-learning module. Whistleblowing policy has been reviewed and is awaiting approval by Overview and Scrutiny Co-ordinating Committee and Cabinet. Revised Officer Code of Conduct and Declaration of Interest forms to be presented to Scrutiny Committee Report on generic whistleblowing activity to be presented to Overview and Scrutiny Co-ordinating Committee.	communication through publication of documents.		
A3.1 Ensuring members and Staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	Privacy notices for Councillors being developed and to be provided by Data Protection Officer.	Demonstrating strong commitment to rule of law. and adherence to relevant laws and regulations	EP/LE/AM	March 2024
A3.2 Creating the conditions to ensure that the statutory Officers, other key post holders and members are able to fulfil their	CMIA to complete professional qualification	Ensuring key post holders are able to fulfil their responsibilities in accordance	EP/AJ	March 2024

Issue	Action	Outcome	Lead Officer	Completion Date
responsibilities in accordance with legislative and regulatory requirements.		with legislative and regulatory requirements.		
B1.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	Review of the FOI Publication Scheme is in progress.	Demonstrating commitment to openness.	LE/AW/MNH	March 2024
B3.1 Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes	A new Engagement and Participation Policy, 'Talking, Listening and Working Together' has been published. Implementation of this policy to be considered before action complete.	Improving Community Engagement.	AW	March 2024
D2.3 Considering and monitoring risks facing each partner when working collaboratively including shared risks	To continue to take into account legislative changes e.g. Local Government and Elections (Wales) Act 2021.	Risk management and compliance with legislation to demonstrate commitment to rule of law.	AW/EP	March 2024

41

Issue	Action	Outcome	Lead Officer	Completion Date
	To implement legislative changes, such as regarding the Local Government and Elections (Wales) Act 2021 and consider/monitor risks facing each partner when working collaboratively, including shared risks.			
E2.2 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	Delegated Decision Register to be published.	Further clarity on which decisions are delegated through communication by way of publication.	EP	March 2024
G3.1 Ensuring that recommendations for corrective action made by external audit are acted upon	Monitor progress of actions/recommendations – ongoing action.	Assurances and managing risk.	EP/AW	March 2024

7 Conclusion

The annual governance framework review measured progress against the new CIPFA/SOLACE Delivering Good Governance Framework (2016) and overall governance arrangements were found to be acceptable or good. The review confirmed that the Council's governance arrangements are effective and fit for purpose.

The Council has made good progress during the year with recorded achievements against each of the seven core principles.

The development of a Local Code of Corporate Governance bringing together all the local codes and documents together in one document provides assurance that there are clear governance arrangements in place.

The Council has identified a number of minor issues for resolution during 2023/24 and has set these out in an action plan for completion (as above). The actions taken as a direct result of the pandemic will be recorded, as appropriate.

8 Certification of Annual Governance Statement

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness throughout the 2023/24 year and will monitor their implementation and operation as part of our next annual review. It is acknowledged that the pandemic may hinder some of these steps, which will be addressed and reported accordingly to Council in the 2023/24 AGS.

This page is intentionally left blank

Local Code of Corporate Governance

Approved by Council [insert date]

Local Code of Corporate Governance

Contents

1. Introduction

Ceredigion County Council is committed to demonstrating that it has the necessary corporate governance arrangements in place to perform effectively. This Local Code of Governance is a public statement that sets out the way the Council will meet that commitment.

Corporate governance is a term used to describe how organisations direct and control what they do to ensure that the intended outcomes for service users and stakeholders are achieved while acting in the public interest at all times.

Good corporate governance requires local authorities to carry out their functions in a way that demonstrates accountability, transparency, effectiveness, integrity, impartiality and inclusivity. Corporate governance is also the structure through which strategic objectives are set and performance monitored.

2. Responsibilities for Corporate Governance

All Members and Officers have a responsibility for upholding the principles of good governance. It is a key responsibility for the Leader of the Council and the Chief Executive.

The Leadership Group, comprising of the Chief Executive, Corporate Directors and Corporate Lead Officers are responsible for the development, delivery and review of robust corporate governance arrangements.

3. Monitoring and Review

The Leader and Chief Executive are required to ensure that Corporate Governance arrangements are reviewed on an annual basis to measure the extent to which the Council meets the requirements of the core principles and sub-principles contained in the CIPFA Framework Code.

The Governance and Audit Committee is responsible for monitoring and reviewing the Governance arrangements as described in this Code. Full terms of reference for the Governance and Audit Committee are included in the Constitution.

The results of the review are reported through the Annual Governance Statement. Any amendments to the Local Code of Corporate Governance will be reviewed by the Governance and Audit Committee and approved by Council.

Through the Governance and Audit Committee, the Council will ensure that these arrangements are kept under continual review. This will include consideration of:
- The work of Internal and External Audit
- The opinion of other review agencies and inspectorates
- Opinions from the Council's Statutory Officers
- General matters relating to the implementation of the Code
- The production of the Annual Governance Statement and actions planned to address arising governance issues

3

4. Annual Governance Statement ('AGS')

Each Year the Council will publish an AGS.

This will provide an overall assessment of the Council's Corporate Governance arrangements and an appraisal of the controls in place to manage the Council's key risks.

The AGS will also provide details of where improvements need to be made.

The AGS will be reviewed by Leadership Group and the Governance and Audit Committee, before final approval by Council and signed by the Leader of the Council and the Chief Executive.

The AGS will be published on the Council's website and as part of the Council's Annual Statement of Accounts and will be reviewed by our External Auditors.

5. The Governance Framework

In 2014 the Chartered Institute of Public Finance & Accountancy (CIPFA) and the International Federation of Accountants (IFAC) collaborated to produce the *International Framework: Good Governance in the Public Sector* (2014)*.* This framework was produced with the aim of encouraging better service delivery and improved accountability by setting a benchmark for good governance in the public sector.

The *International Framework* states that 'the fundamental function of good governance in the public sector is to ensure that entities achieve their intended outcomes while acting in the public interest at all times.' The framework sets out 7 key principles for achieving good governance, which are set out in Figure 1 below. Principles A and B set out the overarching requirements for acting in the public interest at all times, whilst principles C to G set out the other requirements which must be met in order to deliver good governance.

4

Figure 1 below defines the relationships between the Principles for Good Governance in the Public Sector set out in the *International Framework*:

Figure 1: Relationships between the Principles for Good Governance in the Public Sector

Achieving the Intended Outcomes
While Acting in the Public Interest at all Times
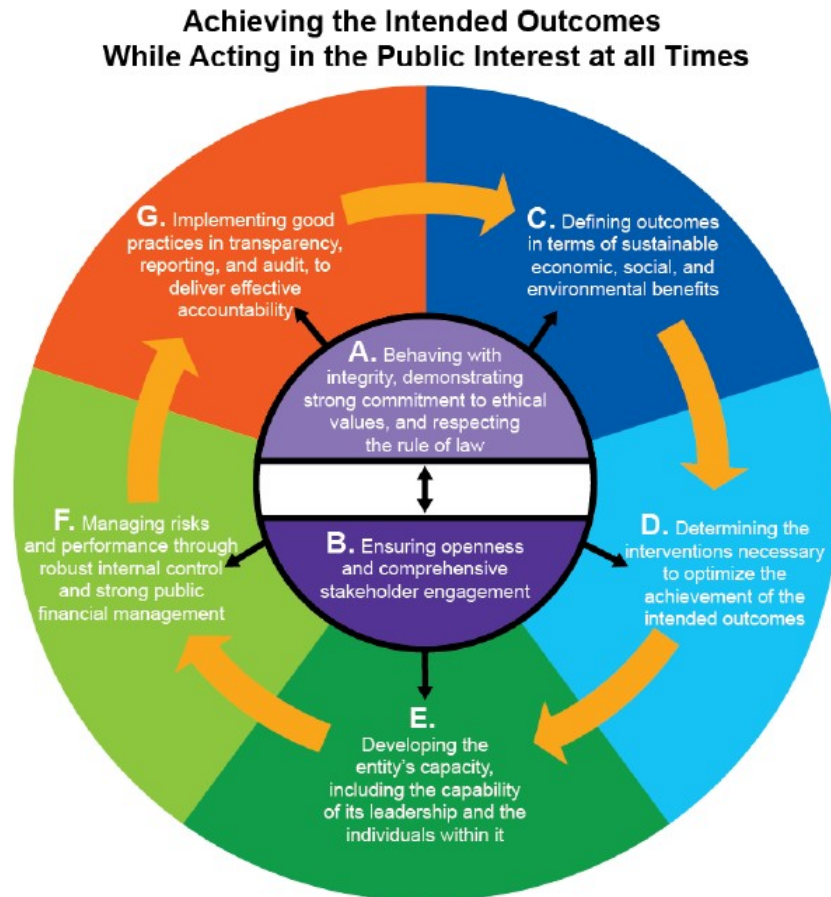
In 2016 CIPFA worked in collaboration with the Society of Local Authority Chief Executives (SOLACE) to produce their *Delivering Good Governance in Local Government Framework* (2016). This framework is based on the core principles of the *International Framework*, which have been interpreted from a local government context.

This Local Code of Corporate Governance has been developed in accordance with and is consistent with the CIPFA/SOLACE *Delivering Good Governance in Local Government Framework* (2016 Edition) and CIPFA/SOLACE *Delivering Good Governance in Local Government Framework Guidance notes for Welsh authorities* (2016 Edition).

The purpose of this Code of Corporate Governance is to demonstrate that the Councils governance structures comply with the core principles and sub-principles contained in the Framework and the table below demonstrates the Council's governance arrangements in relation to it.

5

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	
Sub-principle	**How we meet these Principles**
Behaving with integrity	- Code of Conduct for Members (updated in 2016) available on the Council's website, intranet site (CeriNet) under Councillor Resources, and in the Constitution. - Members Code of Conduct Flowchart (updated in 2016). - Code of Conduct for Officers* (review undertaken and currently awaiting approval) available along with all Corporate policies and strategies via Council website/CeriNet. - Individual sign off with regard to compliance. - Induction and follow-up training on Code of Conduct and ethics provided to all Members. - Ethics/Fraud training provided in collaboration with Council's insurer at Corporate Managers' quarterly workshop 28.5.2021. Slides from presentation are forming a basis for e-learning module for all Staff and Internal Audit ('IA') & Governance Services working with Learning & Development to prepare scenarios for training. Training supported by recent review of Council's Strategy on Counter-Fraud, Corruption & Bribery (to include Anti-Money Laundering). - Day to day advice is provided by the Monitoring Officer ('MO') and Scrutiny Support Officer. - Disciplinary Policy (Nov 2017). - Personal Development Review. - Register of Members interests, available from the Council's Democratic Services, reviewed by MO. - Declaration of Interest and Hospitality forms for Officers and Members on CeriNet. - Regular reminders and advice is sent by the MO to Staff via internal News update emails. - Monitoring and review by MO of Chief Officers' declarations annually. - MO advises Chief Officers on need to declare close personal associations with other Officers or Members. - Declaration of interest process to be extended to include requirement regarding related-parties: that officers and Members declare if they are closely-related to other officers, Members or teachers. Specific declaration/ return required if this includes/does not include a Chief Officer (and to state relationship). - Declaration of interest process to be extended to include requirement that Members specify Directorships- company name and number, (un)remunerated, private interest or Council appointment. MO to remind Members of the need to accurately disclose all Directorships (including dormant companies). - Declaration of interest process to be extended to include requirement that Members specify role within memberships- observer, member, volunteer, Committee member, Board member or Trustee. - Officers' declaration of interest to include requirement to declare if they or a close family member, or any person or organisation acting on their behalf, are on the Board, management committee or other controlling group of an organisation with which the Council has significant dealings. - The Code of Conduct for Officers has been substantially reviewed and

6

	will be updated soon.
	• Update advice on Council Employees' Declarations and Registration of Interests (via news email updates)
	• MO advising of Officers re declarations of interest is ongoing via regular reminders through News Updates on CeriNet system and at Leadership Group.
	• Chief Officers' annual Declarations of Interest and continuing obligations to declare interests.
	• Chief Officers informed through CeriNet system news update of MO email re declaring interests and Hospitality and reminder to Chief Officers sent.
	• Review is currently being undertaken of the external bodies that have appointed Members, including added value, and also updating of the Constitution.
	• MO to undertake enquiries with company secretaries as necessary to ascertain basis of Members interests within charitable organisations or companies, and rationale. Also to seek amendment of Articles of Association or resignation of Council directorships if necessary
	• Declarations of interest by Members and Officers at meetings, an opportunity to make reference to any close personal contacts/roles etc.
	• Ongoing review on Chief Officers' business declarations.
	• Update of Dispensations forms for Members completed.
	• Members required to update Register of Interests in accordance with the Code of Conduct, and in addition, annually, which is opportunity to reference any close personal associates/roles etc. This now includes lay/independent members of the Ethics & Standards Committee and Governance & Audit Committee. Register of Interests booklet published for each Member on Council Website.
	• Proactive regular advice and reminders sent to Members and Officers as required.

	• MO to advise Officers further on the need to declare interests in organisations which actually, or may conflict with Council interests including:
	   o Contractors;
	   o School Governors;
	   o Clerk to Town and Community councils;
	   o Members of Town and Community councils; and
	   o School Governors.

	• MO to advise Officers further on the need to declare:
	   o Directorships; and
	   o Other employment
	Including whether conflicting with the Council's interests or not.

	• Dispensations forms for Members updated (2020).
	• Professional Qualified Officers and Teachers have to meet their professional body/organisation requirements.
	• Members complete a HR training module.
	• Training on standards of behaviour is provided to Managers for Staff.
	• MO circulates to political group leaders updates/decisions from the Adjudication Panel for Wales, whose role is to determine alleged breaches by elected and co-opted members against their authority's statutory code of conduct.
	• MO meets with political group leaders quarterly to consider their new

7

duties to uphold standards of conduct of Members in their group.

- Political group leaders to engage with the Ethics and Standards Committee as required in pursuance of their new duties.
- Political group leaders to complete template setting out actions undertaken to evidence compliance with their new duties.
- Local Resolution Procedure for Members: ungrouped /unaffiliated Member receives Council Chair/Vice Chair' advice/support.
- The Ethics and Standards Committee has new duties (from May 2022) under the Local Government and Elections (Wales) Act 2021 ('2021 Act'), to include:
  - Monitoring compliance by leaders of political groups on the Council with their duties under S.52A(1) Local Government Act 2000;
  - Advising, training or arranging to train leaders of political groups on the Council about matters relating to their duties under S.52A (1) Local Government Act 2000.
  - The duty to monitor compliance of political group leaders is in relation to standards of conduct, and ensure that this is visible, and consistently demonstrated and evidenced to protect the Council's reputation.
- The Terms of Reference of the Development Management Committee (formerly Development Control Committee) have been revised to clearly state its purpose, role and responsibilities, and how it links to Corporate Priorities.
- An Operational Procedures document for the Development Management Committee has been revised. The Operational Procedures define applications that are strategically important and 'major' planning applications.
- The Scheme of Delegations contains criteria for applications, which must be referred to the Development Management Committee, and those applications that can be delegated to the Corporate Lead Officer.
- A Protocol for Good Practice for Councillors at Development Management Committee has been produced and included in the Constitution.
- A 'cooling-off' group has been established within the Development Management Committee Operational Procedures in order to review planning applications, which may, if approved, be a significant departure from policy.
- A good working relationship exists with the Welsh Government as a key regulator. Regular dialogue is maintained with representatives from Audit Wales.
- This vision for the Council has been reviewed and endorsed by Cabinet, and the vision sets out a number of long term Strategic Objectives.
- The Corporate Strategy 2022-2027 includes Corporate Well-being Objectives setting out the Council's priorities and high level objectives with supporting actions on an annual basis.
- Regular dialogue with Public Services Ombudsman for Wales ('PSOW'), and other regulators including Estyn, CIW, ICO and IPCO.
- Minutes for all committees contain Declarations of Interest-Officers and Members.
- The Constitution is subject to regular reviews, with ongoing updates as required, including presenting proposed changes to Cross Party

8

	Constitution Working Group, to make recommendations on changes to Constitution to Council. Further revision is ongoing, as the Constitution is a live document, to reflect legislative changes and according to need. • Politically Balanced Constitution Cross Party Working Group meets regularly to consider proposals for Constitution updates. • MO/Governance Officer report to Council to update delegations and Constitution. • The Council has established a Task and Finish Group (T&F group) to develop actions that will improve the Planning Service including decision making. • A mandatory E-learning training module, introduced in September 2017, on the Well-Being of Future Generations Act 2015 ('WFGA') must be completed by all Staff. Reminders issued to Staff who not yet completed module and Leadership Groups receive periodic reports. • Members' standards and conduct matters considered by the Council's <u>Ethics and Standards Committee.</u> Public meetings held regularly, and chaired by an independent person - determine dispensations, and consider strategic/policy issues and receive updates from PSOW Casebook & APW cases. • The main duties of the Ethics & Standards Committee are to improve standards of Member conduct and operation of the Code of Conduct for Members. • Code of Conduct Training provided to all Members. • Committee and Members are advised by the MO. • Ethics and Standards Committee engage actively in the training of Members. • Annual Ethics & Standards Committee Report reported to Council in October 2022. • Governance and Audit Committee carry out a benchmarking exercise annually to provide further assurance on the review of the <u>Annual Governance Statement</u> ('AGS') process. • IA review and report on the process annually. Governance & Audit Committee meets regularly to consider governance and external regulator reports. Chaired by non-executive member. • Governance and Audit Committee Annual Report reported to Council. • <u>Record of Decisions</u>, made by the Covid-19 Leadership Group ('Gold Command') published on the Council's Website. • Effective '<u>Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)</u>' updated and approved by Council 17.6.21(minutes confirmed 23.9.21). • Internal Audit Annual Report on Counter Fraud presented to Governance and Audit Committee at year-end. • NFI match highlights Staff who are directors of companies that have dealings with the Council – any non-declarations investigated by IA and reported to MO. • Politically Restricted Post Register for Officers maintained and <u>Political Restrictions on Local Government Employees Policy</u> available to employees on CeriNet. • Ethics Audit undertaken during 2019. Follow up Internal Audit of Council's arrangements regarding Ethics also in progress (currently in review). • <u>Whistleblowing Policy</u> available to Employees and Contractors (updated

9

	2018 – currently under review) on CeriNet and is updated as necessary.
	• MO is the Corporate Lead Officer ('CLO'), and advises Whistle-blowers, as appropriate.
	• A mandatory E-learning training module on Whistleblowing must be completed by all Staff. The MO keeps a register of referrals and reports 6-monthly to the Overview and Scrutiny Co-ordinating Committee.
	• All complaints are dealt with in accordance with the corporate procedures which include informal and formal stages and these are communicated to Staff on a regular basis.
	• The complaints system is monitored by the Corporate Complaints and Freedom of Information Manager.
	• Revised Corporate Concerns and Complaints Policy published 1.10.2021.
	• Improvements are implemented as a result of complaints /recommendations received.
	• Council Complaints and Freedom of Information Privacy Notice.
	• Annual Complaints Report considered by the Governance and Audit Committee and Cabinet prior to approval by Council, presented to Council and noted.
	• Annual Complaints Report includes Lessons Learned from complaints received.
	• Ethics and Standards Committee and all other committee agendas/minutes contain disclosures of interests.
	• Minutes for all committees published on the Council's Website.
	• Cabinet Decision Notices published on the Council's Website.
	• Preparation for publication of delegated decisions register ongoing. Development Management Committee delegated decisions published for each Development Control Committee.
	• Register of Contracts published on Council Website.
	• Necessary changes to Constitution regarding Governance and Audit Committee per 2021 Act approved by Council 23.9.21, 3.3.22, 8.7.22 and 20.10.22.
	• Governance and Audit committee comprises of 6 County Council Members and 3 lay members (9 total).
Demonstrating strong commitment to ethical values	• Ethics and Standards Committee championing ethical compliance to ensure that public have trust and confidence that Members and Officers work to highest ethical and moral standards.
	• Officers such as Internal Auditors, sign an annual Code of Ethics affirmation.
	• Internal Audit Charter approved by Governance & Audit Committee annually.
	• Carmarthen County Council undertook an independent audit of ethics within the Council during 2019. Follow up Internal Audit of Council's arrangements regarding Ethics in progress (currently in review).
	• Training Needs Analysis Questionnaire has been circulated by Council newsletter to Staff requesting opinion on ethical culture of Council & training module planned in response to feedback.
	• Employee Handbook is reviewed annually, is available on CeriNet, sets out the expected Employee behaviour and includes the Code of Conduct for Local Government Employees.
	• Training on equality and diversity and recruitment and selection including equal opportunities is mandatory for all Ceredigion County

10

	- Council Managers. - All Staff must complete an e-learning module on Equality & Diversity. - <u>Procurement Strategy 2018-2022</u> was approved by Council 19th June 2018. - Procurement training also being rolled out to Staff. - Council Recruitment Policy and DBS Policy. - <u>Standard Terms and Conditions</u> for all Suppliers of Goods and services include conditions relating to Equality and Diversity and are available on the Council's website. - In-House software used to retrospectively check for suspected duplicate payments. - <u>Council has developed a Modern Slavery Policy (sent to contractors of the Council), Anti-Slavery Annual Statement 2019-2020 and Code of Practice Ethical Employment in Supply Chains.</u>
Respecting the rule of law	- <u>Council Constitution</u> - Consideration is given to the Data Protection Principles, and processing of personal information in the context of Council Committees and all Members. - Training has been scheduled for all Members (Introduction for Council, including GDPR) following the May 2022 Elections. - Statutory powers and legal implications included in every decision-making Cabinet report. - Legal and Financial advice/implications is provided on all appropriate reports for decision. - The MO and Legal Services are available to advise as appropriate. - The IA Service is available to advise as appropriate. - The MO attends Leadership Group/Cabinet/Council meetings. - The MO routinely attends many public meetings, as required, subject to availability. - In the absence of the MO, the Deputy MO will attend Cabinet and Council meetings. - Gold Command Record of Decisions published on the Council's website). - The 2021 Act has an effect on corporate bodies, including the Council, and work to ensure compliance has taken place, including through the Cross-Party Constitution Working Group (Members of each political group in attendance), reports to the Governance and Audit Committee and Council, with a Council Action plan having been prepared and updated regularly, and meetings with relevant Officers and CLOs held, as appropriate. - GAC Terms of Reference updated according to the new Act. - Members' Role descriptions set out their respective responsibilities. - Compliance with CIPFA's Statement on the Role of the Chief Financial Officer in Local Government (CIPFA, published 13 April 2016). - Compliance with CIPFA's Statement on the Role of the Head of Internal Audit in Public Service Organisations (CIPFA, published 9 April 2019) & contribution published in CIPFA's accompanying Putting Principles into Practice document (2019)). - Terms of reference are included in the Constitution. - Reporting to <u>Governance and Audit Committee.</u> - <u>Financial Regulations and Financial Procedure Rules</u> (Document F

Constitution).

- Contract Procedure Rules (Document G in the Council's Constitution).
- Codes of Conduct (see above).
- Compliance with Specific Codes e.g. Internal Auditors' Public Sector Internal Audit Standards ('PSIAS', March 2017)
- Members of Governance and Audit Committee updated on fraud including IA annual counter fraud report.
- Statutory Officers accountable to the Chief Executive ('CE') and the Council.
- Regular meetings between CE, S.151 Officer & MO.
- Corporate Manager – Internal Audit ('CMIA') has free & unfettered access to Members and Officers at all levels, and right of access as per Council's Constitution and Internal Audit Charter.
- Register of Members' Interests published on the Council Website.
- Chief Officers provide support and advice to Members.
- The MO has direct access to the CE and reports to Council generally and as part of statutory duty.
- The MO or a nominated representative attends all Cabinet meetings and Council Meetings. The MO operates an 'open' door policy for Members wishing to receive 'conduct' and 'governance' advice.
- The MO & S.151 Officer have monthly meetings with the CE.
- The MO & S.151 Officer are key members of Leadership Group.
- Items reported to Members for decisions through Cabinet, Council and Committees are subject to legal and financial advice which will be referenced within each report.
- Effective 'Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)' updated and approved by Council 17 June 2021 (minutes confirmed 23 September 2021).
- Effective External Audit, Internal investigations.
- Whistleblowing Policy (in process of review) and Disciplinary Policy.
- An Officer in the IA team is an accredited Counter Fraud Technician.
- An Officer in the IA team holds a CIPFA Certificate in Investigative Practices ('CCIP').
- Council complies with Audit Wales's annual National Fraud Initiative requirements, currently co-ordinated by Internal Audit.
- IA annual report on Counter Fraud presented to Governance and Audit Committee at year-end.
- Monitoring and response to fraud alerts (NAFN, wider networks, peers, etc).
- Membership and active participation in professional networks and groups (Tisonline, KHub, etc).
- IA offer advice to services on implementation of new systems and processes to ensure effective internal controls maintained.
- Nominated Council Officers undertake various fraud training to maintain knowledge and expertise.
- Where appropriate, successful prosecutions publicised on Council website (and in local press).
- Covid-19 grant payments audited prior to payment (as easier to stop a payment than recover it).
- Key financial control audits added to audit plan, to check controls, governance & risks whilst staff working from home.

12

	• IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council.

Principle B: Ensuring openness and comprehensive stakeholder engagement	
Sub-principle	**How we meet these Principles**
Openness	• All statutory Annual reports are available on the Council's Website. • Freedom of Information Act publication scheme. • A host of service areas are available online including council tax self-service and information. • The Council's goals and values are set out in the Corporate Strategy 2022-2027. • Ceredigion County Council Website provides information to the public. • Council and Cabinet meetings are broadcasted. • MO and Ethics & Standards generic email addresses created. • Regular and timely responses to the press and other enquiries to Management and members as well as comprehensive FOI responses. • Review of the FOI Publication scheme in progress. • Freedom of Information Policy (March 2018). • Corporate Complaints and Freedom of Information Manager in post. • Complaints and Freedom of Information Privacy Notice. • Environmental Information Regulations Policy (March 2018). • All Council, Cabinet and Committee meetings open to the public and agendas and papers published on the Council website (with the exception of exempt reports). • An Overview and Scrutiny Public Engagement Protocol (2018) (Document N Constitution)has been approved by Council and has been used on several occasions • Protocol for speaking at the Development Management Committee in place (Part 4 Document I Constitution). • Protocol for access by Cabinet Members to Overview and Scrutiny Committee approved by Council (Part 5 Document M2 Constitution). • In accordance with the requirements of the 2021 act, arrangements have been made to enable hybrid meetings to be held from May 2022. New equipment has been installed in the Chamber. Council and Cabinet meetings are being broadcasted on the Council's Facebook pages. Members of the public can attend to view meetings remotely or in person. • Integrated Impact Assessment ('IIA') tool and guidance to inform effective decision making have been developed and are being implemented. • Council / Cabinet report template refers to legal implications, staffing implications, property / asset implications and risks and to reflect the new Corporate Strategy 2022 - 2027. • Standard templates and guidance for reporting to Council, Cabinet and

13

	Overview and Scrutiny Committees are used and all include the IIA results.
	• Where appropriate, items reported for decisions through Cabinet, Council and Committees are subject to legal and financial advice which will be referenced within each report.
	• A Protocol is in place for working relationships between Members and Officers (e.g. Officer-Member Protocol). (<u>The Constitution Part 5</u>).
	• The Protocol of Good Practice has been created in order to support Members of the Development Management Committee in ensuring that determination of applications will be based on sound material planning considerations, and not applicants' personal circumstances.
	• A calendar of <u>dates of meetings</u> including forward work programmes of the Council, Cabinet and Committees are published on the Council's website.
	• Annual reports, Statements of accounts, Improvement progress reports are all published within timescales and are available on the <u>Council's website.</u>
	• Organisational Awareness training available as an optional module of the Corporate Manager Programme, which includes information relating to the decision making process, Wellbeing of Future Generations Act, Equalities, Welsh Language and the use of the IIAs.
	• <u>The Engagement and Consultation Checklist</u> assists with decision making around whether or not to undertake a consultation regarding a proposed change and guidance on dissemination of consultation results is available to Officers.
	• IIA conclusions reported to Council, Cabinet and Overview and Scrutiny. 8 IIAs went to Cabinet from 01.04.2022 to 07.12.2022 (2022-23 part year).
	• The Council, in collaboration with partners, has carried out significant engagement to produce the Public Service Board's ('PSB') Well-being Assessment and <u>Local Well-being Plan.</u>
	• Well-being objectives for 2022-23 have been set in order to deliver the <u>Corporate Strategy 2022-2027.</u>
	• <u>Corporate Complaints Policy has been reviewed and implemented.</u>
	• <u>Social Services Complaints Policy</u> and Procedure has been reviewed.
	• <u>Consultation Decision making tool (Consultation Tree and flowchart)</u> have been developed and includes the use of feedback.

	• Further consultation includes:
	    o A new Engagement and Equalities post has been created through the restructure of the Policy and Performance service; and
	    o All <u>current consultations</u> are available on the Council website; and
	    o <u>Consultations are published on Corporate section of Council Website.</u>

	• <u>Consultations</u> are promoted through Social Media
	• Guidance has been issued on the Ceredigion Council intranet to all Staff to follow with regards to the dissemination of feedback to decision makers. Recent indications are that significant progress is being made in this area by Officers.
Engaging	• <u>PSB Terms of Reference</u> available on the Council Website.

14

comprehensively with institutional stakeholders	- PSB Project Groups Terms of Reference available - Joint engagement and consultation exercises are held - All <u>current consultations</u> are available on the Council Website. - Collaborative projects are running with institutional stakeholders with clear governance arrangements in place. - Scrutiny arrangements for the PSB have been put in place. - The <u>IIA tool and guidance</u> have been approved for implementation. - <u>Consultation Decision Tool (Consultation Decision Tree and flowchart have</u> been developed and are available. - <u>Engagement with Service Users List</u> including stakeholders with whom the authority should engage is in place and <u>Engagement and Participation Policy</u>. - <u>Collaboration Standards for New Strategic Projects Guidance and Templates are available</u>. - Partnerships Include: - <u>PSB;</u> - <u>West Wales Regional Partnership Board;</u> - <u>Community Safety Partnership;</u> - <u>Mid and West Wales Safeguarding Board; and</u> - <u>Growing Mid Wales.</u> - The formal review of partnerships that sit under the PSB has been completed. The new partnership structure has been operational since June 2018 and the partnerships will be reviewed on a periodic basis. - A review of the <u>Community Safety Partnership</u> was undertaken in 2019 and was subject to scrutiny. - Advice provided to Members and Officers serving on outside bodies. - Regular reporting of partnership meetings and activity to Cabinet. - Partnerships such as <u>Growing Mid Wales</u> have been established with governance arrangements. - Regular reporting of partnership meetings and activity to Leadership Group and Cabinet. - Partnership metrics are subject to internal review, where appropriate. - Legal Team is actively involved in drafting and reviewing Terms of Reference for Inter Authority Agreements ('IAAs') and formal committees. - A suite of documents have been developed that relate to strategic collaboration projects that the Authority is considering entering into. The <u>documents</u> include guidance, standards and numerous templates for varying stages of collaboration projects. - Executive Group Self-assessment carried out. - Growing Mid Wales Joint Overview and Scrutiny Committee has been established.
Engaging stakeholders effectively, including individual citizens and service users	- <u>Consultation Decision Tree and flowchart</u> for Staff and Members have been developed. - <u>The Engagement and Consultation Checklist</u> - <u>Engagement and Participation Policy</u> - A <u>Community Engagement, Consultations and Partnerships Page</u> has been created on <u>CeriNet</u>, which includes links to Engagement and Participation Policy, Engagement and Consultation Checklist, <u>Engagement with Service Users</u> and Consultation Decision Making

15

		Tool.
		- A new <u>Engagement and Participation Policy</u> for Ceredigion County Council, 'Talking, Listening and Working Together,' has been prepared and was agreed through the democratic process in Autumn 2022. - All IIAs for Cabinet are assessed by the Equalities and Inclusion Manager, including whether effective engagement, involvement and consultation has taken place and informed strategic decision making process. - <u>Public Engagement Tool Kit</u> - <u>Engagement with Service Users List.</u> - All school reorganisation proposals are required to have formally consulted with stakeholders through adhering to the Welsh Government's School Organisation Code. - All <u>current consultations</u> are available on the Council Website. - A monitoring partnership framework that reports on all key decisions made by existing partnerships is reported to Leadership Group. - <u>The Engagement and Consultation Checklist</u> - <u>Corporate Strategy (2022-2027).</u> - <u>IIA Tool Kit.</u> - <u>Social Media Policy (revised Aug 2018).</u> - <u>Guidelines on Corporate Branding (May 2019).</u> - Minutes of structured engagement meetings and events. - <u>Corporate Communications Strategy 2019-2022 is currently under review and a new Strategy will be developed in 2023.</u> - Overview and Scrutiny <u>Public Engagement Protocol</u> (2016) (<u>Document N Constitution</u>). - Social media is being used to seek the public's views on matters being considered by Overview and Scrutiny Committees. - Summary reports on consultation and engagement activities are reported back to Members and service users. - Minutes of engagement groups with people with protected characteristics. - Effective Community involvement carried out with the well-being assessment work. - Effective Community involvement carried out with service users from different backgrounds to inform the new Strategic Equality Plan. - Dissemination of <u>consultation results</u> and reports on completed consultations and engagement exercises are posted on the Council's public <u>consultations</u> webpage in order to provide feedback to the public. - Processes have been introduced to monitor feedback e.g. any consultation/engagement reports are presented to Scrutiny and Cabinet to inform their decision-making. - Feedback from engagement and how people's views have been taken into account is recorded in the IIAs. - We have worked in partnership with Local Authorities and Public Services across Mid and West Wales on the review of our Strategic Equality Plans. A joint question set and engagement and consultation framework was produced and as a result, feedback was obtained from people with protected characteristics. - A <u>Well-being assessment</u> (PSB) has been carried out that will inform the development of the PSB's <u>Local Well-being Plan,</u> which will be published in May 2023.

16

	• The Corporate Well-being Objectives are included in the Council's Corporate Strategy 2022-2027 and are reviewed each year. • An annual report on progress made against the Council's Well-being objectives and Corporate priorities is published on the Council Website. • UNCRC – United Nations Convention on the Rights of the Child have been adopted by the Council. • Participation Standards have been adopted by Council.

Princple C: Defining outcomes in terms of sustainable, economic, social and environmental benefits	
Sub-principle	**How we meet these Principles**

Defining outcomes	• The Council's Corporate Well-being Objectives are included in the Council's Corporate Strategy 2022-2027 and are reviewed each year and reported in the Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report published on the Ceredigion County Council website.
	• The purpose and the vision of the Council have been determined by Council and is contained in the Corporate Strategy 2022-2027. This strategy illustrates how the authority will support and promote the well-being of the citizens of Ceredigion.
	• All Planning arrangements reflect the Golden Thread and make the links to Corporate plans including;
	    o Business Plans;
	    o Strategic Plan;
	    o Corporate Performance Management Reporting; and
	    o Well-being and Improvement Objectives.
	• The IIA tool and guidance are available and training has been rolled out for Officers and Members.
	• Engagement and Participation Policy is available.
	• Performance information is outlined in the Council's Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report .
	• Business Plans are prepared on an annual basis and are monitored quarterly by a Performance Board, which includes Cabinet members and the Chairs and Vice Chairs of the Overview and Scrutiny Committees and Chair of the Governance and Audit Committee.
	• Budget setting subject to detailed scrutiny by the five Overview and Scrutiny Committees.
	• The Medium Term Financial Plan.
	• Quarterly performance arrangements provide a challenge protocol to ensure outcomes are delivered.
	• Business planning process includes resource allocation.
	• Corporate performance management arrangements include quarterly assessment of risks to the achievement of outcomes or service delivery.
	• Risk management includes risk logs for;
	    o Business Plans (Level 1); and
	    o Service Plans (Level 2).
	• Local performance measures are included in Business and service delivery plans.

	- Capital Plans include; - Rights of Way; - Highways; - Annual Budget Plan; and - Transformation. - The Risk Management Policy and Strategy and the Risk Management Framework was approved by Cabinet on 24 September 2019. - Risk Management training to be rolled out to Members and Senior Managers. - Risk management e-learning package has been developed for all other Staff. - Publication of service performance, including costs and value for money data is routinely considered within service reports.
Sustainable economic, social and environmental benefits	- The appointed Auditor considers the Council's arrangements to secure economy, efficiency and effectiveness. In his letter he has stated that the Council has complied with its responsibilities to the use of its resources. - The most recent Audit of the Council's Improvement Plan (2020-2021) was issued in November 2020. The report concluded positively that the Council discharged its duties and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties. - A capital appraisal form is completed for new capital projects, which covers the requirement for the project, and is used to assess value for money and the revenue implications of major projects. - Capital Investment Strategy is contained within the Medium Term Financial Strategy. - The Authority has undertaken the following steps towards the implementation of the Well-being of Future Generations (Wales) Act 2015: - Prepared well-being objectives and statement; - Embedded the Well-being Goals and Sustainable; development principal into the business planning process - Developed a new IIA tool and guidance; - Established a Well-being of Future Generations Act group and action plan; - The Constitution is continually monitored and reviewed; - PSB assessment of Local Well-being published in March 2017; - Scrutiny arrangements agreed for PSB; - Cabinet Reports, to include the Social/economic/ environmental impact assessment; - A mandatory e-learning module on the Act has been developed and promoted to all Council Staff; - an Equality, community and Welsh language Impact Assessment must be undertaken on all school restructuring proposals as required under the Welsh Government School Organisation Code; and - Members have contributed to The Future Generations Officer Scrutiny Framework in relation to the WFGA. - Wales procurement policy statement is aligned to the Council's Procurement Strategy 2018-2022. - The IIA tool and guidance is available and used to support decision-making. - Pre-decision Scrutiny encouraged where possible. - The Medium Term Financial Strategy.

18

	• The Corporate Strategy 2022-2027.
	• The Transformation Programme.
	• Public Services Board Local Well-being Plan was published in May 2018.
	• Engagement and Consultation Checklists are available on CeriNet.
	• The Council wide WFGA Group Action Plan.
	• Strategic Equality Plan 2020-2024.
	• Annual Strategic Equality Plan monitoring report 2021-2022 has been approved and has been published on Council website.
	• Welsh Language Standards.
	• Annual Welsh Language Standards monitoring report.
	• Annual Complaints and Compliments Report 2021/22 presented to Governance and Audit Committee 21.9.22, Corporate Resources Scrutiny Committee 2.10.22 and approved by Council 24.11.22.
	• A mandatory E-learning training module on Welsh Language Awareness must be completed by all Staff.
	• Members provided with Welsh Language Awareness and Equalities Training as part of their Induction Programme.

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes	
Sub-principle	How we meet these Principles
Determining interventions	• The IIA tool and guidance is available and training has been rolled out for Officers and Members. • Corporate project management group has been established to formalise project development and management. • Standard reporting templates are used in decision making process. • Organisational Awareness training available as an optional module of the Corporate Manager Programme, which includes information relating to the decision making process, Wellbeing of Future Generations, Equalities, Welsh Language and the use of the IIAs, Head of Democratic Services and MO (CLO-Legal & Governance) advise as necessary. • Risk Management Policy, Strategy and Framework (approved by Cabinet 24.9.10) with training programme for Members, Senior Management and Managers, published on CeriNet and available to all Members of Staff. Documents amended to reflect additional risks and background information to make informed decisions. Corporate Risk Register reported regularly to Governance and Audit Committee. • Medium Term Financial Strategy regularly updated. • Consultation decision tree tool includes a guidance section on dissemination of consultation results. • Finance challenge regarding savings on Council Website.
Planning interventions	• A calendar is used to report deadlines and Board/Executive Panel dates are published with reports. • Corporate Communications Strategy 2019-2022 currently being reviewed. A new strategy will be developed in 2023. • The Ceredigion PSB has a Local Well-being Plan that has been developed and delivered jointly with external stakeholders and

19

	partners.
	• <u>An Assessment of Local Well-being</u> has been undertaken by the PSB that has fed the <u>Local Well-being Plan</u> and the <u>Council Well-being Objectives</u> for future years.
	• All major collaboration projects have established governance and management arrangements including risk management.
	• All projects considered by Corporate Project Management Panel, which is also attended by IA and is an effective forum for advice/challenge and highlighting risks as Service areas develop projects, including collaboration projects.
	• The Corporate Project Management Panel helps ensure projects give early consideration to: the Well Being and Future Generations Act; to other guidance; to finance, procurement, governance and legal arrangements; to HR implications; Health & Safety; and Audit. Improve project arrangements prior to reporting to the Development Group and other authorisation processes.
	• Helps identify capital requirements for inclusion in future capital programmes.
	• Account will be taken of legislative changes e.g. work is ongoing in relation to implementing legislative changes such as LGEW 2021 Act changes and considering/monitoring risks facing each partner when working collaboratively, including shared risks.
	• Appropriate Joint Scrutiny arrangements are in place in relation to the Growing Mid Wales Board. Similarly, the Mid Wales Corporate Joint Committee will have Sub appropriate arrangements in place (Joint Scrutiny, Standards and Governance and Audit Committee)- arrangements in compliance with legislation and its Standing Orders.
	• Ensuring Staff with project management skills are available.
	• Helps identify capital requirements for inclusion in future capital programmes.
	• Local performance indicators have been established and approved for each service element and included in the service plan and are reported upon regularly.
	• The Business Planning process for 2022-23 is being implemented with Level 1 Business Plans shared with the Performance and Research Team.
	• Performance measures have been identified within each Level 1 Business Plan that have in turn translate into the reporting Dashboard for each service. These measures have been closely scrutinised and have received final sign-off from senior leadership. Services report against these measures as part of the performance management process for the year.
	• The Corporate Performance Management arrangements include
	• Weekly leadership Group meetings;
	• Quarterly reporting of progress against level 1 Business Plans;
	• Quarterly Performance Board meetings; and
	• Quarterly Executive Panel Meetings.
	• Business Plans include budget and finance information and form part of the quarterly Corporate Performance Management arrangements.
	• Budget Framework.
	• Service Accountancy – Budget monitoring.

20

	• <u>Financial Regulations and Financial Procedure Rules (Document F Constitution)</u> along with Budgetary Control Guidance are all up to date. Chief Officer Assurance Statements. The internal controls in place are subject to regular review by Internal Audit, in accordance with the annual risk-based audit plan. • <u>Medium-term financial Strategy.</u> • <u>Corporate Strategy 2022-2027.</u> • Internal Audit Strategy & Plan 2022/2023 approved by Governance & Audit Committee 10 March 2022.
Optimising achievement of intended outcomes	• Changes through the corporate savings plan have been through a robust governance process to ensure that all savings all link to the desired outcome. • <u>Financial Regulations and Financial Procedure Rules (Document F Constitution)</u> along with Budgetary Control Guidance are all up to date. Chief Officer Assurance Statements. • The internal controls in place are subject to regular review by IA, in accordance with the annual risk-based audit plan. • Internal Audit Strategy & Plan 2022/23 approved by Governance and Audit Committee 10/3/22. • <u>Medium Term Financial strategy</u> is in place • The corporate savings plan has been through a robust governance process to ensure that all savings link to the desired service outcomes. • Community Benefits is embedded in our Processes and Policies and has been regularly applied, monitored and reported upon. • Well-being of Future Generations (Wales) Act is integrated into our processes.

Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it	
Sub-principle	**How we meet these Principles**
Developing the entity's capacity	• Corporate and line management induction is now in place. Corporate induction and Corporate Manager Development plans were introduced in April 2018 and revised in October 2022. Corporate induction sessions are part of these requirements, all new Staff must attend an induction session. Senior Managers present within these face-to-face or virtual sessions. • <u>CeriNet</u> (the HR intranet and resource to Staff and management) is continually reviewed and improved for effectiveness. • Learning & Development in now managed via the Ceri system offering opportunities to all Staff. E-learning modules are being introduced to ensure training and development is cost effective wherever possible. • Ongoing annual Personal Performance scheme – Performance Reviews link to Corporate and strategic objectives. • The Corporate Performance Management arrangements provide the forum for performance management's needs and thereafter preparing action plans for delivery of corporate improvements in performance

21

	review of Staff. These have been further strengthened with the introduction of annual appraisals for all Staff via the Ceri HR system.
	• Induction programme is provided for new Members. Ongoing training is arranged for specific issues e.g. Treasury management.
	• Members attend various events, seminars and conferences (see above).
	• Personal Development Review process in place for Members.
	• Utilisation of research and benchmarking exercises.
	• The Ceri HR payroll system has ensured that meaningful data on Staff is now available to Managers on a monthly basis in order to monitor costs turnover and absence.
	• Effective operation of partnerships which deliver agreed outcomes.
	• Effective Partnerships have been developed in a number of areas and services including:
	• School Improvement;
	• Health & Social care; and
	• Waste.
	• Additional partnerships are included in the strategic Collaboration Projects List.
	• Strategic workforce planning is undertaken utilising the Strategic workforce planning tool kit and is completed by all service areas. The Workforce Plan 2022-2027 is currently being developed and will be published once approved by Cabinet in early 2023. Once in place, annual updates on progress of the workforce plan are reported to scrutiny.
Developing the capability of the entity's leadership and other individuals	• The Leadership and Senior Officer structure has defined these roles, including how they integrate with each other.
	• Joint meeting of senior Managers ensures that roles, responsibilities and accountabilities are clear.
	• Job descriptions clearly define the roles and responsibilities required of posts.
	• The Constitution sets out the roles and responsibilities of Members (Part 3.4 Table 4) and senior Officers (Part 2 Article 2)
	• A Scheme of Delegation (The Constitution Part 3.5) exists and clearly sets out responsibilities for Members and Officers.
	• The Strategic Planning Toolkit includes an element of succession planning and talent management.
	• Learning and Development opportunities are offered to those within a Leadership role or who are aspiring leaders.
	• Protocols are in place for working relationships between Members and Officers (e.g. Officer-Member Protocol).
	• Codes of Conduct for Officers and Members are in place.
	• Member Officer working groups in place and working effectively.
	• Contract Procedure Rules ('CPR') (Part 4 Document G Constitution) and Financial Regulations and accompanying financial procedures (Part 4 Document F Constitution) are reviewed on a regular basis.
	• The Corporate structure of the Council has been established to ensure that the Statutory Officers are able to perform their roles effectively.
	• The CE is responsible for reviewing this structure, as necessary.
	• Comprehensive Induction Programme for Members.
	• Access to courses/information briefings on new legislation.
	• Provision of opportunities for ongoing skills and refresher training for

22

Officers.
- Members Workshops arranged, as necessary.
- Personal reviews for Officers.
- Provision and ongoing review of opportunities for skills and refresher training for Members (see above), including Personal Development Review Scheme.
- Development/training done as part of person specifications for key finance and legal posts (mandatory qualification, job requirements).
- The Council aims to achieve the standard level for the Wales Charter for Member Support and Development.
- Members' role descriptions are in place and updated as and when circumstances change.
- A process for Member Personal Development Reviews has been developed and the information used to develop a Members' Training Plan.
- Induction and Corporate Manager Development plans are in place.
- Induction information, Staff handbook and Managers Toolkit available on CeriNet.
- E-learning packages are regularly being developed and rolled out for mandatory and non-mandatory training for staff and Members.
- Performance Reviews are undertaken by all Staff as part of the Ceri system Performance Management module.
- Training provided to Members (as part of induction programme for Members (from May 2022)) Cabinet Member training, Ethics and Standards Committee (role) training, Political Group Leader Duties training and Governance and Audit Committee (role) training.
- Members attend various events, seminars and conferences (see above).
- Learning & Development is available to Staff and Members in a range of subjects, accessible via Ceri self-service
- Mangers can also book Staff onto relevant events via Managers Self-service.
- Scrutiny self-assessment undertaken annually.
- Succession planning is undertaken through discussions and actions within service areas and with partners this cannot always be evidenced. This will be further developed through the strategic workforce planning toolkit.
- Ceredigion Manager Programme offers personal development including governance arrangements and organisational knowledge.
- <u>Engagement with Service Users list.</u>
- <u>Engagement and Participation Policy.</u>
- Attendance records published annually.
- Members are encouraged and supported to complete Annual Reports, which are published on the Council's website.
- Chair of the Democratic Services Committee attends the National Network, facilitated by the WLGA.
- Chair of Governance and Audit Committee attends All Wales Governance and Audit Committee Chair's Networking Meetings to develop and compare role within Local Authorities.
- Training provided to Members (as part of induction programme for Members (from May 2022)) Cabinet Member training, Ethics and Standards Committee (role) training, Political Group Leader Duties

23

	training and Governance and Audit Committee (role) training.
	• Member development scheme.
	• Member personal development reviews.
	• Attendance records published annually.
	• Members are encouraged and supported to complete Annual Reports, which are published on the Council's website.
	• Chair of the Democratic Services Committee attends the National Network, facilitated by the WLGA.
	• Chair of Governance and Audit Committee attends All Wales Governance and Audit Committee Chair's Networking Meetings to develop and compare role within Local Authorities.
	• Human Resources policies.
	• <u>Smoke-Free Workplace Policy</u>.
	• <u>Alcohol and Drug Misuse Policy</u>.
	• The Council has introduced a range of resources and options to enhance the health and well-being of Staff.
	• Health and Well-being Strategy 2021-2026 has been introduced to support the improvement in the workforce health and well-being.
	• The Council has appointed an Employee Health & Wellbeing Officer to coordinate and promote health and wellbeing within the workforce.
	• A <u>Care First employee assistance package</u> has been introduced that offers:
	• Counselling service; and
	• Advice on financial, legal, consumer, eldercare, childcare and employment issues.
	• Other support available for Staff includes:
	• Cognitive Behaviour Therapy Interactive health and wellbeing programme;
	• Eyecare scheme;
	• Childcare voucher scheme;
	• Iechyd Da; and
	• Mindfulness training for Staff and Managers.
	• Counselling service is also available to Members.

24

Principle F: Managing risks and performance through robust internal control and strong public financial management	
Sub-principle	**How we meet these Principles**

Managing risk	• <u>The Risk Management Policy and Strategy were approved by Cabinet</u> on the 24.9.2019.
	• The Corporate Risk Management Framework continues to be updated.
	• The Corporate Risk Register is considered at all Leadership Group, Corporate Lead Officers, Corporate Performance Management meetings and by the Governance and Audit Committee as a standing item to the Governance and Audit Committee.
	• Risk Management is integral to operational business planning Policy and Strategy setting.
	• Project and transformation Risks are all logged.
	• All Plans included Risk logs including:
	   • The Medium term Financial Plan;
	   • Business Plans (level 1); and
	   • Service Plans (level 2).
	• Corporate Risk Management arrangements are audited regularly.
	• The management of risks is included in individual Services service/establishment audit programmes.
	• 'Risks' form the basis of Internal Audit's audit programmes of work, as required by the Pentana audit management software system. Cabinet report template expanded to include risks and implications arising.
	• Corporate Performance requires regular updates for Risk.
	• Specific Project Risk Monitoring is undertaken.
	• All Risks are allocated to a Corporate Lead Officer (Risk Owner).

Managing performance	• Corporate performance management is linked to the Well-being and Improvement Objectives, <u>Corporate Strategy 2022-2027</u> and the PSB's plans. The Council also has many local indicators which helps it determine whether it has achieved the priorities in its <u>Corporate Strategy 2022-2027</u>.
	• Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report approved by Council annually.
	• Benchmarking information carried out as part of service re-modelling.
	• External & internal assessments by:
	   • Audit Wales;
	   • Estyn;
	   • Care Inspectorate Wales ('CSIW');Investigatory Powers' Commissioner's Office ('IPCO'); and
	   • Information Commissioner's Office ('ICO').
	• Governance and Audit Committee carries out annual self-assessment.
	• Individual Services carry out self-assessment through a performance matrix.
	• IA undertake an annual self-assessment and have a 5-yearly independent external assessment / peer review as required by the PSIAS. EQA completed May 2022.
	• Cost performance (using inputs and outputs).
	• A Corporate Performance Management Panel meets quarterly. All Corporate Lead Officers report to this Panel and the Dates for reporting are published in the report. The Chairs and Vice Chairs of the Overview

25

and Scrutiny Committees attend with the principle that they can identify areas that require inclusion on their respective Forward Work Programmes.
- Chief Officers provide support and advice to Members.
- Council / Cabinet report template updated to include reference to legal implications, staffing implications, property/asset implications and risks.
- Financial implications are a requirement for inclusion in all Cabinet Meeting reports.
- Advice provided by Chief Finance Officer.
- Advice given by the MO.
- Agreement on the information that will be needed and timescales.
- Scrutiny arrangements are in place which provide opportunities to challenge decision making and review the provision of services. The scrutiny function's aim is to provide added value to the continuous improvement agenda in their role as "critical friend". In addition, Overview and Scrutiny Committees also provide opportunities to undertake pre-decision and policy development work, which is a function of scrutiny, which has developed over recent years. The Council's aim is to scrutinise, where possible, before decisions are made.
- An Overview and Scrutiny Public Engagement Protocol (2016) (Document N Constitution) has been approved by Council and has been used on several occasions.
- Arrangements in place to seek the views of the public which is gathered via social media and shared with Overview and Scrutiny Committees for consideration.
- Training for Members on the role of Scrutiny.
- Scrutiny Chair and Vice Chair training provided.
- Membership details for all Scrutiny Committees is available on the web.
- The Council's Overview and Scrutiny Co-ordinating Committee is responsible for taking an overview of the overall effectiveness of the PSB.
- Work undertaken with the Future Generations Office to develop a Scrutiny Framework in relation to the WFGA.
- Governance and Audit Committee.
- The Council revised its Corporate Performance Management arrangements in 2017 to improve monitoring of its business plans and performance indicators. These are also linked to the Corporate Well-being Objectives and the Corporate Strategy 2022-2027.
- Transformation and Risks are all referred to joint Local Government meetings and Panels.
- Scrutiny Committees may request reports at any time.
- Financial monitoring is regularly undertaken throughout the Council under a devolved accountancy arrangement and formal reporting is made to Cabinet. Monitoring is also incorporated in to the quarterly performance management reports.
- Financial Regulations and Financial Procedure Rules (Document F Constitution) and the Contract Procedure Rules (Document G Constitution) are all up to date.
- The current Procurement Strategy 2018-2022 was approved in 2018.
- Accounting practices - Codes of Practice are complied with. Prudential Indicators are prepared and reported to Council and monitored

26

	throughout the year. Regular budget monitoring takes place throughout the year. IA also reviews controls over income collection and monitoring. • Business/Service plans are monitored to ensure delivery outcomes are achieved.
Robust internal control	• Risk Management Policy and Strategy and the Risk Management Framework were approved by Cabinet on 24 September 2019. • Updates in relation to Business Continuity and Civil Contingencies arrangements submitted on a regular basis in line with the Corporate Risk Register, Risk CORP04. • Business Continuity and Civil Contingencies Group meet quarterly. • The annual Internal Audit Plan is risk-assessed and takes account of Council aims and objectives, and corporate policies and procedures; to include a review of the Risk Management corporate arrangements, and testing the mitigating controls in place for a sample of risks noted in the Corporate Risk Register • Internal audit reports issued to Managers highlight the risks of not implementing any IA recommended actions. Fundamental & significant recommended actions are followed up and reported to Governance and Audit Committee. If CMIA considers that any fundamental risks have not been addressed by a Manager this is reported to Governance and Audit Committee who has the discretion of requesting that Manager to attend & explain reasoning for non-compliance. • The appointed Auditor considers the Council's arrangements to secure economy, efficiency and effectiveness in his letter he has stated that the Council has complied with its responsibilities to the use of its resources. • The Council Objectives are aligned to Strategies. • The Council's Risk Management Framework. • Regular meetings of the Emergency and Business Continuity Management Group take place to review Corporate and Service Area Emergency and Business Continuity Arrangements and Plans as well as recommendations arising from past incidents and exercises to evidence risk, identify emerging trends, and document any lessons learnt for follow up. • Risk evaluation always appears on agendas. • Internal Audit Strategy & Annual Plan approved by Governance and Audit Committee • IA's annual audit plan can address any necessary re-prioritisation of work, allowing IA to be reactive to any changes in risk within the Council. • Regular Quarterly Internal Audit Progress Reports to Governance and Audit Committee for monitoring. • Summary of work and audit opinion on assurance provided annually in Internal Audit Annual Report at year-end. • Follow-up IA reviews to monitor implementation of required actions. • Internal controls, risk & governance processes are monitored according to the Internal Audit Charterand the Annual Internal Audit Strategy and Plan. • Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption ('CIPFA', 2014). • Internal Auditors have procedures in place if fraud discovered.

27

- IA undertakes counter fraud work where required (as well as dealing with the discovery of fraud as considered earlier).
- An Officer in the IA team is an accredited Counter Fraud Technician.
- An officer) in the IA team holds a CIPFA Certificate in Investigative Practices ('CCIP').
- 'Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering)' has been written with regard to the Code of Practice & updated to ensure all requirements are included.
- Council complies with Audit Wales's annual National Fraud Initiative requirements, currently co-ordinated by IA.
- IA presents Counter-Fraud Report to Governance and Audit Committee annually.
- Monitoring and response to fraud alerts (NAFN, wider networks, peers, etc);
- Membership and active participation in professional networks and groups (Tisonline, KHub, etc);
- IA offer advice to services on implementation of new systems and processes to ensure effective internal controls maintained;
- Nominated Council Officers undertake various fraud training to maintain knowledge and expertise;
- Key financial control audits added to audit plan, to check controls, governance & risks whilst staff working from home
- AGS 2021/22 approved by Council on 19 January 2022 with the Statement of Accounts. The AGS contains the CMIA's annual opinion on assurance.
- The IA function is headed by a CMIA who is currently studying to gain an IIA qualification, they have considerable local government experience, and are supported by a team with appropriate knowledge and skills. Regular reporting to Governance and Audit Committee on the activity of IA is undertaken. Robust risk-based forward work programme and business planning is in place.
- IA provides an individual assurance to Managers after each audit review – these are then used to provide an overall corporate level of assurance annually, which feeds in to the AGS.
- A re-structure of IA was implemented in May 2019, and another in November 2020. The service has been fully resourced since 1 December 2020.
- Two members of the team are currently pursuing the Institute of Internal Auditors' professional training qualification.
- Governance and Audit Committee established that sets its own work plan. Committee is chaired by a Lay Person, per 2021 Act provisions.
- The Governance and Audit Committee's Terms of Reference were updated on 6 December 2018.
- Size of Governance and Audit Committee review completed and change of size to 9 members (1/3 Lay Members).
- Membership of Governance and Audit Committee considered in line with 2021 Act: Lay member recruitment completed, taking into account 2021 Act requirements and termination of term of office of current lay member.
- Job Direction, Personal specification, and criteria approved by Council 10/12/20.
- Membership details for Governance and Audit Committee and all

	Scrutiny Committees is available on the Council's website.
	• Regular meetings between CMIA and Chair of Governance and Audit Committee.
	• Meetings as necessary between MO & Chair of Governance and Audit Committee.
	• Regular meetings between MO & CMIA.
	• Regular meetings between MO, CMIA & Audit Wales when necessary.
	• Regular Meetings between Governance and Audit Committee Members and external regulator Audit Wales (with and without Officers)
	• Regular training / updates provided to Governance and Audit Committee.
Managing data	• A New <u>ICT and Digital Strategy for 2018-2022</u> has been approved
	• All policies are up to date including; (all approved in February 2019).
	• <u>Data Protection & GDPR Policy;</u>
	• <u>Information Security Policy; and</u>
	• <u>Records Management Policy.</u>
	• A mandatory E-learning training module on Information Security must be completed by all Staff.
	• A mandatory E-learning training module on Data Protection must be completed by all Staff.
	• Designated Data Protection Officer.
	• Corporate Lead Officer Customer Contact is the Senior Information Risk Owner ('SIRO') and has attended appropriate training for that role.
	• The following responsible Officers are identified:
	• IT Security Officer ('ITSO'); and
	• Information and Records Management Officer ('IRMO')
	• In addition the following groups/committees consider Information security:
	• Corporate Data Protection Group; and
	• Emergency & Business Continuity Meeting.
	• External assessments to include compliance with Code of Conduct.
	• Regular Internal Audit of data protection Registration requirements.
	• Procedures following Audit Wales audit have been implemented.
	• Officers are considering the introduction of privacy notices in relation to applications to all Members, including the Development Control Committee/Development Management Committee.
	• Training has been scheduled for Members on their obligations under the GDPR as part of the new Member training and a section on said legislation is now included in the protocol for Members in planning.
	• Ceredigion County Council signed Wales Accord on the Sharing of Personal Information ('WASPI') and therefore uses WASPI framework for Information Sharing Agreements.
	• In most cases agreements are forwarded to the Data Protection Officer.
	• There is also a public register on <u>WASPI Website</u>.
	• Regular external Assessments e.g. Compliance with Code of Conduct. ***The Accord is a common set of principles and standards under which partner organisations will share personal information. Organisations who adopt the Accord will show their commitment in meeting the agreed conditions, obligations and requirements within the framework.
	• Internal performance monitoring and evidence.

	• Cross matching data happens across the different services. • Performance Indicator values are validated with evidence. • Retention Schedule –now <u>published</u> on intranet.

Strong public financial management	• The current <u>Medium Term Financial Strategy</u> ('MTFS') was established during the 2013-14 year and fundamentally updated and approved by Council on the 24th February 2016. The Current MTFS is that of <u>2018/2019 Onwards</u>, but has now been amended to reflect the 2021/2022 provisional revenue settlement and updated to:
	   • Reflect the impact of Covid-19
	   • Reflect 'Boosting Ceredigion's Economy – A Strategy for Action 2020-35'
	   • Amend the transformation savings plan
	   • Project forward cost pressures
	   • Reflect data changes, regulations, plans, policies and strategies
	and is being presented to Cabinet for approval 23,2,2021 for approval to then be presented to Council on 5.2.2021.
	• This now includes a policy framework for setting the budgets annually as well as a three-year plan. The MTFS features as a corporate risk that is updated at least three times a year. The annual budget setting also included a risk assessment. The Council is responding to the proposal in the 2016 Wales Audit Office (now Audit Wales) Annual Improvement Report, and considering the report in light of the MTFS through ensuring that the Council's financial management arrangements are sufficiently robust to meet the significant challenges ahead.
	• A Strategic Plan has been developed and has improved the programme of work necessary to consider service priorities whilst addressing financial constraints.
	• An annual budget project plan/timetable is established to ensure that a balanced budget is approved within the statutory period in accordance with the Councils budget framework.
	• Regular budget reports are taken to Cabinet and Leadership Group throughout the year and operational budgets are monitored on a monthly basis.
	• Budget monitoring is regular throughout the year, within services, to Cabinet and to Member Officer working groups e.g. Development Group and CMG and transformation programme savings to the Cross Party Transformation and Efficiency Consultative Group.
	• Quarterly Executive Panel meetings take place if required with Corporate Lead Officers together with the Leader of the Council, the CE, Corporate Lead Officer for Finance and Cabinet Member with Finance responsibility.

Principle G: Implementing good practice in transparency, reporting and audit to deliver effective accountability	
Sub-principle	**How we meet these Principles**
Implementing good practice in transparency	• Council's Website. • Council and Cabinet meetings are broadcasted. • Standard templates for Cabinet, Scrutiny and Council. • Compliance to the Welsh language Standards. • Use of Modern.Gov for publishing agendas and Councillor Information. • Council implementing changes introduced by 2021 Act, which include for Council to consult and publish a public participation strategy with the aim of increasing public participation in local democracy, and improving transparency. • Work is underway to prepare a Community Engagement Policy that will meet the requirements of the 2021 Act, which will also include how we will encourage participation in decision-making, although final guidance is awaited from Welsh Government regarding this part of the legislation. • Equipment has been installed in the Council Chamber to enable hybrid meetings to be held, as per the Local Government and Elections Act 2021. The Council provides alternative ways for citizens to access information if they don't have access to digital services. The Citizen can telephone the Council's Contact Centre or visit its Libraries where public access to computers are available or free 4G Wi-Fi to allow anyone to use their own device. • Councillors' contact details, attendance records, Committee membership and Declarations of Interests available on the Council's Website. • Councillors' annual reports available on the Council's Website. • Overview and Scrutiny Annual Report available on the Council's Website. • Democratic Services Annual Report available on the Council's Website.
Implementing good practices in reporting	• The Council's Self-assessment and Annual Review of Performance and Well-being Objectives Annual Report is published on the Ceredigion County Council website to inform Ceredigion citizens what activities and actions the Council undertakes in support of its Well-being and Improvement Objectives. This also forms part of the Council's self-assessment. A summary plan is also available in public offices for our citizens. • Annual financial statements are published on the Council's Website. • Appropriate approvals. • Corporate Performance Management arrangements. • Ownership of planning and transformation. • Council's AGS evidences how it complies with the seven core Governance Framework Principles and sub-principles contained in the Framework and in the Local Code of Corporate Governance, including how it puts in place proper arrangements for the governance of its affairs, facilitates the effective exercise of its functions, and makes arrangements for risk management (the Governance Framework was developed in 2010 and has been revised in accordance with the CIFA/SOLACE Delivering Good Governance in Local Government Framework 2016). In compliance also with Local Government (Wales)

31

	Measure 2009 and The Well-being of Future Generations (Wales) Act 2015.
	• Assessment of the framework for corporate governance carried out to ensure compliance. Decision by Council whether <u>AGS</u> approved.
	• Council's <u>Local Code of Corporate Governance</u> demonstrates how it has the necessary corporate governance arrangements in place to perform effectively. The Local Code of Governance is a public statement that sets out the way the Council will meet that commitment.
	• <u>AGS</u> shared with accounts, reviewed and updated with Members and Officers providing a wider engagement process.
	• Financial implications are a requirement for inclusion in all Cabinet Meeting reports. <u>Financial Regulations and Financial Procedure Rules (Document F Constitution), Contract Procedure Rules (Document G Constitution)</u> are all up to date. The current <u>Procurement Strategy 2018-2022</u> was approved in 2018.
	• Accounting practices - Codes of Practice are complied with Prudential Indicators are prepared and reported to Council and monitored throughout the year. Regular budget monitoring takes place throughout the year. IA also reviews controls over income collection and monitoring.
Assurance and effective accountability	• A good working relationship exists with external regulators, including Audit Wales, Estyn, CIW, Financial Services Authority ('FSA') and Food Standards Agency as key regulators.
	• Audit Wales Protocol documented and procedures in place to ensure all 'Management Response Forms' from each Audit Wales report addressed and that Service responses are presented to Leadership Group, Governance and Audit Committee and Audit Wales.
	• Regarding monitoring of progress of actions/recommendations, Governance Officer is Audit Wales point of contact for outstanding Management Response Forms ('MRFs') for 2019/20 & 2020/21, and ongoing governance-related MRFs/governance matters. Corporate Performance and Improvement Officer is point of contact for performance-related MRFs/performance matters. This system is set out in a Protocol, approved by Leadership Group and presented to Governance and Audit Committee.
	• Monthly meetings are also being held between Performance officers & Audit Wales, and can be arranged with other officers as necessary.
	• Regular dialogue is maintained with representatives from Audit Wales.
	• Recommendations from Audit Wales are taken forward in the Corporate Performance Management arrangements.
	• All Audit Wales reports presented to Leadership group and Governance and Audit Committee, which monitors implementation of corrective actions required.
	• Monitoring of progress of Actions process has been developed.
	• Chief Internal Auditor is currently studying to gain an IIA qualification, and thereafter the Chartered qualification and has considerable local government experience, and is supported by a team with appropriate knowledge and skills.
	• The Audit manager is undergoing the IIA qualification and two auditors are developing ICT auditing skills.
	• IA Officers are undergoing audit qualifications to enhance knowledge, skills and competency.

	- A new CMIA has been in place since 1 January 2022, and has considerable experience in IA, and is supported by a knowledgeable & skilled Audit Manager. - The role of CMIA has free and unfettered access to the Chair of the Governance & Audit Committee and both meet regularly during the year. - Robust risk-based forward work programme and business planning is in place. - Regular reporting to Governance & Audit Committee on the activity of IA is undertaken, i.e. quarterly Internal Audit Progress Reports to Governance & Audit Committee for monitoring progress performance and improvement and summary of work and audit opinion on assurance provided annually in Internal Audit Annual Report at year end. Follow-up reviews undertaken to monitor corrective actions are implemented. - Internal Audit Charter regularly reviewed and approved by Governance & Audit Committee. - CMIA provides annual objective opinion on assurance placed on Council's risk management, control and governance processes, based on the individual assurances given to Managers after each audit review, & feeds into the AGS. - The last Internal Audit External Assessment was undertaken in May 2022 by Anglesey County Council and was reported to Audit Committee, along with the resultant improvement Plan on 27 September 2022. - IA's mission is to enhance & protect organisational value by providing risk-based & objective assurance, advice & insight. This is detailed in the internal Audit Charter, which also states IA's right of access (as per the Council's Financial Regulations/Constitution). - Recommendations from Audit Wales are taken forward in the Corporate Performance Management arrangements. - AGS - Members and Officers carry out a review of the AGS annually. - PSB's terms of reference and Well-being Plan - Annual report from PSB. - The Ceredigion County Council Overview and Scrutiny Co-ordinating Committee is responsible for taking an overview of the overall effectiveness of the Board. - Partnership and Accountability agreements are established in collaborative projects.

33

6. Related Documents

The following table sets out the Key Documents, Contributory Processes and Regulatory Monitoring that support the achievement of the core principles.

Key Documents which support the achievement of the core Principles		Contributory Processes / Regulatory Monitoring
Alcohol and Drug Misuse Policy Annual Governance Statement Annual Statement of Accounts Strategy to Counter Fraud, Corruption and Bribery (to include Anti-Money Laundering) Property Asset Management Plan Cabinet & Committee Reports Code of Conduct for Members Code of Conduct for Officers Community Engagement Policy Concerns and Complaints Policy Concerns and Complaints Information Booklet Confidential Reporting Code Constitution Contract Procedure Rules 2017 Corporate Communications Strategy 2019-2022 Inc. Media Relations Corporate Health, Safety and Well-being Strategy Corporate Risk Register Corporate Strategy 2017-2022 Data Protection Policy and GDPR Policy Declaration and Registration of Hospitality and Interests Policy Democratic Services Annual Report Dignity at Work Policy Disciplinary Policy Disclosure and Barring Service/Safe Recruitment Policy Domestic Violence Policy Community Engagement Policy (2013) Complaints Policy (public) 2015 Data Protection Policy 2019 Economic Strategy 2020-2035 Email Policy Environmental Information Regulations Policy	Managing Employee Performance Policy Managing Change Policy Market Forces Supplement Policy Model Performance Management Policy Modern Slavery Policy Local Code of Corporate Governance Medium Term Financial Strategy 2018-2019 onwards Members Allowances 2019-2020 Member Handbook Member Personal Development Schedule of Members' Remuneration Members learning & development strategy Minutes of Meetings Office Accommodation Strategy Officer & Member declarations of Interest Gifts & Hospitality Registers Overview and Scrutiny Annual Report Pay policies Policy and Guidelines for Safeguarding Children and Adults at Risk Political Restrictions Policy Public Engagement Toolkit Procurement Strategy 2018-22 Redeployment Policy Regulation of Investigatory Powers Act 2000 ('RIPA') Part II Directed Surveillance, Use of Covert Human Intelligence Sources and Obtaining Communications Data Corporate Policy and Procedures Document	Governance and Audit Committee Leadership Group Ceredigion Procurement Forum Community Safety Partnership CPM Performance Board CPM Executive Panel Democratic Services Committee Ethics & Standards Committee Employee Forum External Inspection & Review Agencies Iechyd Dda Group Internal Audit Mid & West Wales Safeguarding Board Overview & Scrutiny Committee Public Service Board Police & Crime Panel Cross Party Transformation and Efficiency Group Cross Part Constitution Working Group Audit Wales Office Welsh Language Committee
Overview and Scrutiny Public Engagement Protocol Engagement with Service Users List External Audit Reports Financial Management	RIPA Social Media Selection and Recruitment Policy Smoke-free Workplace Policy Information and Records Management Policy	34

This page is intentionally left blank

CEREDIGION COUNTY COUNCIL

Report to:	Council
Date of meeting:	20th April 2023
Title:	Ceredigion Local Well-being Plan 2023-2028
Purpose of the report:	To gain Council approval for the Ceredigion Local Well-being Plan 2023-2028.
For:	Decision
Cabinet Portfolio and Cabinet Member:	Democratic Services, Policy, Performance and Partnerships, Cllr Bryan Davies

Background

The Well-being of Future Generations (Wales) Act 2015 gives a legally-binding common purpose of seven Well-being goals and five ways of working designed to support and deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

The Act also puts a Well-being duty on specified public bodies to act jointly and establish statutory Public Services Boards (PSB) for each local authority area in Wales. Each PSB must improve the economic, social, environmental and cultural Well-being of its area by contributing to the achievement of the Well-being goals and produce a Local Well-being plan every 5 years.

To do this PSB's must:

- Prepare and publish an assessment of the state of economic, social, environmental and cultural well-being of its area.

- Prepare and publish a Local Well-being Plan for its area, setting out local objectives and the steps it proposes to take to meet them.

The Ceredigion Assessment of Local Well-being

The Assessment of Local Well-being is a statutory requirement under the Well-being of Future Generations (Wales) Act 2015, and its purpose is to set out what is important to people and communities in Ceredigion in terms of well-being.

The Assessment of Local Well-being 2022, is the second assessment produced by the Ceredigion PSB since the introduction of the Act and is informed by data, research and evidence gathering, from listening to people and stakeholders, and through consideration of future trends.

1

The Ceredigion Assessment of Local Well-being was approved and published by the PSB in April 2022 and was used as the evidence base for the Local Well-being Plan 2023-2028. As such is an important document for the Ceredigion PSB in determining what it will do over the next 5 years to improve the well-being of people and communities in the county.

A copy of the Assessment of Local Well-being, can be viewed here:

[Ceredigion Assessment of Local Well-being 2022](#)

Approval of Ceredigion Local Well-being Plan 2023-2028

The factors considered in the Assessment noted above were explored and informed the main objectives within the Local Well-being Plan for 2023-2028. The draft Ceredigion Local Well-being Plan 2023-2028 was subsequently prepared and public consultation took place between the 25th October 2022 and the 31st of January 2023. As a statutory consultee, the Ceredigion County Council Overview and Scrutiny Coordinating Committee considered the draft Local Well-being Plan at its meeting on the 23rd November 2022.

Feedback from the public consultation indicated that 88% of respondents in the survey agreed with the Well-being Objectives as the right priorities as presented in the draft Local Well-being Plan 2023-2028. All the comments received through the survey and the response letters are reported in full in the Local Well-being Plan Consultation Summary and Analysis Report, **Appendix 1**, together with further analysis.

The overall conclusions within the summary and analysis report are that, in the main the Plan was well received, and many useful comments were provided which will enhance the development of the detailed delivery plan.

Where appropriate, comments from the consultation informed amendments to the Plan and as well as a range of suggestions and comments in the letters received, valuable guidance has been provided by the Future Generations Commissioner for Wales and Welsh Government. These have all been incorporated into the final Local Well-being Plan as far as possible and additional elements will influence the development of the delivery plan.

Following amendments to the plan, incorporating key points identified during the consultation, it was presented to the PSB at their meeting on the 6th March 2023. All members of the PSB were supportive of the amendments made, resulting in the final Ceredigion Local Well-being Plan being agreed, **see Appendix 2**.

PSB member organisations are now required to approve the Plan through their usual governance arrangements before the PSB can give final approval to publish the Plan in May 2023.

To complete the process for Ceredigion County Council the Plan was firstly presented and approved at the Overview and Scrutiny Coordinating Committee on the 22nd March 2023, presented at Cabinet on the 4th April and now to this Council meeting.

An Integrated Impact Assessment has been completed for the Ceredigion Local Well-being Plan and is contained as **Appendix 3** to this report.

	Has an Integrated Impact Assessment been completed? **If, not, please state why**	Yes, please see (Appendix 3)
	Summary:	
	Long term:	Long term planning has been embedded throughout the development of the plan. The aims and actions within the plan have been developed to directly respond to the long term issues that were identified in the Ceredigion Assessment of Local Well-being.
Wellbeing of Future Generations:	**Collaboration:**	All PSB partners have collaborated throughout the development of the plan development and the delivery of the plan will be undertaken collaboratively by PSB partners.
	Involvement:	Key stakeholders have been involved in all stages of plan development. Participation, engagement and co-production have been championed by the PSB. These have included sessions with groups of people with protected characteristics (as defined by the Equality Act 2010).
	Prevention:	The Ceredigion Assessment of Local Well-being provided an opportunity for the PSB to identify the root causes of

3

the issues that need to be addressed. The aims and actions are centred on people acting for themselves and provide a strong focus on preventing problems occurring or getting worse. The actions endeavour to bring down the level of intervention in people's lives over time wherever possible, with the flexibility to adapt to changing circumstances.

Integration:	The PSB has considered how the aims and actions contained within the plan have an impact upon the public bodies within the county.
	The aims and actions have been developed with an understanding of collective responsibility for outcomes across services and organisations.
	The principles of the plan are based on public sector organisations working together across the county to add value to what is already being done.
Recommendation(s):	**For Council to approve the Ceredigion Local Well-being Plan 2023-2028**
Reasons for decision:	**As a Statutory Member of the Ceredigion PSB, the Council needs to approve the Ceredigion Local Well-being Plan before the PSB can give final agreement to publish the Plan.**
Overview and Scrutiny:	CCC Overview and Coordinating Scrutiny committee is designated to take an overview of the overall effectiveness of the PSB by scrutinising decisions made or other action taken by the Board. The work of the PSB is reported to this committee following every meeting of the Board.
Policy Framework:	Ceredigion Local Well-being Plan 2023-2028
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.

4

Creating sustainable, green and well-connected communities.

Finance and Procurement implications:	Within exiting budget
Legal Implications:	The Well-being of Future Generations (Wales) Act 2015
Staffing implications:	None
Property / asset implications:	None
Risk(s):	N/A
Statutory Powers:	The Well-being of Future Generations (Wales) Act 2015
Background Papers:	See below
Appendices:	Appendix 1 – Local Well-being Plan Consultation Summary and Analysis Report
	Appendix 2 – Ceredigion Local Well-being Plan 2023-2028
	Appendix 3 - Integrated Impact Assessment
Corporate Lead Officer:	Alun Williams
Reporting Officer:	Naomi McDonagh, Partnerships and Civil Contingencies Manager
Date:	29th March 2023

5

This page is intentionally left blank

CEREDIGION
LOCAL WELL-BEING PLAN

Ceredigion Public Services Board

2023-2028

Caru · Love
Ceredigion

Contact us

✉ **By Post:**
Ceredigion Public Services Board
Canolfan Rheidol
Rhodfa Padarn
Llanbadarn Fawr
Aberystwyth
Ceredigion
SY23 3UE

☏ **By Telephone :**
01545 570881

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

Status: Draft
Approved by PSB:
Publication date:

*(Front cover has been designed using
resources from Freepik.com)*

CONTENTS

Foreword

I am pleased to introduce Ceredigion Public Services Board's (PSB) Well-being Plan. This is the second 5-year Well-being Plan and builds on the plan of 2018-2023, reflecting on the requirements and expectations set out in the Well-being of Future Generations Act (Wales) 2015.

" What Wales is doing today the world will do tomorrow "
- United Nations

The Well-being of Future Generations Act is unique to Wales and offers a huge opportunity to make a long-lasting, positive change to current and future generations ensuring all public services work together for the benefit of the Well-being of Wales.

We have always been fortunate to have good working arrangements between partners in Ceredigion and this Act provides the ambition, permission, and legal obligation to improve our social, cultural, environmental, and economic well-being.

Through the well-being assessment and hearing from our communities, we value the environment in which we live but we know that we have challenges; not just because of the impact that Covid-19 has had, but the cost-of-living, population projections and skill shortages will have far reaching affects. We also expect to see increasing effects of climate change on communities.

These are complex issues, which are entwined throughout our communities but need to be tackled in a collaborative way. This provides an opportunity for communities to shape their long-term future and we are committed to shaping and delivering better with communities to improve well-being in Ceredigion.

Cllr Bryan Davies – Chair of the Public Services Board for Ceredigion and Leader of Ceredigion County Council

Introduction

Ceredigion Public Services Board (PSB) is committed to working together to improve wellbeing in Ceredigion now and in the future. Working in partnership is not new and we have a long history of working in such a way. Our well-being plan outlines the things that Ceredigion PSB will work together on over the next five years; our wellbeing objectives and steps, as well as how we want Ceredigion to look in 10 years' time. More information about Ceredigion Public Services Board can be found here.

This Well-being Plan has been informed by the comprehensive Well-being Assessment which was carried out during 2021-2022. This assessment looked at both assets and challenges that our communities are faced with in terms of their social, economic, environmental, and cultural well-being and importantly involved engagement with communities in Ceredigion. We looked at a wealth of data.

This wealth of data, including long term population projections, environmental and economic trends was collated and helped to establish the proposed Well-being Objectives on which this Wellbeing Plan is based. We engaged with our communities, partners, Welsh Government, and the Future Generations Commissioner, among others to further gain opinions and suggestions as to whether they were appropriate and reflected the well-being needs of the county. The Ceredigion Services Board sees this Well-being Plan as a huge opportunity to strengthen and bring together work programmes with no organisational boundaries.

Our next step will be to develop and implement a delivery plan with detailed steps and actions to complete, we will continue to involve our communities to shape our work, apply continuous review principles and share our progress as we go. The well-being objectives and our ambitions to achieve these are summarised on the following page.

Ceredigion Public Services Board Members

CROSS-CUTTING	TACKLING HARDSHIP AND POVERTY Working together to deliver shared ambitions for tackling poverty and inequalities in Ceredigion, as these have the potential to impact across the four wellbeing pillars - economic, social, environmental, and cultural wellbeing			
Wellbeing Pillar	1. **Economic Wellbeing**	2.**Social Wellbeing**	3.**Environmental Wellbeing**	4. **Cultural wellbeing**
Objectives	**Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion.**	**Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.**	**Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.**	**Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.**
Ambitions	Work of the Regional Skills Partnership is supported to ensure local needs and skill gaps are identified and addressed. Future funding opportunities are maximised for delivery against the PSB objectives. Innovative ways are explored to make supply chains more efficient whilst supporting the local economy. Organisations of the PSB drive more inclusive participation in fair, sustainable work as part of efforts to develop a well-being economy.	Geographical inequalities are addressed through place- based work that is embedded within the community in order to ensure long term empowerment. Improve unequal access to healthy food and work to improve the sustainability of the food system in Ceredigion. Social, green, and blue prescribing, provided by well-coordinated services, is seen as a normal and accepted referral mechanism for health improvement. Opportunities are maximised to improve and promote the potential of digital connectivity.	Deliver decarbonisation activity within communities and PSB organisations. To achieve Net Zero status by 2030. Upskill and re-train for a green recovery. Prepare for impacts of climate change.	Ceredigion is a place where cultural diversity and Welsh Language are celebrated. The community are involved to allow people to feel empowered and informed, to ensure they feel safe in their communities. Ceredigion is a welcoming, safe place with an accessible, healthy outdoor environment used and enjoyed by all.

The Well-being Plan and why we need it

The seven well-being goals

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental, and cultural well-being of Wales.

The Wellbeing of Future Generations Act asks all public services, e.g., councils, health, police, environment, fire and third sector organisations to work together to improve wellbeing for everyone in Wales and to work towards the seven 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

Source: Welsh Government

The Act also details the ways in which specified public bodies must work together to improve the well-being of Wales. It makes the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future.

Sustainable Development

The Wellbeing of Future Generations (Wales) Act has the sustainable development principle at its heart. This means that we need to work in a way that improves well-being for people today without doing anything that could make things worse for future generations of babies, children, young people, adults, and older people, in other words, all our families, young and old, and our friends and neighbours. We have used the sustainable development principle to develop our plan.

The Ceredigion Public Services Board sees this Wellbeing Plan as a huge opportunity to strengthen the work undertaken together to improve the wellbeing of our communities and its contribution to the wider National and International impact.

The Five Ways of Working

To help us to apply the sustainable development principle to our planning and decision-making, the Act requires public bodies to apply the "Five Ways of Working". These ways of working, help us to work better together as one public service to address the challenges we face as a county, whether it is to reduce poverty, improve inequality, create a low carbon economy, or contribute to viable, safe, and well-connected communities.

Long Term
The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs

Integration
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies

Involvement
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves

Collaboration
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives

Prevention
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

Source: Future Generations Commissioner for Wales

Working together in Ceredigion

Public Services in Ceredigion have agreed to come together to develop a collaborative service that puts communities at its centre. They have agreed to remove barriers between public services and work in a preventative way to improve the economic, social, environmental, and cultural well-being of the area by contributing to the achievement of the national well-being goals. The Ceredigion PSB is comprised of senior representatives from the following organisations who have worked together to develop this plan.

None of our four objectives can be effectively delivered independently by just one organisation and therefore all partners of the PSB as below, will have a role to play in delivering the commitments identified in this plan.

Statutory Member Organisations

Ceredigion County Council
Natural Resources Wales
Hywel Dda University Health Board
Mid and West Wales Fire and Rescue Service

Invited Participant organisations

Welsh Government
Dyfed Powys Police and Crime Commissioner
National Probation Service
Public Health Wales
Aberystwyth University
Coleg Ceredigion
One Voice Wales
Dyfed Powys Police
Department for Work and Pensions
University of Wales Trinity St David
National Library of Wales
Ceredigion Association of Voluntary Organisations

Ceredigion Public Services Board Members

Other key strategies, plans and work programmes:

Ceredigion PSB recognise that there are other Corporate strategies, plans and work programmes already in place within the county and where appropriate the impact of these can be further enhanced through collaborative working. Examples include; NRW Mid Wales Area Statement, Green Infrastructure plans, Social Model of Wellbeing, Ceredigion County Council Economic Strategy, Sustainability and Environment Strategy (Mid and West Wales Fire and Rescue Service) amongst others.

The PSB will ensure these are considered where appropriate and contribute to the work undertaken, ensuring relevant links are made and delivery strengthened.

Resources

Although there are no added resources to support this plan and the different ways of working, we recognise that in working together and involving communities we can be more efficient, provide more focused services, share our assets, and have a much bigger impact.

How we developed the Plan

Before we developed this plan, we undertook a wellbeing assessment. The purpose of the Assessment is to gain a comprehensive picture of the state of well-being of Ceredigion's local people and communities, now and for the future. It was used as the evidence-base to set the objectives in this plan and help inform what Ceredigion PSB will do over the next 5 years to improve the well-being of people and communities in the County. Figure 1.5 displays the PSB's planning cycle under the Well-being of Future Generations Act (2105).

Our assessment told us a great deal about the social, economic, cultural, and environmental well-being of people and communities in Ceredigion. The conclusions drawn are based on all the evidence collected during the Assessment, both quantitative and qualitative, and were formed over the course of the data analysis, engagement and writing stages of the Assessment.

Source: Ceredigion Public Services Board

The Assessment is informed by data, research and evidence gathering, from listening to people and stakeholders, and through consideration of future trends and the things which we can project might happen tomorrow, which we need to start planning for today.

The findings from this Assessment were used to help start more detailed work to find out what is most important and what can be done to improve people's wellbeing. The following objectives were agreed, which form the foundation of the Local Wellbeing Plan 2023-2028.

Our Well-being Objectives:

1. **Economic Wellbeing**: We will work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion.

2. **Social Wellbeing:** We will work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.

3. **Environmental Wellbeing:** We will work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.

4. **Cultural Wellbeing:** We will work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.

In addition to these four objectives, it was felt that tackling hardship and poverty needed a specific focus as it has the potential to link to each of the objectives. This has therefore been identified as a cross cutting theme.

Conversations continued with our communities and others, such as Welsh Government and the Future Generations Commissioner to gather views on the objectives and what the PSB should do to achieve them.

These responses were explored and further refined through a PSB working group, with advice from the Future Generations Commissioner for Wales. Consideration was also given to individual Well-being Objectives of the PSB statutory organisations across the county and regional priorities, resulting in the Draft Wellbeing Plan, accompanied with an Easy Read and Young Person's versions which were consulted upon during November, December 2022 and January 2023. Feedback was invited via paper and

on-line surveys, as well as through engagement with specific interest groups such as, LGBTQ+ (Winter Pride 2022), Mencap Ceredigion and forums such as the Disability Forum. Specific workshops were also held with primary and secondary school pupils as well as youth council to gather their views. Social media postings, staff bulletins and posters with QR codes were also on display and Town and Community councils were contacted directly promoting opportunities to contribute and feedback. Ceredigion PSB are grateful to the Co-Production Network for Wales for advising on the content of the consultation documents and delivery of the young people's workshops. A summary of responses are contained in Appendix 1 (Local Well-being Plan 2023-2028 Consultation Feedback Report) and due regard has been given to these with the final Well-being Plan 2023-2028.

Project Dewi 2021-2026

Ceredigion PSB is fortunate to have the input and expertise from the Co-production Network for Wales who received National Lottery Community Funding to support, guide and advise on improving co-production and involvement whilst preparing for and during the delivery of the Well-being Plan 2023-2028.

This will involve professionals working in partnership with people who have lived experiences to develop solutions to challenges in Public Services and communities. Involving people with an interest will help achieve the well-being goals and reflect the diversity of the area.

It is recognised that involvement and co-production practice are specific ways of working and successfully embedding these ways of working requires resource for staff to develop these skills. Co-production Network for Wales will be assisting and guiding the PSB on improving co-production and involvement throughout the course of the Wellbeing Plan and will be active in supporting delivery of all the objectives below.

Cross Cutting Objective: Tackling hardship and poverty

Why this is a priority and cross cutting theme:

- Child poverty in Ceredigion is higher than average and has seen the second highest increase nationally since 2014/15. In Ceredigion 3,459 children are living in poverty[1].

- The data available suggest that in-work poverty is increasing and remains a key challenge for households, particularly in Aberystwyth North, Cardigan & Aberporth and Aberystwyth South[2].

- Income poverty relative to the UK median is one of the Welsh Governments National Indicators. This indicator measures income inequality, not living standards. Ceredigion is underperforming on this measure, nearly one third of households in Ceredigion (10,250) are living in poverty (living on less than 60% of the UK average income)[3] and this figure is increasing. Between 2018 and 2020 the number of households living in poverty increased by 9% (or 856 households).

- Children and young people from areas of poverty were subject to increased risk of poor mental health and well-being. The COVID-19 Pandemic presents new challenges for Social Services in identifying children at 'risk'. Since the pandemic, the region has experienced a rise in Children and Young People seeking support with complex emotional and mental health difficulties[4].

- The Well-being Survey highlighted the level of concern amongst survey respondents regarding families facing food poverty and the affordability of food in the future. When asked – 'what concerns you most about your county's global responsibility in the future?' food poverty was identified as the top concern, with 61% of respondents selecting this answer[5].

- Poverty remains one of the biggest challenges for the County. Low earnings and incomes, affordable childcare, Universal Credit reduction and high housing costs/ housing affordability are the drivers of poverty in Ceredigion.

---

[1] "Child poverty in your area 2014/15 – 2019/20". End Child Poverty Coalition. Online: http://www.endchildpoverty.org.uk/local-child-poverty-data-2014-15- 2019-20/. Retrieved: 25.09.2021.
[2] CACI Paycheck Directory MSOA. 2020.
[3] CACI Paycheck directory (2020). 'No of HH below 60% GB median income.' [Internal].
[4] Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).
[5] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).

- Much of the housing stock in Ceredigion is inadequate due to its old age which makes it difficult to heat and adapt to improve the safety and energy efficiency, as a result, Ceredigion residents have higher energy costs. In 2019, the median estimated energy cost per year in Ceredigion for existing flats was £651 and £1,158 for existing houses, both of which are significantly above the national average (£525 for existing flats and £907 for existing houses)[6]. It is very likely that these figures will have increased due to the current UK energy crisis. This will have an adverse impact on older people, particularly those already living in fuel poverty, as heating usually needs to be at a higher temperature and left on for longer hours. Furthermore, a high proportion of Ceredigion's households are located off the main gas network, which leaves residents reliant on more expensive fuels such as oil, electricity or LPG and dual fuel tariffs[7].

Our long-term ambition:

Hardship, poverty and inequalities are no longer experienced by residents of Ceredigion; with a reduced impact across each of the four wellbeing pillars - economic, social, environmental, and cultural wellbeing.

What we will do:

0.1   The 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.

0.2   The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.

0.3   The poverty sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.

---

[6] The Office for National Statistics (2020).'Energy Performance Certificate statistics for new and existing flats ad houses'. [Online]. Available at: https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/energyperformancecertificatestatisticsfornewandexistingflatsandhouses (Accessed: 21.10.21).

[7] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).

Well-being objective 1:

Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion.

Why this objective:

- From our Well-being Assessment we know that the overall population of Ceredigion is projected to decrease over the next 25 years, including a continuation of trends that have seen the working age population decrease and the outward migration of young people to other parts of Wales and the UK. At the same time the population is ageing. The impacts of these changes will be far reaching, affecting the economic, social, environmental, and cultural well-being of the county. For example, affecting the availability and ability of the workforce to meet the skills demands of the local economy, and in protecting the strong cultural traditions of the county[8].

- Working patterns are changing and have been brought to the fore during COVID-19. There is a need for more flexible working to support the existing workforce and to help others into the workforce in the future, such as flexible hours, locations of work and greater flexibility around childcare. We know the value of being in-work and its impact on well-being, and these trends may point to ways of creating employment opportunities and fill skills gaps identified in the local economy.

- Our reliance on digital communications continues to grow particularly following the COVID-19 pandemic, and these trends are set to continue. This Assessment demonstrates the importance of fast and reliable broadband and mobile services for businesses, communities, and individuals alike. Improving digital connectivity in Ceredigion will be essential to provide the infrastructure required for the future.

- Stress and financial difficulties arising from the pandemic, coupled with the increasing cost of living and poor working environments, all contribute to inequalities in levels of chronic ill-health and mortality rates across Wales. Many employers adapted rapidly to safeguard their workforce's health during the pandemic. As we look to shape a better future for Wales, it is our duty to improve participation in fair work for health, well-being, and equity. At local and regional levels, we must act with focus and intensity to make access to good quality work more equitable, use public funding to improve working conditions and partner with businesses to promote and implement fair work. (Delivering fair work for health, well-being, and equity, PHW 2022).

---

[8] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).

Our long-term ambitions:

- A local workforce is available that meets the public and private sector needs.
- Future funding opportunities are maximised for delivery against the PSB objectives.
- Innovative ways to make supply chains more efficient whilst supporting the local economy are implemented.
- Organisations of the PSB drive more inclusive participation in fair, sustainable work as part of efforts to develop a well-being economy.

What we will do:

1.1 We will work with partners in a collaborative way, including the Regional Skills Partnership, involving interested parties in undertaking workforce audits and identify skill gaps to help plan our future workforce; increasing the skills of Ceredigion's residents to meet public and private sector career opportunities and local needs, that are fit for the future, including up-skilling and re-training in for a green economy.

1.2 We will work collaboratively and champion an approach across our organisations, strengthening apprenticeship programmes and volunteering opportunities that provide skills for employment, help connect with others as well as contribute to improved mental and physical health.

1.3 A partnership group will be set up to deliver on the UK Shared Prosperity Fund. This will ensure cross-organisational oversight and a joint approach to addressing local priorities. This will also facilitate the alignment of funding streams where appropriate and ensure that Wellbeing Objectives are considered and the sustainable development principle is applied.

1.4 Through procurement, organisations of the PSB will maximise the use of local suppliers for its goods, services and works.

1.5 All organisations of the PSB will commit to developing a fair work mindset, place fair work at the heart of policies and plans, create fair work and be exemplars of fair work in Ceredigion demonstrating the value of such an approach for business and the community and promote access to fair work for all.

1.6 The PSB will make clear connections to the Mid Wales Growth Deal and regional economic framework across a range of areas such as energy, economy and skills to develop a more inclusive approach to measuring economic success.

Well-being objective 2:

Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.

Why this objective:

- The COVID-19 Pandemic has both created new inequalities and exacerbated existing ones. The Inequality Wales Report[9] highlights that those who were living in poor health, poverty or in marginalised communities have been hardest hit by the pandemic. In addition, COVID-19 has highlighted the huge evidence gap in the data collection on protected characteristics.

- Our health is tightly bound with social and economic aspects of our lives: from where we are born, live and work, to our educational opportunities, income, and influence. These social factors lead to inequalities in health and wellbeing across different people and communities, both in access to healthcare, and in the opportunities, we have to live healthy lives. These are, of course not the only factors and social prescribing can provide positive benefits and help tackle these issues. Social prescribing is all about holistic wellbeing and placing control of health with individuals and is a mechanism to empower and enable.

- There is consistent evidence that engagement with nature is beneficial in terms of physical activity and mental well-being and social prescribing also includes access to support on issues such as debt and housing as well as activities like art and social groups. Evidence suggests that ease of access to support and even a small amount of time spent outdoors can be beneficial; leading researchers to call for everyone to receive a daily 'dose of nature'. Research has also indicated excellent social return on investment of green volunteering.

- There has been recent public health interest in the positive effects of coastal proximity on health and well-being. With significant experience of 'green' social prescribing, where people with mental health problems such as depression, anxiety and problems with substance use are directed to nature-based activities. As a coastal county there is an acknowledgement of the potential of 'blue' social prescribing, such as surf therapy to promote social connection, positive mental health and well-being.

Our long-term ambitions:

---

[9] D MacBride-Stewart, S. and Dr Parken, A. (2021). Inequalities in a Future Wales: Areas for action in work, climate and demographic change – Full Report. [Online]. Available at: Future Trends and Inequalities in Wales (futuregenerations.wales) (Accessed: 07.02.2021).

- Geographical inequalities are addressed through place-based work which are embedded within the community in order to ensure long-term empowerment.

- Improved unequal access to healthy food and work to improve the sustainability of the food system in Ceredigion.

- Social, green and blue prescribing, provided by well-coordinated services, is seen as a normal and accepted referral mechanism for health improvement.

- Opportunities are maximised to improve and promote the potential of digital connectivity.

What we will do:

2.1 We will use a partnership approach with communities to tackle inequalities and hardship using the place-based interventions. Applying a place-based approach enables more targeted and focussed work, building on the strengths the community and identifying what's needed. Applying such a joint focus on a specific community, cultivates conditions for people to flourish and over time, reduce the demand for services. We will initially focus on Cardigan, a town that has been especially hard hit by the coronavirus pandemic and it is well documented as being an area with high levels of health inequalities and deprivation. This will include:

2.1.1 Undertake an initial baseline study with a focus on tackling hardship. Maintain focus on key hardship indicators – deprivation, universal credit, household income, child poverty, employment and jobs, foodbanks, housing, community safety, heating/fuel.

2.1.2 Use an Assets Based Community Development approach to help connect people, including hard to reach groups, children and young people to help create more resident-to-resident relationships, building on interdependence and reliance on each other. Connecting people to their shared interests and enabling them to exchange skills and resources helps communities identify and take action on the issues that are most important to them.

2.1.3 Map assets and resources across the whole community and identify potential gaps for preventative action, as well as current and potential opportunities for social, green and blue prescribing; integrating further the work of the social prescribers and community connectors.

2.1.4 Learning from this approach will enable similar approaches to be applied in other areas and contribute to improved participation with communities.

2.2   Develop a Local Food Partnership across Ceredigion to address issues of food sustainability, access and affordability whilst also acknowledging the additional wellbeing benefits that community food initiatives/growing schemes can bring.

2.3   Work with and support communities who want to manage and improve their local environment. Empower all, including young people to improve community spaces and have access to green spaces working in an intergenerational way to create social action opportunities that will lead to genuine community impact to improve community spaces.

2.4   The Public Services Board will seek to strengthen the work of the Growing Mid Wales Digital Programme to ensure a joined-up approach to maximise the opportunities for improving the digital infrastructure and connectedness.

2.5   Use a partnership approach to increase participation of current and future generations in sport and physical activities across the county, with appropriate links made to accessing green spaces.

2.6   Public Bodies through the work of the PSB will focus on and work together to deliver primary and secondary preventative activities that address Health and Well-being.

Well-being objective 3:

Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.

Why this objective

From our well-being assessment we know that Climate change remains the most critical challenge of our time and for future generations. The Assessment shows the value that local people place on their local environment and the crucial role it plays in their well-being, but coordinated action needs to be taken now to protect the environment and mitigate the impacts on both the environment and the biodiversity around us.

- Decarbonisation will be challenging and requires careful consideration as to how its implemented.

- Children feel connected to the natural environment and are very aware of the need to protect it[10].
- Young people's awareness and concerns about protecting the environment continues to grow[11].
- Young people were most concerned about fly-tipping and loss of green spaces[12].

Our long-term ambitions:

- Deliver decarbonisation activity within communities and PSB organisations.

- To achieve Net Zero status by 2030.

- Upskill and re-train for a green recovery.

- Prepare for impacts of climate change.

What we will do:

3.1 Deliver decarbonisation activity to support Welsh Government's ambition of a net-zero public sector by 2030.

3.2 Seek to improve air, water and environmental quality by supporting pollution prevention measures, ensuring links are made with objective 2 with regards to working with and supporting communities who want to manage and improve their local environment (step 2.3).

3.3 Seek to protect and improve the health and resilience of our ecosystems to tackle the nature emergency and support the implementation of Welsh Government's sustainable farming scheme within Ceredigion.

3.4 Carry out a Climate Change Risk and Opportunity Assessment and help to develop adaptive and resilient communities in response to climate change, encouraging innovation and development of nature-based solutions.

3.5 Maximise the opportunity to upskill and re-train for a green recovery ensuring links are made with step 1.1, with regards to increasing the skills of Ceredigion's residents to meet public and private sector career opportunities that are fit for the future.

[10] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).
[11] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).
[12] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).

3.6 PSB organisations commit to a Healthy Travel Charter promoting walking, cycling, public transport and ultra-low emission vehicle use, recognising the positive contribution that this has on improving social connectedness, physical and mental health as well as reducing carbon emissions as well as contributing towards sustainable tourism.

3.7 Work with housing providers and other stakeholders to ensure good quality, energy efficient and appropriate housing for all.

Wellbeing objective 4:

Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.

Why this objective.
- We know that there is a strong connection with language and culture in Ceredigion and the provision of opportunities for people to learn and improve their Welsh language skills will be essential to expanding it for future generations. The Well-being Survey indicated that Welsh speaking is highly important for a sense of inclusion and identity, which can have positive well-being outcomes[13]. Ceredigion is considered as being one of the heartlands of the Welsh language, and in a globalizing world, having a particular identity, such as being Welsh, can be both exciting and enriching. Research shows that Welsh language development in early years can encourage feelings of belonging and offer a path into new cultural and social opportunities such as literature, music, film and theatre later on in life. Furthermore, ensuring that Welsh speakers pass the language down to the next generation and that children have the opportunities to socialise in the language of their local area is essential to the survival of the Welsh language.

- Social connectedness is a key driver of well-being outcomes. Socially, well-connected and resilient people and communities are happier and healthier and are better at positively shaping their lives[14]. Achieving well-connected communities is growing in importance, the Welsh Government launched their first strategy; 'Connected Communities' in 2020, for tackling loneliness and social

[13] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).
[14] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).

isolation and building stronger social connection. This is particularly important in rural areas like Ceredigion, as structural barriers may limit connectedness which could result in perceived loneliness and social isolation.

- Despite the low crime figures in Ceredigion, feeling safe is still essential to well-being and features prominently in the Well-being Survey and stakeholder events. But across all responses feeling safe in their own home was identified as the single most important theme, identified by 61% of all respondents[15]. Whilst the perception of crime tends to be higher than the reality of crime, it's not entirely clear as to why the wider sense of 'feeling safe' emerged so often during the engagement.

Our long-term ambitions:

- Ceredigion is a place where cultural diversity and Welsh Language are celebrated.

- The community are involved to allow people to feel empowered and informed, to ensure they feel safe in their communities

- Ceredigion is a welcoming, safe place with an accessible, healthy outdoor environment used and enjoyed by all.

What we will do

4.1 The PSB will support the Cultural Strategy for Ceredigion which will involve partners across the county. It will be a community-based strategy to use our culture and history to make people feel that they belong to their community are invested in it and are valued. Culture contributes to social cohesion and through having pride in the past can help shape the future. Due to the potential links with Social well-being links will made with place-based working under objective 2.

4.2 Implement the new Welsh Language Strategy which will involve partners across the county, reflecting the need to address the reduction in Welsh Language speakers as noted in the 2021 Census. All PSB partners will consider what their next steps will be beyond the implementation of the statutory requirements of the Welsh Language Measure, to encourage use of the Welsh language and Welsh culture in the workplace and communities to strengthen a sense of place, community and belonging.

---

[15] Ceredigion Public Services Board (2021). 'Ceredigion Assessment of Local Well-being'. [Online]. Available at: Ceredigion Assessment of Local Well-being 2022 (Accessed: 10.10.22).

4.3 A Ceredigion Crime and Disorder Strategic Assessment will be undertaken to inform priorities of the Community Safety Partnership and assist with understanding the fear of crime in Ceredigion.

4.4 Community Tension Monitoring meetings are held with partner organisations to identify early indicators of tensions developing within communities and implement early intervention and preventative workstreams in those identified areas.

4.5 Partners will continue to work together to support and welcome asylum seekers and refugees to Ceredigion.

4.6 Work in partnership to demonstrate a clear commitment to support and embed the aims and objectives of the Race Equality Action Plan: An Anti-racist Wales.

Delivery and Monitoring Progress

Governance and delivery

Project Group operational structure: Each Project Group will be chaired by a PSB partner member. With an initial focus on a strategic agenda, group membership will comprise representatives of sufficient status across organisations but will then be fluid and flexible with the capacity to bring in the right officers, staff and others (public and special interest groups) in order to co-produce effective delivery. The PSB and Project Groups will be supported by a cross-cutting Poverty partnership.

The Project Groups are under the direct governance of the PSB, allowing the forums to adopt a more flexible approach by providing the ability for exception and highlight reporting to the PSB. Each Project Group will develop a planning and project delivery plan that will be published on the PSB website.

The delivery plan will provide clarity on the steps we propose to take to deliver the Actions within this Plan and which partners and stakeholders will be responsible for delivery.

Monitoring our performance

The delivery of this Plan will be monitored by the PSB and we will develop a reporting tool based on project management principles. We will design indicators that are suitable to the Plan and relevant to our local area.

Scrutiny

The Ceredigion County Council Co-ordinating Overview and Scrutiny Committee is responsible for taking an overview of the overall effectiveness of the Ceredigion PSB by both reviewing or scrutinising the decisions made or action taken by the Board, and by reviewing or scrutinising the Board's governance arrangements.

Annual Report

As part of our monitoring arrangements, we will produce an Annual Report detailing the steps undertaken by the PSB to deliver on each of the Well-being Aims.

How these contribute to the Seven Well-being Goals

 A prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

0.1	The 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.
0.2	The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.
0.3	The poverty Sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.
1.1	We will work with partners in a collaborative way, including the Regional Skills Partnership, involving interested parties in undertaking workforce audits and identify skill gaps to help plan our future workforce; increasing the skills of Ceredigion's residents to meet public and private sector career opportunities and local needs, that are fit for the future, including up-skilling and re-training in for a green economy.
1.2	We will work collaboratively and champion an approach across our organisations, strengthening apprenticeship programmes and volunteering opportunities that provide skills for employment, help connect with others as well as contribute to improved mental and physical health.
1.3	A partnership group will be set up to deliver on the UK Shared Prosperity fund. This will ensure cross-organisational oversight and a joint approach to addressing local priorities. This will also facilitate the alignment of funding streams where appropriate and ensure that Wellbeing Objectives are considered and the sustainable development principle is applied.
1.4	Through procurement, organisations of the PSB will maximise the use of local suppliers for its goods, services and works.

1.5	All organisations of the PSB will commit to developing a fair work mindset, place fair work at the heart of policies and plans, create fair work and be exemplars of fair work in Ceredigion demonstrating the value of such an approach for business and the community and promote access to fair work for all.
1.6	The PSB will make clear connections to the Mid Wales Growth Deal and regional economic framework across a range of areas such as energy, economy and skills to develop a more inclusive approach to measuring economic success.
2.1	We will use a partnership approach with communities to tackle inequalities and hardship using the place-based interventions. Applying a place-based approach enables more targeted and focussed work, building on the strengths the community and identifying what's needed. Applying such a joint focus on a specific community, cultivates conditions for people to flourish and over time, reduce the demand for services. We will initially focus on Cardigan, a town that has been especially hard hit by the coronavirus pandemic and it is well documented as being an area with high levels of health inequalities and deprivation.
2.4	The Public Services Board will seek to strengthen the work of the Growing Mid Wales Digital Programme to ensure a joined-up approach to maximise the opportunities for improving the digital infrastructure and connectedness.
3.1	Deliver decarbonisation activity to support the delivery of Welsh Governments ambition of a net-zero public sector by 2030.
3.3	Seek to protect and improve the health and resilience of our ecosystems to tackle the nature emergency and support the implementation of Welsh Government's sustainable farming scheme within Ceredigion
3.5	Maximise the opportunity to upskill and re-train for a green recovery ensuring links are made with step 1.1, with regards to increasing the skills of Ceredigion's residents to meet public and private sector career opportunities that are fit for the future.
3.6	PSB organisations commit to a Healthy Travel Charter promoting walking, cycling, public transport and ultra-low emission vehicle use, recognising the positive contribution that this has on improving social connectedness, physical and mental health as well as reducing carbon emissions as well as contributing towards sustainable tourism.

A resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change

0.1	The 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.

0.2	The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.
0.3	The poverty Sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.
1.1	We will work with partners in a collaborative way, including the Regional Skills Partnership, involving interested parties in undertaking workforce audits and identify skill gaps to help plan our future workforce; increasing the skills of Ceredigion's residents to meet public and private sector career opportunities and local needs, that are fit for the future, including up-skilling and re-training in for a green economy.
1.2	We will work collaboratively and champion an approach across our organisations, strengthening apprenticeship programmes and volunteering opportunities that provide skills for employment, help connect with others as well as contribute to improved mental and physical health.
1.6	The PSB will make clear connections to the Mid Wales Growth Deal and regional economic framework across a range of areas such as energy, economy and skills to develop a more inclusive approach to measuring economic success.
2.1	We will use a partnership approach with communities to tackle inequalities and hardship using the place-based interventions. Applying a place-based approach enables more targeted and focussed work, building on the strengths the community and identifying what's needed. Applying such a joint focus on a specific community, cultivates conditions for people to flourish and over time, reduce the demand for services. We will initially focus on Cardigan, a town that has been especially hard hit by the coronavirus pandemic and it is well documented as being an area with high levels of health inequalities and deprivation.
2.2	Develop a Local Food Partnership across Ceredigion to address issues of food sustainability, access and affordability whilst also acknowledging the additional wellbeing benefits that community food initiatives/growing schemes can bring.
2.3	Work with and support communities who want to manage and improve their local environment. Empower all, including young people to improve community spaces and have access to green spaces working in an intergenerational way to create social action opportunities that will lead to genuine community impact to improve community spaces.
2.4	The Public Services Board will seek to strengthen the work of the Growing Mid Wales Digital Programme to ensure a joined-up approach to maximise the opportunities for improving the digital infrastructure and connectedness.
2.6	Public Bodies through the work of the PSB will focus on and work together to deliver primary and secondary preventative activities that address Health and Well-being.

3.1	Deliver decarbonisation activity to support the delivery of Welsh Governments ambition of a net-zero public sector by 2030.
3.2	Seek to improve air, water and environmental quality by supporting pollution prevention measures, ensuring links are made with objective 2 with regards to working with and supporting communities who want to manage and improve their local environment (step 2.3).
3.3	Seek to protect and improve the health and resilience of our ecosystems to tackle the nature emergency and support the implementation of Welsh Government's sustainable farming scheme within Ceredigion
3.4	Carry out a Climate Change Risk and Opportunity Assessment and help to develop adaptive and resilient communities in response to climate change, encouraging innovation and development of nature-based solutions
3.5	Maximise the opportunity to upskill and re-train for a green recovery ensuring links are made with step 1.1, with regards to increasing the skills of Ceredigion's residents to meet public and private sector career opportunities that are fit for the future.
3.6	PSB organisations commit to a Healthy Travel Charter promoting walking, cycling, public transport and ultra-low emission vehicle use, recognising the positive contribution that this has on improving social connectedness, physical and mental health as well as reducing carbon emissions as well as contributing towards sustainable tourism.
3.7	Work with housing providers and other stakeholders to ensure good quality, energy efficient and appropriate housing for all.
4.1	The PSB will support the Cultural Strategy for Ceredigion which will involve partners across the county. It will be a community-based strategy to use our culture and history to make people feel that they belong to their community are invested in it and are valued. Culture contributes to social cohesion and through having pride in the past can help shape the future. Due to the potential links with Social well-being links will made with place-based working under objective 2.
4.2	Implement the new Welsh Language Strategy which will involve partners across the county, reflecting the need to address the reduction in Welsh Language speakers as noted in the 2021 Census. All PSB partners will consider what their next steps will be beyond the implementation of the statutory requirements of the Welsh Language Measure, to encourage use of the Welsh language and Welsh culture in the workplace and communities to strengthen a sense of place, community and belonging.
4.3	A Ceredigion Crime and Disorder Strategic Assessment will be undertaken to inform priorities of the Community Safety Partnership and assist with understanding the fear of crime in Ceredigion.
4.4	Community Tension Monitoring meetings are held with partner organisations to identify early indicators of tensions developing within communities and implement early intervention and preventative workstreams in those identified areas.
4.6	Work in partnership to demonstrate a clear commitment to support and embed the aims and objectives of the Race Equality Action Plan: An Anti-racist Wales.

28

	A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic circumstances)
0.1	The 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.
0.2	The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.
0.3	The poverty Sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.
1.1	We will work with partners to identify skill gaps and increase the skills of Ceredigion's residents to meet public and private sector career opportunities that are fit for the future, including up-skilling and re-training in for a green economy. We will champion an approach across our organisations and explore the need for strengthened apprenticeship programmes that provide skills for employment.
1.5	All organisations of the PSB will commit to developing a fair work mindset, place fair work at the heart of policies and plans, create fair work and be exemplars of fair work in Ceredigion demonstrating the value of such an approach for business and the community and promote access to fair work for all.
2.1	We will use a partnership approach with communities to tackle inequalities and hardship using the place-based interventions. Applying a place-based approach enables more targeted and focussed work, building on the strengths the community and identifying what's needed. Applying such a joint focus on a specific community, cultivates conditions for people to flourish and over time, reduce the demand for services. We will initially focus on Cardigan, a town that has been especially hard hit by the coronavirus pandemic and it is well documented as being an area with high levels of health inequalities and deprivation.
2.2	Develop a Local Food Partnership across Ceredigion to address issues of food sustainability, access and affordability whilst also acknowledging the additional wellbeing benefits that community food initiatives/growing schemes can bring.
2.3	Work with and support communities who want to manage and improve their local environment. Empower all, including young people to improve community spaces and have access to green spaces working in an intergenerational way to create social action opportunities that will lead to genuine community impact to improve community spaces.

2.5	Use a partnership approach to increase participation of current and future generations in sport and physical activities across the county, with appropriate links made to accessing green spaces.
2.6	Public Bodies through the work of the PSB will focus on and work together to deliver primary and secondary preventative activities that address Health and Well-being.
3.2	Seek to improve air, water and environmental quality by supporting pollution prevention measures, ensuring links are made with objective 2 with regards to working with and supporting communities who want to manage and improve their local environment (step 2.3).
3.4	Carry out a Climate Change Risk and Opportunity Assessment and help to develop adaptive and resilient communities in response to climate change, encouraging innovation and development of nature-based solutions
3.6	PSB organisations commit to a Healthy Travel Charter promoting walking, cycling, public transport and ultra-low emission vehicle use, recognising the positive contribution that this has on improving social connectedness, physical and mental health as well as reducing carbon emissions as well as contributing towards sustainable tourism.
3.7	Work with housing providers and other stakeholders to ensure good quality, energy efficient and appropriate housing for all.
4.1	The PSB will support the Cultural Strategy for Ceredigion which will involve partners across the county. It will be a community-based strategy to use our culture and history to make people feel that they belong to their community are invested in it and are valued. Culture contributes to social cohesion and through having pride in the past can help shape the future. Due to the potential links with Social well-being links will made with place-based working under objective 2.
4.2	Implement the new Welsh Language Strategy which will involve partners across the county, reflecting the need to address the reduction in Welsh Language speakers as noted in the 2021 Census. All PSB partners will consider what their next steps will be beyond the implementation of the statutory requirements of the Welsh Language Measure, to encourage use of the Welsh language and Welsh culture in the workplace and communities to strengthen a sense of place, community and belonging.
4.3	A Ceredigion Crime and Disorder Strategic Assessment will be undertaken to inform priorities of the Community Safety Partnership and assist with understanding the fear of crime in Ceredigion.
4.4	Community Tension Monitoring meetings are held with partner organisations to identify early indicators of tensions developing within communities and implement early intervention and preventative workstreams in those identified areas.
4.5	Partners will continue to work together to support and welcome asylum seekers and refugees to Ceredigion.
4.6	Work in partnership to demonstrate a clear commitment to support and embed the aims and objectives of the Race Equality Action Plan: An Anti-racist Wales.

	A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood	
0.1	The 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.
0.2	The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.
0.3	The poverty Sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.
1.2	We will work collaboratively and champion an approach across our organisations, strengthening apprenticeship programmes and volunteering opportunities that provide skills for employment, help connect with others as well as contribute to improved mental and physical health.
2.1	We will use a partnership approach with communities to tackle inequalities and hardship using the place-based interventions. Applying a place-based approach enables more targeted and focussed work, building on the strengths the community and identifying what's needed. Applying such a joint focus on a specific community, cultivates conditions for people to flourish and over time, reduce the demand for services. We will initially focus on Cardigan, a town that has been especially hard hit by the coronavirus pandemic and it is well documented as being an area with high levels of health inequalities and deprivation.
2.2	Develop a Local Food Partnership across Ceredigion to address issues of food sustainability, access and affordability whilst also acknowledging the additional wellbeing benefits that community food initiatives/growing schemes can bring.
2.3	Work with and support communities who want to manage and improve their local environment. Empower all, including young people to improve community spaces and have access to green spaces working in an intergenerational way to create social action opportunities that will lead to genuine community impact to improve community spaces.

2.5		Use a partnership approach to increase participation of current and future generations in sport and physical activities across the county, with appropriate links made to accessing green spaces.
2.6		Public Bodies through the work of the PSB will focus on and work together to deliver primary and secondary preventative activities that address Health and Well-being.
3.2		Seek to improve air, water and environmental quality by supporting pollution prevention measures, ensuring links are made with objective 2 with regards to working with and supporting communities who want to manage and improve their local environment (step 2.3).
3.3		Seek to protect and improve the health and resilience of our ecosystems to tackle the nature emergency and support the implementation of Welsh Government's sustainable farming scheme within Ceredigion
3.4		Carry out a Climate Change Risk and Opportunity Assessment and help to develop adaptive and resilient communities in response to climate change, encouraging innovation and development of nature-based solutions
3.6		PSB organisations commit to a Healthy Travel Charter promoting walking, cycling, public transport and ultra-low emission vehicle use, recognising the positive contribution that this has on improving social connectedness, physical and mental health as well as reducing carbon emissions as well as contributing towards sustainable tourism.
3.7		Work with housing providers and other stakeholders to ensure good quality, energy efficient and appropriate housing for all.
4.1		The PSB will support the Cultural Strategy for Ceredigion which will involve partners across the county. It will be a community-based strategy to use our culture and history to make people feel that they belong to their community are invested in it and are valued. Culture contributes to social cohesion and through having pride in the past can help shape the future. Due to the potential links with Social well-being links will made with place-based working under objective 2.
4.2		Implement the new Welsh Language Strategy which will involve partners across the county, reflecting the need to address the reduction in Welsh Language speakers as noted in the 2021 Census. All PSB partners will consider what their next steps will be beyond the implementation of the statutory requirements of the Welsh Language Measure, to encourage use of the Welsh language and Welsh culture in the workplace and communities to strengthen a sense of place, community and belonging.
4.3		A Ceredigion Crime and Disorder Strategic Assessment will be undertaken to inform priorities of the Community Safety Partnership and assist with understanding the fear of crime in Ceredigion.
4.4		Community Tension Monitoring meetings are held with partner organisations to identify early indicators of tensions developing within communities and implement early intervention and preventative workstreams in those identified areas.

A Wales of cohesive Communities

Attractive, safe, viable and well-connected

0.1	The 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.
0.2	The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.
0.3	The poverty Sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.
1.2	We will work collaboratively and champion an approach across our organisations, strengthening apprenticeship programmes and volunteering opportunities that provide skills for employment, help connect with others as well as contribute to improved mental and physical health.
2.1	We will use a partnership approach with communities to tackle inequalities and hardship using the place-based interventions. Applying a place-based approach enables more targeted and focussed work, building on the strengths the community and identifying what's needed. Applying such a joint focus on a specific community, cultivates conditions for people to flourish and over time, reduce the demand for services. We will initially focus on Cardigan, a town that has been especially hard hit by the coronavirus pandemic and it is well documented as being an area with high levels of health inequalities and deprivation.
2.2	Develop a Local Food Partnership across Ceredigion to address issues of food sustainability, access and affordability whilst also acknowledging the additional wellbeing benefits that community food initiatives/growing schemes can bring.
2.3	Work with and support communities who want to manage and improve their local environment. Empower all, including young people to improve community spaces and have access to green spaces working in an intergenerational way to create social action opportunities that will lead to genuine community impact to improve community spaces.
2.4	The Public Services Board will seek to strengthen the work of the Growing Mid Wales Digital Programme to ensure a joined-up approach to maximise the opportunities for improving the digital infrastructure and connectedness.
2.6	Public Bodies through the work of the PSB will focus on and work together to deliver primary and secondary preventative activities that address Health and Well-being.

| 3.4	Carry out a Climate Change Risk and Opportunity Assessment and help to develop adaptive and resilient communities in response to climate change, encouraging innovation and development of nature-based solutions
3.6	PSB organisations commit to a Healthy Travel Charter promoting walking, cycling, public transport and ultra-low emission vehicle use, recognising the positive contribution that this has on improving social connectedness, physical and mental health as well as reducing carbon emissions as well as contributing towards sustainable tourism.
4.1	The PSB will support the Cultural Strategy for Ceredigion which will involve partners across the county. It will be a community-based strategy to use our culture and history to make people feel that they belong to their community are invested in it and are valued. Culture contributes to social cohesion and through having pride in the past can help shape the future. Due to the potential links with Social well-being links will made with place-based working under objective 2.
4.2	Implement the new Welsh Language Strategy which will involve partners across the county, reflecting the need to address the reduction in Welsh Language speakers as noted in the 2021 Census. All PSB partners will consider what their next steps will be beyond the implementation of the statutory requirements of the Welsh Language Measure, to encourage use of the Welsh language and Welsh culture in the workplace and communities to strengthen a sense of place, community and belonging.
4.3	A Ceredigion Crime and Disorder Strategic Assessment will be undertaken to inform priorities of the Community Safety Partnership and assist with understanding the fear of crime in Ceredigion.
4.4	Community Tension Monitoring meetings are held with partner organisations to identify early indicators of tensions developing within communities and implement early intervention and preventative workstreams in those identified areas.
4.5	Partners will continue to work together to support and welcome asylum seekers and refugees to Ceredigion.
4.6	Work in partnership to demonstrate a clear commitment to support and embed the aims and objectives of the Race Equality Action Plan: An Anti-racist Wales.

A Wales of vibrant Culture and Thriving Welsh language
A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation

0.1	The 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.

0.2	The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.
0.3	The poverty Sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.
2.1	We will use a partnership approach with communities to tackle inequalities and hardship using the place-based interventions. Applying a place-based approach enables more targeted and focussed work, building on the strengths the community and identifying what's needed. Applying such a joint focus on a specific community, cultivates conditions for people to flourish and over time, reduce the demand for services. We will initially focus on Cardigan, a town that has been especially hard hit by the coronavirus pandemic and it is well documented as being an area with high levels of health inequalities and deprivation.
2.2	Develop a Local Food Partnership across Ceredigion to address issues of food sustainability, access and affordability whilst also acknowledging the additional wellbeing benefits that community food initiatives/growing schemes can bring.
2.3	Work with and support communities who want to manage and improve their local environment. Empower all, including young people to improve community spaces and have access to green spaces working in an intergenerational way to create social action opportunities that will lead to genuine community impact to improve community spaces.
4.1	The PSB will support the Cultural Strategy for Ceredigion which will involve partners across the county. It will be a community-based strategy to use our culture and history to make people feel that they belong to their community are invested in it and are valued. Culture contributes to social cohesion and through having pride in the past can help shape the future. Due to the potential links with Social well-being links will made with place-based working under objective 2.
4.2	Implement the new Welsh Language Strategy which will involve partners across the county, reflecting the need to address the reduction in Welsh Language speakers as noted in the 2021 Census. All PSB partners will consider what their next steps will be beyond the implementation of the statutory requirements of the Welsh Language Measure, to encourage use of the Welsh language and Welsh culture in the workplace and communities to strengthen a sense of place, community and belonging.
4.3	A Ceredigion Crime and Disorder Strategic Assessment will be undertaken to inform priorities of the Community Safety Partnership and assist with understanding the fear of crime in Ceredigion.
4.4	Community Tension Monitoring meetings are held with partner organisations to identify early indicators of tensions developing within communities and implement early intervention and preventative workstreams in those identified areas.

4.5	Partners will continue to work together to support and welcome asylum seekers and refugees to Ceredigion.
4.6	Work in partnership to demonstrate a clear commitment to support and embed the aims and objectives of the Race Equality Action Plan: An Anti-racist Wales.

A globally Responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being

0.1	The 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.
0.2	The poverty sub-group will act as a voice for those impacted by poverty and hardship in Ceredigion. This group will be the eyes and ears, knowing what communities and citizens need and the information that partners hold. Benefits and resources to mitigate the impact of poverty will be collated and shared in a coordinated way in order to ensure that it reaches all those that require support.
0.3	The poverty Sub-group consisting of a network of partner organisations will scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.
1.1	We will work with partners in a collaborative way, including the Regional Skills Partnership, involving interested parties in undertaking workforce audits and identify skill gaps to help plan our future workforce; increasing the skills of Ceredigion's residents to meet public and private sector career opportunities and local needs, that are fit for the future, including up-skilling and re-training in for a green economy.
1.4	Through procurement, organisations of the PSB will maximise the use of local suppliers for its goods, services and works.
2.2	Develop a Local Food Partnership across Ceredigion to address issues of food sustainability, access and affordability whilst also acknowledging the additional wellbeing benefits that community food initiatives/growing schemes can bring.

2.3	Work with and support communities who want to manage and improve their local environment. Empower all, including young people to improve community spaces and have access to green spaces working in an intergenerational way to create social action opportunities that will lead to genuine community impact to improve community spaces.
3.1	Deliver decarbonisation activity to support the delivery of Welsh Governments ambition of a net-zero public sector by 2030.
3.2	Seek to improve air, water and environmental quality by supporting pollution prevention measures, ensuring links are made with objective 2 with regards to working with and supporting communities who want to manage and improve their local environment (step 2.3).
3.3	Seek to protect and improve the health and resilience of our ecosystems to tackle the nature emergency and support the implementation of Welsh Government's sustainable farming scheme within Ceredigion
3.4	Carry out a Climate Change Risk and Opportunity Assessment and help to develop adaptive and resilient communities in response to climate change, encouraging innovation and development of nature-based solutions.
3.5	Maximise the opportunity to upskill and re-train for a green recovery ensuring links are made with step 1.1, with regards to increasing the skills of Ceredigion's residents to meet public and private sector career opportunities that are fit for the future.
3.6	PSB organisations commit to a Healthy Travel Charter promoting walking, cycling, public transport and ultra-low emission vehicle use, recognising the positive contribution that this has on improving social connectedness, physical and mental health as well as reducing carbon emissions as well as contributing towards sustainable tourism.
3.7	Work with housing providers and other stakeholders to ensure good quality, energy efficient and appropriate housing for all.
4.5	Partners will continue to work together to support and welcome asylum seekers and refugees to Ceredigion.
4.6	Work in partnership to demonstrate a clear commitment to support and embed the aims and objectives of the Race Equality Action Plan: An Anti-racist Wales.

Ceredigion Public Services Board

https://www.ceredigion.gov.uk/your-council/partnerships/ceredigion-public-services-board

Local Well-being Plan 2023-2028 Consultation

Feedback Report

Bwrdd Gwasanaethau Cyhoeddus
Ceredigion
Public Services Board
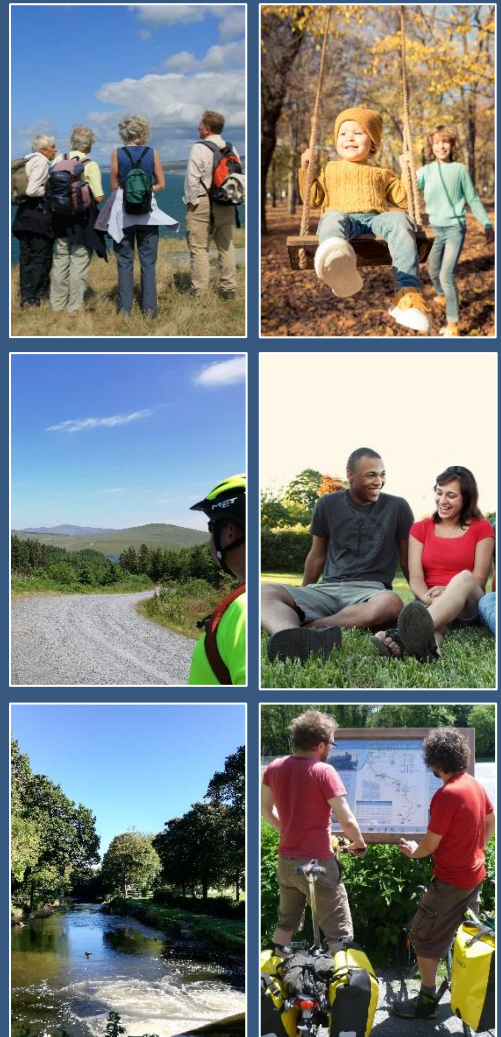
41

Responses received
(including 7 written responses)

(13 Primary schools, 3 Secondary Schools and the Youth Council also took part in engagement sessions)

88%

Agree that the 5 well-being objectives are the right priorities

(12% disagree)

85%

Agree with the plans to tackle the effects of poverty

(15% disagree)

91%

Agree with the plans to help build a sustainable economy

(6% disagree, 3% did not answer)

85%

Agree with the plans to help reduce the inequalities surrounding physical and mental health
(15% disagree)

91%

Agree with the plans to help reduce Ceredigion's carbon footprint

(9% disagree)

91%

Agree with the plans to help you feel safe and connected to culture
(9% disagree)

"We will work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion."

was identified as the most important well-being objective to respondents

Consultation undertaken between 25th October 2022 and 31st January 2023
The survey was available online via the Public Services Board's website and advertised by members of the Board
A total of 34 responses were received to the consultation survey
The full results and the equalities monitoring information are contained on the following pages

Background

Between 25th October 2022 and 31st January 2023, the Ceredigion Public Services Board undertook public consultation on its draft Local Well-being Plan 2023-28. The Local Well-being Plan is a statutory requirement of all Public Services Boards and sets out the objectives the Board will take to improve the economic, social, cultural and environmental well-being for the area.

The aim of the consultation was to record residents' and stakeholders' views on the Public Services Board's suggestions of how it can work to make the biggest difference to the well-being of individuals, communities and Ceredigion as a whole. These views will help the Board to better understand how to enhance the economic, social, environmental and cultural well-being of the area: from growing new businesses to protecting the environment, and from tackling poverty and loneliness to building a sense of community and pride across the county. It will set the foundations for how we can work together in the future, collectively overcoming the challenges and taking the opportunities, which matter most to each of us.

The role of the Public Services Board was formed (alongside other Public Services Boards across Wales) through the Well-being of Future Generations (Wales) Act 2015, which also sets out the '7 wellbeing goals' which are our collective Wales-wide vision. To make a positive difference to well-being for all, Well-being Plans are produced every 5 years, informed by a Well-being Assessment.

The survey was made available online via the Public Services Board's website, through the Ceredigion Have Your Say Forum and was advertised by all members of the Board. Paper copies were available at all Ceredigion libraries and leisure centres. Easy Read and Young Person versions of the draft Plan were also available at libraries and on Ceredigion County Council's Consultations webpage.

Response Rate

There were a total of 34 responses to the consultation survey including 242 written comments. Respondents took on average 37 minutes to complete the survey. There were also 5 separate written responses from key partners, 15 responses posted to the ideas wall and specific sessions with primary and secondary school pupils along with the Youth Council to ensure the voices of younger people were heard. The pages that follow provide a summary of the findings.

Main Findings

Q1: Were you aware of the PSB and its role in Ceredigion before this consultation?

In response to the opening question, only 41.2% or 14 respondents were aware of the Ceredigion Public Services Board before this consultation, despite it being in existence since 2016. Public Services Boards came into existence following the passing of the Well-being of Future Generations (Wales) Act 2015.

Exactly half (50% or 17) of respondents said that they were not aware of the Board, which suggests that further work is needed in the promotion of the Board, the Local Well-being Plan and its activities in delivering the plan.

There were a further two responses who stated that they were only partially aware of the PSB and its role prior to the consultation.

Q2: Please provide us with the first four letters of your post code to help target our work

Of the 34 responses received, the largest proportion (44.1%) stated they were from the SY23 broad postcode district in the north and mid part of the County, which includes Aberystwyth. There were a further 20.6% of respondents from the SA43 postcode in the very south of the County, and 8.8% in the SY25 to the east straddling the border with Powys. The full distribution of responses by postcode district can be seen in Figure 1. (No responses were received from six postcode districts, these were SY24, SA47, SA46, SA44, SA39 and SA38).

Figure 1: Distribution of responses across Ceredigion
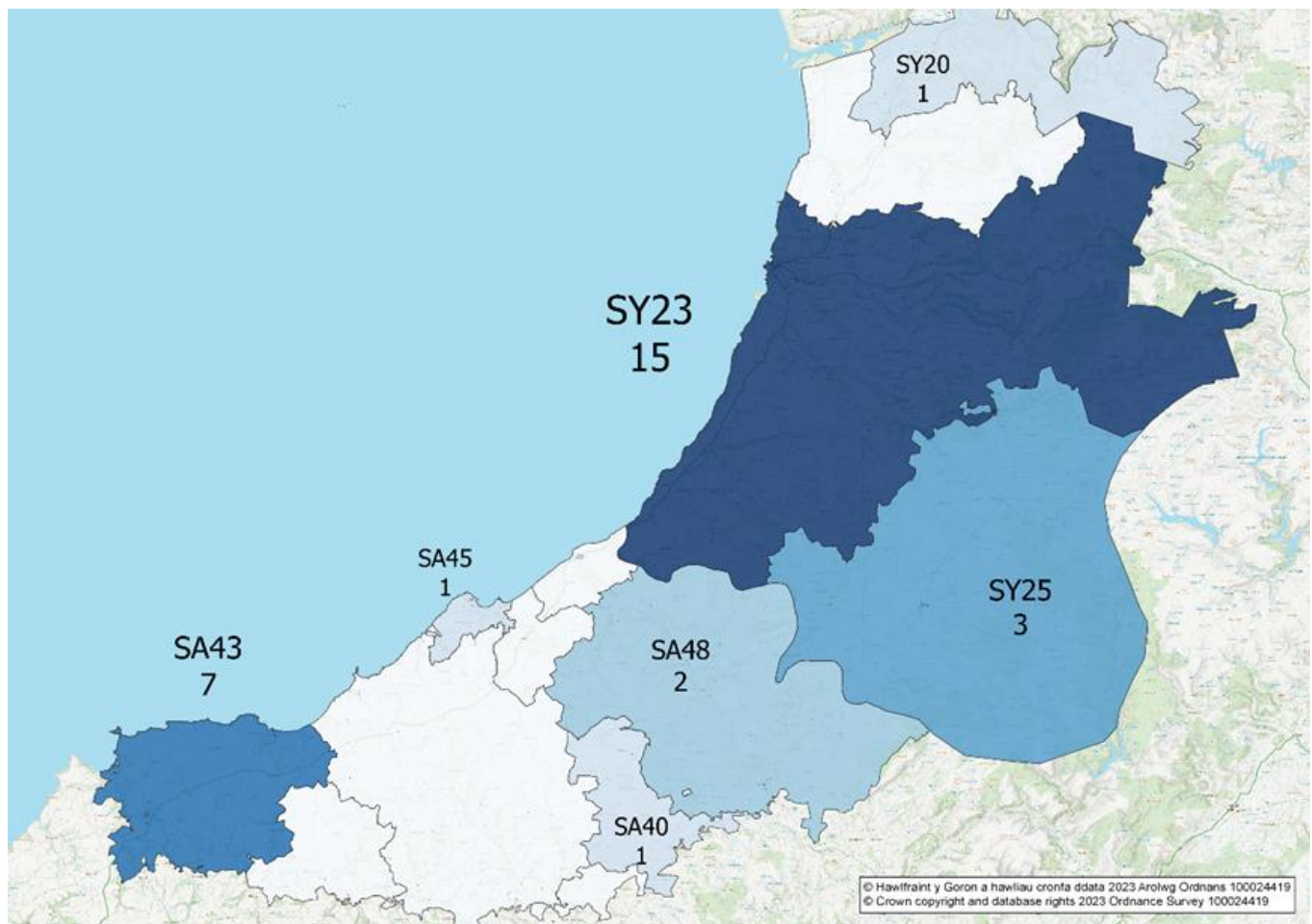
Q3: Do you agree that the 5 well-being objectives are the right priorities to focus on to improve well-being in your local area?

Question 3 sought to ascertain the overall levels of support for the 5 proposed well-being objectives in the draft Local Well-being Plan. The overwhelming majority (88%) stated "yes", that they agreed that the 5 objectives are the right priorities to focus on to improve well-being. The remaining 12% disagreed and did not think they were the right objectives.

2

Q3. Do you agree that the 5 well-being objectives are the right priorities to focus on to improve well-being in your local area?

▼ Percentage
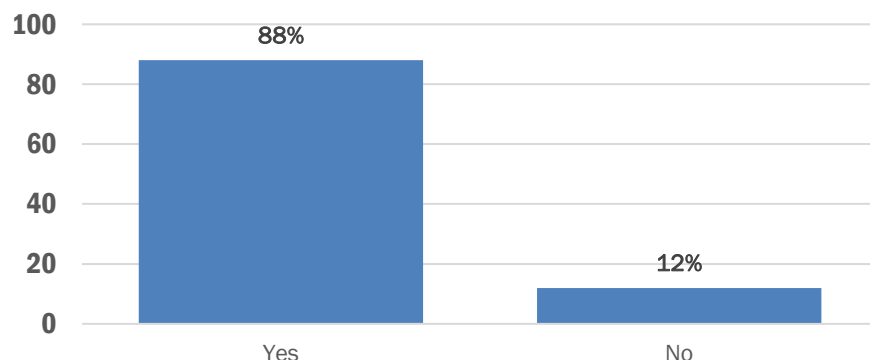
Q4. Any comments

Although the written responses were varied, comments relating to the environment and environmental issues were most common. Two of these written responses mentioned that Objective 3: Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resource, does not mention the biodiversity crisis. One respondent noted that this objective needs to look at "the wider picture of biodiversity loss" and the second respondent commented that this objective "should also reference the biodiversity crisis."

The remainder of the written comments for this question were fairly mixed. One comment stated that Local Authorities need to "get the basics right" before "expanding on their offer". Another written comment noted how important access to nature and better connecting people to the food system is, they also noted that making local food more accessible and cheaper is just as important. Similarly, one respondent suggested that although they agree with the objectives, they "don't go far enough" and there needs to be a total overhaul to agricultural practices because food security depends on this. There is an emphasis that it "needs to be local and sustainable".

A further response emphasised on opportunities for people with disabilities, including exercise classes, a swimming pool and better access to leisure centres by public transport and / or disabled parking spaces. Another comment suggests that the objectives should have some focus on how the increasing ageing population would be managed. A summary of these comments can be viewed in the table below.

Sample Comments	
"Access to nature is hugely important as is better connecting people to the food system and making local food much more accessible and crucially cheaper."	"Think there is too much focus on cultural development and not enough on infrastructure."
"With and increasing aging population I would expect to see some focus on how this would be managed."	"Objective 4 is particularly poor, focusing on vague "initiatives" to reduce carbon, rather than considering the wider picture of biodiversity loss."

"All well and good having these objectives but they need to be delivered otherwise this is just a lot of hot air in particular pollution with poppit and Aberystwyth both coming out top of the sewerage outflows in Wales that is really disgraceful especially with our population of dolphins and porpoises that attract tourism to the area."	"The objective around decarbonisation should also reference the biodiversity crisis".
"Yes but they don't go far enough. Improving health needs a total overhaul of our agricultural practices, food security depends upon this too. It needs to be local and sustainable."	"More inclusive exercise classes for people with disabilities, access to the local pool for disabled people, busses that will stop at the leisure centre, parking spaces for disabled people at Teifi leisure centre."

Q5: Do you agree with the plans to tackle the effects of poverty in your local area?

The majority of respondents, 85% or 29 responses, agreed with the plans to tackle the effects of poverty in their local area. The remaining 15% or 5 respondents said they did not agree with the plans. The rationale behind these answers is summarised in the following question.

Q5. Do you agree with the plans to tackle the effects of poverty in your local area?

▼ Percentage
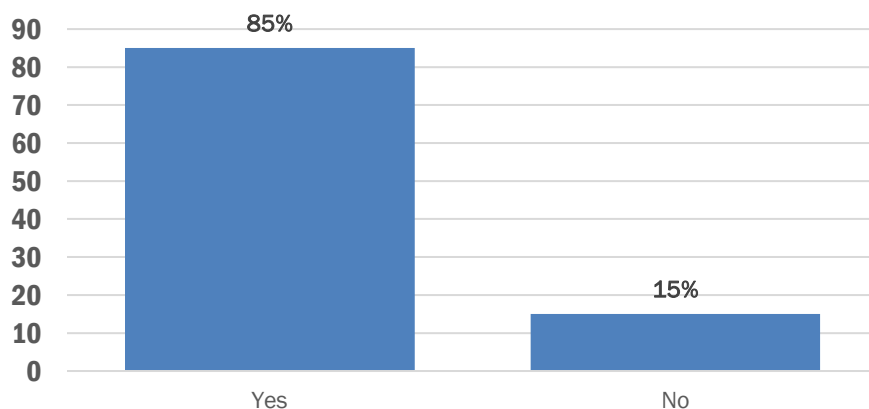
Q6: Any comments?

Four of the five respondents who did not agree with the plans to tackle poverty in their local area took the opportunity to explain their reasoning in question 6, although there was no comment theme. For example, one comment noted focused on the local economy stating that the County needs "better paid jobs", while another was critical due to high rental prices in the County, stating that they were "abhorrent". Another respondent stated that it was not clear what the Public Services Board will actually do in relation to this objective and this should be made clearer.

There was also one detailed response, providing suggestions of targets which should be measured and assessed under this objective. These suggestions included providing more flexible employment,

4

improving and investing in digital infrastructure, concentrating on keeping libraries and public services open so people can learn, and commit to offering digital skills training to the elderly. A summary of these responses is shown in the table below.

Sample Comments	
"This is a sticking plaster. The County needs better paid jobs for the in-work poor, not sub-groups and consultations." "Roads lead to development which reduces poverty. Rent prices are abhorrent in this county." "It's not clear what the PSB will actually do, unless this is covered by the sustainable economy objective."	"To call these "plans" is not really accurate. There are no concrete objectives or targets within this document beyond partnering with groups. Also, the question above does not relate to exact wording of the objective in the document, so I will assume that you are referring to objective 1. Here are my suggestions of some targets which can be measured and assessed: a) Provide more flexible employment inside the council to act as a leading employer in flexible working. b) Improve and invest in digital infrastructure to enhance the ability of people to work flexibly within Ceredigion. This will reduce isolation in communities and may improve opportunities, particularly for younger people in the county. c) Instead of "identifying skills gaps" concentrate on keeping our libraries and public services open so that non-identified individuals can access learning, not just the people you "identify". d) Commit to offer digital skills training for the elderly people who are remaining in the county, so that they are not isolated from the rest of society as they age."

Amongst the respondents who agreed with the plans to tackle poverty, there were no recurring themes amongst their written answers, instead a variety of different suggestions were put forward. One respondent focused on the environment and the impact that greener travel would have. They highlighted that by adapting to a greener lifestyle with less cars and the costs that come with them, along with improving public transport and encouraging car sharing would "significantly impact poverty".

Other suggestions included the provision of additional childcare for people who would like to return to work, promoting warm spaces due to the cost of living crisis, and more could be done to promote libraries which offer Wi-Fi, study areas and warm spaces. Some specific concerns were raised as well, such as families who live outside of the Flying Start catchment areas being unable to access Flying Start services and are likely to experience increased poverty as the cost of living continues to increase. There were also general comments made that more needs to be said about older people in the community and how poverty affects them. A sample of these comments are contained in the following table.

Sample Comments	
"In my experience, an initiative to get people out of their cars and adapt to a greener lifestyle would significantly impact poverty. I know of many people who work full time (or more!) and are still in poverty because the cost of running a car is so high (along with the cost-of-living crisis). We need to adapt our lifestyle now for the future and financial incentives or other forms of help (childcare, working tax credits etc) to encourage people to get rid of their cars would immediately give people a lot more disposable income to send back into our local economy. Better public transport would be a key factor in how feasible this is.	"Invest in more free childcare for people who would like to return to work but find that the cost of childcare makes working actually lose them money."
	"I have seen a lot of promotion of warm spaces in the council which is pleasing especially with the cost of living rising. Perhaps more could also be done to promote the county's libraries which offer not only a warm space, free wifi, study spaces etc but also a wealth of other free resources."
	"Poverty also affect the elderly not much being said about them, heating costs especially."
"Aberporth is a recognised area of deprivation; some families would benefit from being able to access Flying Start services but are not included in the catchment area With cost of living increases and less disposable money; The high levels of in work poverty will increase; it is important that they have access to registered childcare in order they can benefit from childcare assistance schemes. Aberporth community council is going to consider ways to support families to access after school activities by supporting local community groups to deliver services. Aberporth community council will continue to support Aberporth Village Hall management to deliver community projects to benefit residents."	"But they don't go far enough, supporting local businesses to fulfil local needs, especially in agriculture would create a more circular economy. Where there is no money it is very difficult to achieve things. Banks no longer lend where there is need; The government could lend similar to student loans to improve the circulation of money in the circular economy. so that needs can be met."

Q7: Do you agree with the plans to help build a sustainable economy for the benefit of people who live and work in Ceredigion?

A large majority of survey respondents (91% / 34 respondents) agreed with plans to help build a sustainable economy for the benefit of the people who live and work in Ceredigion (Well-being Objective 1). A small proportion of respondents did not agree (6%/ 2 respondents), whilst 3% left the question unanswered.

Q7. Do you agree with the plans to help build a sustainable economy for the benefit of people who live and work in Ceredigion?

▼ Percentage
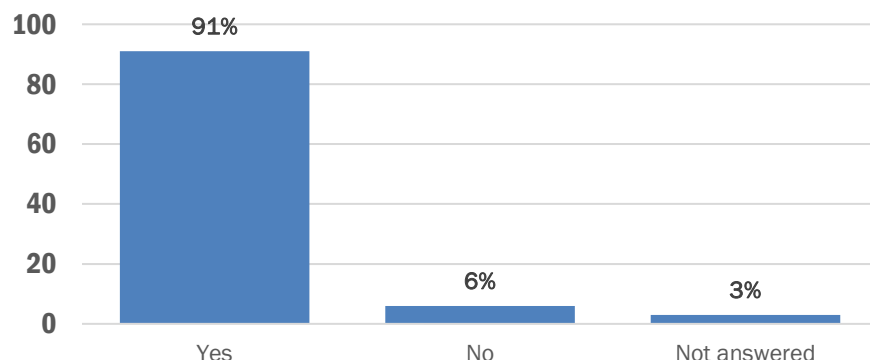
Q8: Any comments?

Just under half (41%) of the respondents provided further comments to question 7, which asked if they agreed with the plans to help build a sustainable economy for the benefit of people who live and work in Ceredigion. Although the written responses varied, comments could be grouped under three themes, which included:

- Suggestions to change/diversify the focus of the ambitions under Well-being Objective 1 (*e.g., to move away from placing attention on skills and education to focusing on better pay).*
- Suggestions on how to contribute to a sustainable economy (*such as, providing better support for business start-ups, supporting independent stores, procuring locally, building short supply chains, and creating incentives for young people to stay within the area*).
- Concerns regarding the economic issues within the County (*e.g., rurality, access to services, lack of affordable housing and low incomes*).

A sample of the comments are provided in the table below:

Sample Comments	
"Skill and education levels are already high; it is about the right type of skills and better pay."	"A sustainable community needs to be able to retain its young people and a lack of affordable housing has a negative impact..."
"There is a huge opportunity here for re-training people for a green economy."	"Need more emphasis on building SHORT supply chains and on using local resources to meet local needs, thereby adding value."
"Provide more support for those starting off in business, more generous loans, lower business rates and help with shop rental. Do not allow more chain stores to base themselves in Ceredigion, instead support independent shops that keep money circulating locally."	"There is a perception that living in Ceredigion / the countryside is cheaper than living in a city. But, from experience, this is not true. This can be seen and felt with public transport and accessibility in particular - you have to travel by car everywhere as there are no regular buses..."

Furthermore, written feedback relating to question seven (on Well-being Objective 1) from PSB partners (statutory members and invited participant organisations) and from stakeholder engagement workshops (such as, engagement with Ceredigion primary and secondary schools), was sought. Feedback has been grouped under three key themes, which include:

- Further considerations to current ambitions
- Further detail on how the ambitions will be measured/benchmarked
- Further detail/suggestions on how the ambitions will be delivered

Key themes	Summary of comments
Further consideration to current ambitions	- Need to ensure that the principles of the Well-being of Future Generations Act (Wales) 2015 is applied as the PSB delivers the UK Shared Prosperity Fund ambitions. - Suggestion to make clearer connection between Mid Wales Growth Deal and regional economic framework across energy, economy, and skills. - Suggestion to include steps which address the potential implications of Brexit on sustainable farming. - Suggestion to include socially and environmentally responsible public procurement to benefit the local supply chain. - Secondary school children want greater opportunities to learn practical skills, more opportunities for work-experience and sustainable transport. - Primary school children wanted to see good jobs in the area that will help them stay in Ceredigion, with no gender pay gap and with better pay in the farming and education sectors.
Further detail on how the ambitions will be measured/benchmarked	- Information on how the greater efficiency of supply chains will be measured. - Concerns raised with the lack of measures to benchmark progress on ambition and action to drive more inclusive participation in fair, sustainable work.
Further detail/suggestions on how ambitions will be delivered	- Further detail which sets out how the ambition of fair work will be achieved. - Further information on how the PSB will deliver the CLES recommendations and if they align to a Foundational Economy priority and support local businesses.

Q9: Do you agree with the plans to help reduce the inequalities surrounding physical and mental health in your community?

Most respondents (85%/ 29 respondents) agreed with the plans to help reduce the inequalities surrounding physical and mental health in their community (which relates to Well-being Objective 2 in the Well-being Plan). The remaining 15% of respondents (5 respondents) disagreed with the plans to help reduce inequalities. Although, a high proportion of respondents agreed with the plans, it was one of the areas where respondents' opinions were slightly more divided. This result was similar to the overall response to question four, relating to the plans to tackle poverty in the area.

8

Q9. Do you agree with the plans to help reduce the inequalities surrounding physical and mental health in your community?

▼ Percentage
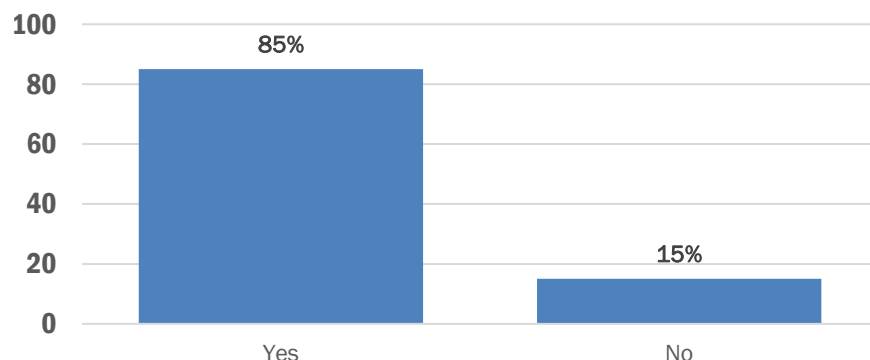
Q10: Any comments?

Approximately two fifths of respondents (38%/ 13 respondents) provided comments to question 9, which asked if they agreed with the plans to help reduce the inequalities surrounding physical and mental health in their community. Furthermore, written feedback relating to question nine (on Well-being Objective 2) from PSB partners (statutory members and invited participant organisations) and from stakeholder engagement workshops (such as, engagement with Ceredigion primary and secondary schools), was sought.

Feedback varied; however, the general consensus welcomed the focus on promoting social, green and blue prescribing within the draft Plan, which was descried as a "real forward-thinking ambition".

Suggestions on further additions to Well-being Objective 2 were put forward. The most prevalent suggestion (in both the survey feedback and written feedback from partners and stakeholders) related to the need to include sustainable transport and active travel within the plan, due to the social, environmental and health benefits associated with it. Specific reference was made to improving and maintaining Ceredigion's footpaths and pavements, Wales Coastal Path, access to services and the need for better and more accessible public and sustainable transport.

In addition, recommendations on areas for further development under Well-being Objective 2 were made. It was generally felt that the issue of adequate and affordable housing needed to be given greater prominence within the draft Plan. In addition, the importance of ensuring that houses are connected to services and sustainable transport is taken into consideration was noted. School children also highlighted the importance of affordable homes and the provision of sheltered housing for the homeless.

Furthermore, survey respondents highlighted the importance of nutrient rich and sustainable, locally sourced food. Specific references were made about factors to reduce food inequalities, such as resilience and reducing our dependency on the global food market.

Less prevalent comments, however, equally as important included:

- Suggestion to increase PSB engagement with communities from the outset to support their own understanding of, and potential contribution to, building resilience.
- Suggestion to include specific actions to address the social prescribing ambition
- Suggestion to refine ambition 2.3 (which relates to food), to ensure that the activities being sought are clear and achievable.
- Suggestion to review consideration given to adding reference to sport and leisure, including outdoor and indoor facilities.

Amongst school children, the most important issues and areas for consideration relating to Well-being Objective 2 included:
- Better protection of the natural environment (includes more environmentally practices and initiatives e.g., tree planting, more green working opportunities, gardening etc.).
- A reduction in littering (suggestion included - litter fines, further education on damages of littering, better provision of bins etc.)
- Better support for people on low incomes/ experiencing hardship (e.g., more affordable fresh food, more food banks)
- More support to understand finances and budgets (e.g., education on managing budgets, mortgages, debt etc.).

A sample of the comments from the Survey and written feedback from stakeholders and partners are provided in the table below.

Sample Comments	
"Instead of "prescribing" green spaces, why not stop the continuous erosion of quality of our green spaces? For example, public footpaths are a key part of our green space infrastructure and is chronically neglected with huge under investment…"	"To a degree - though it should be about helping people to help themselves."
"Agreed, but we need a lot more footpaths, which are accessible. You have to travel half an hour for a route that doesn't go through a field or near a busy road.	"Start more food growing projects in Ceredigion, working with farmers to produce staples like oats which were historically grown here, reduce people's dependence on food flown in and cut carbon in the food chain. This must be backed up by local organizations commissioning food from local growers…"
"We have to first acknowledge the impact that food/nutrition has on physical and mental health - fossil fuel intensive artificial fertilizers blight the health of plants and those that eat them which attracts the use of biocides in farming and pharmaceuticals in public health which impacts the wider environment…"	"Pleased to see Sustainable Food Partnership but green and social prescribing need actions as well as ambitions. e.g., work with and build on the Dyfi Biosphere's Trywydd Iach / Outdoor Health project."

"The Ceredigion Public Service Board Well-Being Plan (2023-28) makes little mention of sustainable transport, which has a significant impact on rural communities from a wellbeing and decarbonisation perspective, and the role of the PSB to safeguard and enhance rural services for the benefit of its residents."	"The issue of inadequate housing stock in Ceredigion is highlighted on page 13 of the draft Plan. It is well-known that not only is inadequate housing a factor in higher energy costs, but it is also linked very closely with health inequalities and poorer health outcomes…consider if housing as an issue could be given greater prominence."

Q11. Do you agree with the plans to help reduce Ceredigion's carbon footprint?

There was also a strong level of support of for reducing Ceredigion's carbon footprint with 91% of responding stating that they agreed with this priority. The responses to question 15 where respondents were asked to identify which of the objectives were most important, suggests that this priority is considered one of the biggest challenges to tackle as we move forward. There were two respondents or 9% who did not agree with this objective, and their reasons are discussed in Q12 below.

Q11. Do you agree with the plans to help reduce Ceredigion's carbon footprint?

▼ Percentage
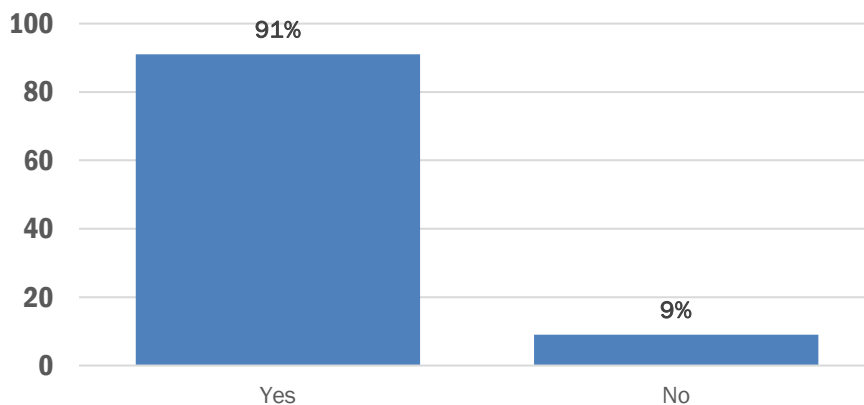
Q12: Any comments?

The majority of the respondents took the opportunity to emphasize the importance of this objective and offer suggestions as to how this can be achieved. There were for example, further calls for more and better public transport, particularly rural bus services and efforts to reduce fares or provide free subsidised services. There were also calls for a greater push towards green energy schemes and the use of renewable energy as one way of helping to deliver this objective. One respondent suggested that this should be backed up with funding available to all residents. There were two respondents who supported the proposed objective to reduce the County's carbon footprint, but did not feel that there was enough clarity on how this would be achieved and that the plans did not go far enough to reduce carbon emissions. They suggested that further education was required to ensure residents understand their carbon footprint.

However, two respondents did not agree with this objective. Their objections were twofold – firstly that it

was not clear how this would be achieved without causing a resulting impact on some of the other objectives. Secondly, that the commitment to decarbonisation is not a plan in its own right and that the PSB should be committing to actual steps or actions to decarbonise and improve biodiversity in the County. They provided a series of possible actions that could be considered to achieve this. The table below provides a sample of the comments received.

Sample Comments	
"It is very important to think long term on this issue and this can involve controversial decisions."	"Creating more locally owned green energy schemes that can subsidise electricity costs for our residents will enormously help our economy. We are currently being penalised for living "far from grid" when we net export electricity from Ceredigion."
"I believe this will be challenging given limited public transport services. A push on renewable energy would be welcome with funding for all - not just those claiming benefits."	"Town and Community Councils have a responsibility under the Environment Wales Act to support biodiversity in their communities. Improved partnership working to develop projects to protect and enhance our communities would be beneficial. Better engagement with schools and community on recycling; energy efficiency, biodiversity. Pollution of the River Teifi is a concern. The consideration of phosphates and the impact on planning applications is an issue that needs to be resolved."
"There isn't enough detail here - where and how will you deliver decarbonisation and net zero by 2030 do this?"	"Plans do not go far enough, we should be educating people on reducing their carbon footprint and provide public transport."

Q13. Do you agree with the plans to help you feel safe and connected to culture in your local area?

There was a similarly high level of support for the final proposed objective around feeling safe and connected to culture. Overall, the majority of respondents agreed with the objective with two respondents or 9% disagreeing.

Q13. Do you agree with the plans to help you feel safe and connected to culture in your local area?

▼ Percentage
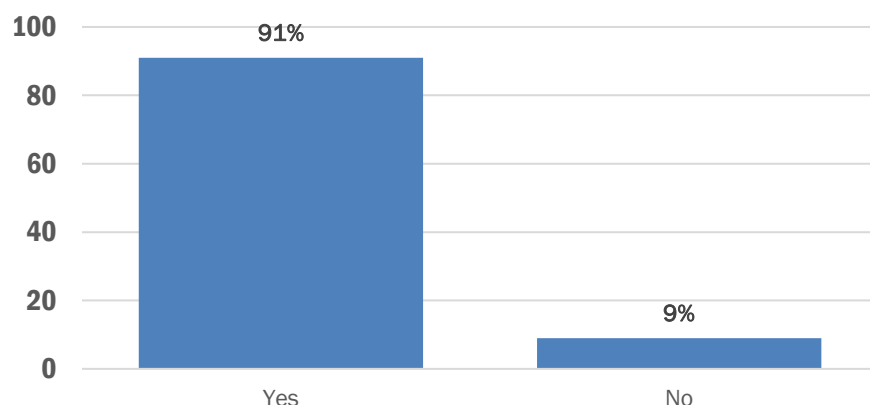
Q14: Any comments?

While the majority of respondents supported this proposed objective, they took the opportunity in the written comments to express some specific concerns they have around safety and culture. The importance of promoting Welsh language and culture was emphasised, as was the promotion of other groups not connected to culture. A number of different specific concerns were also raised – the importance of tackling poverty and inequality was raised as being essential to feeling "safe" in Ceredigion's communities, further support for carers and their families was requested and that children's education should remain in local communities and that learning locally is vitally important. A sample of these comments are contained in the table below.

Sample Comments	
"I feel safe but there is a need to foster the Welsh culture."	"Ceredigion is a relatively safe place to live. The continued use of the Welsh Language and opportunities to promote culture in our communities is important."
"We won't feel 'safe' until everyone has enough to live on - you'd need to tackle inequality and poverty, a universal income might solve this. Opportunities to meet up end up being too expensive, no transport."	"Day Care Centres are closed, there is nothing for elderly/dementia/disabled people. There is exclusion/discrimination in help for carers not claiming because they are trying to make a living being self-employed whilst still caring for their loved ones and being at home. Relief/Cover is short, unreliable and not regular."
"All of your objectives involve partners, but do not outline specific actions or objectives with measurable results."	"There are many more cultural groups within Ceredigion that deserve support than just those connected to the Welsh language. I hope that's reflected in the action plan."

Q15: Which of the suggested well-being objectives are the most important to you?

Respondents were then asked to rank, in order of importance, which was the most important to them. The objective to **deliver decarbonisation initiatives** within Ceredigion received the most highest priority votes with 8, followed by the ambitions for tackling poverty and inequalities in Ceredigion with 5, as shown in the chart below.

Q15. Which of the suggested well-being objectives are the most important to you?
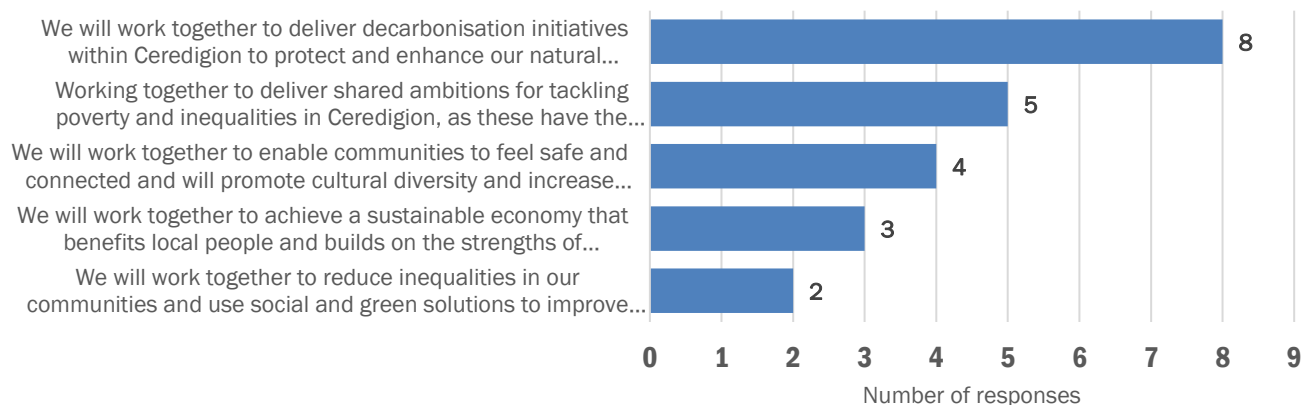
However, this does not take account of the lower rankings. A simple weighting system was therefore applied to score each of the proposed objectives by multiplying the number in each ranking by a score of 5 to 1, with 5 being the highest. The results show that overall, the **working to achieve a sustainable economy** objective was ranked as the highest priority, followed by the **tackling poverty** objective and then **reducing inequalities**. Although delivering decarbonisation initiatives received the highest number of top priority votes, its overall score was much lower as it also received a high number of 4 and 5 votes. The overall weighted scores are shown in the table below.

Weighted Responses							
▼Proposed Objective	Rank ▶	1	2	3	4	5	Total score
We will work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion.		4	8	3	4	3	72
Working together to deliver shared ambitions for tackling poverty and inequalities in Ceredigion, as these have the potential to impact across the four wellbeing pillars - economic, social, environmental, and cultural well-being.		5	6	5	3	0	70
We will work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.		2	4	10	4	1	65
We will work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.		8	0	1	6	6	61
We will work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.		4	2	1	3	10	47

Q16: What can we do that would enable you, or groups that you are involved with, to help improve well-being in Ceredigion?

Respondents then had the opportunity to identify additional activities and groups that might help to improve well-being in the County. Most of the respondents took this opportunity to convey a variety of different ideas and suggestions which are summarised in the table below. Three key trends emerge:

- There were growing calls for improved public transport, particularly bus services and investment in cycling.
- The importance of community groups and events in connecting people to maintain health and well-being was emphasized. Asset Based Community Development was raised as one way of building communities.
- The need to support younger people to fulfil their aspirations.

Suggestions for Improving Well-being in Ceredigion		
• Supporting young people	• Commit to Asset Based Community Development and employ community builders and participatory budgeting	• Community events. Connecting people. Connecting individuals' needs with social events to maintain healthy well-being.
• Develop community hubs	• Fund the basic services properly, such as highways and environmental	• Lack of leisure and sports facilities and the distances needed to travel due to rurality
• Improvements to disabled access	• Improvements to public transport to enable everyone to take part	• Improve public transport to aim to get significantly less cars on the road. Invest in green cargo bikes for small businesses and pedestrianise touristic towns to make them more appealing.
• Keep libraries open	• Members of staff from PSB organisations could be given time that they can use to volunteer for their community without salary sacrifice	• Keep funding work to support access to the countryside
• Walking routes to connect communities which are wheelchair or buggy accessible	• Provide an improved bus service.	• Free exercise classes in village halls.
• Alternative public transport to a bus. More effective ways of connecting the communities and towns of Ceredigion	• Provision of equal leisure facilities of countywide.	• Affordable leisure facilities
• Re-open day care centres and have more well-being groups (for example walking)	• Supported volunteering experiences	• Tackle cost of living crisis and reduce prices
• Improved communication on available well-being initiatives	• Affordable loans to invest and make communities more resilient and self-sufficient such as through renewable energy, car pools, social gatherings and assistance with applications to support projects	• Support for youth groups and minority groups such as LGBT+, disabled, ethnic minorities, that allow people to come together and talk about changes that need to be made

Q17: Are you happy with the way that we have consulted with you today?

Overall, respondents were broadly happy with the way in which the consultation had been conducted. 29% gave the highest score of 5, a further 29% scored the consultation at '4' and a further 27% scored 3. There were however, three responses that provided the lowest score of '1', representing 9%.

Q17. Are you happy with the way that we have consulted with you today?

▼ Percentage

Score	Percentage
1	9%
2	0%
3	27%
4	29%
5	29%
Not answered	6%
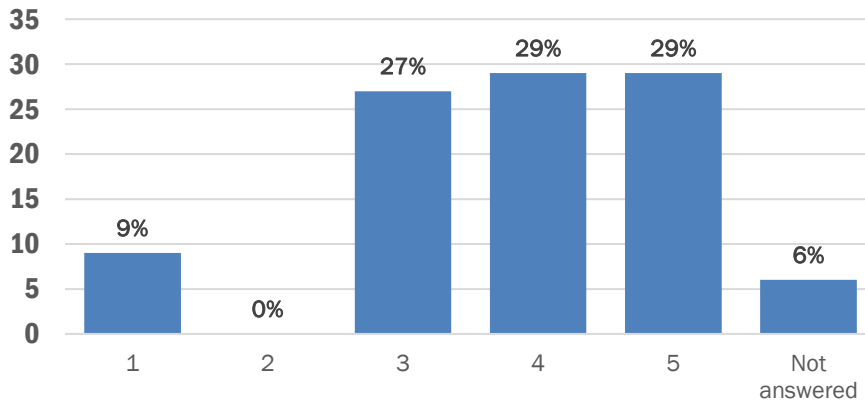
Q18: Any comments?

A small number of respondents took the opportunity to comment on the way in which the consultation had been undertaken. Some had found it easy to complete, but there were three specific concerns raised. These were:

- That the point scale 1-5 hadn't been labelled clearly
- Whether residents without internet access would have the opportunity to respond
- Better promotion was needed to ensure that all groups have the opportunity to respond, particularly younger people.

Of the three respondents who gave a score of '1', only one took the opportunity to explain their rationale. They felt that the consultation was confusing and suggested that the proposed objectives should have been numbered and that the wording of the consultation should match the consultation questions.

Q19: Is there anything else that you would like to tell us?

The final question was open-ended to allow respondents to raise any other issues for the PSB to take into consideration. Several additional suggestions were made – public transport was again raised as being essential particularly for younger people, as was support for carers to attend community groups and training. Two different suggestions were put forward – firstly that water quality in rivers and seas should be a priority due to the deterioration they have seen in recent years and which will have an effect on the income generated by those use the natural resources. Secondly, that community schools, childcare establishments and youth clubs are key to encouraging communities to work closely together.

The final comment emphasized the need to keep the momentum and enthusiasm going for delivering

the Local Well-being Plan when its approved. In particular, they highlighted the importance of keeping the public involved and communicating regularly regarding the achievements as the Plan is delivered. A sample of the comments received is shown in the table below.

Sample Comments	
"Community schools, childcare establishments and youth clubs are the key to encouraging communities to work closely together. Low wages are the single greatest factor in creating a brain drain of the young and leading to in work poverty. Sustainable futures should not be dependent on hospitality and retail sectors."	"Public transport: access to an affordable, efficient public transport service that allows young people and residents to meet with others; access services; be independent. A priority for Aberporth community is a school that is fit for purpose and a safe environment for our children to learn."
"This seems like an energetic proposal at the moment. Don't let it fizzle out; keep the public involved, keeping taking action and inform regularly of achievements."	"Water quality in rivers and seas should be a priority, standards have deteriorated considerably in recent years, and this has significant effect on the income generated by those who use the natural resource."
"Where is the cover available for carers to attend coffee mornings/afternoons or training for their own well-being? I am grateful for this questionnaire to have my say on health and social care in the real world."	

The "Ideas Wall"

The public consultation included the use of an "Ideas Wall" on the Ceredigion Have Your Say website. The Ideas Wall allowed respondents to post any additional ideas and suggestions to improve well-being. There were 15 comments posted and the main themes are summarised in the diagram below. There were no common themes emerging, but several themes raised throughout this consultation exercise were reiterated, most notably public transport and the provision of Welsh language courses for beginners.

Welsh courses for beginners	Social exercise classes for the retired	Walking groups and routes for visually impaired	Develop community energy initiatives	Community tree planting public spaces	Motorcycle tests conducted in Ceredigion

Keep libraries open	Direct bus service to and from Llandysul	Support community based domestic abuse support services	Free parking in towns	Gardening and Balsam Hacking

Schools Engagement

Primary Schools

A session was held with school council representatives from 13 Ceredigion primary schools across the County. Pupils in attendance were in Years 3,4,5,6 with ages ranging from 7 to 11 years old. All of the

pupils agreed that the four overarching objectives of the Well-being Plan were very important issues to tackle, and all were keen to continue the relationship with the PB and be involved in future consultations. A summary of the themes raised are shown below and the number of pupils in agreement with each statement show in parentheses.

Tackling Poverty & Sustainable Economy
- Pupils wanted to see support for people who don't have enough money (x 7)
- Pupils wanted to see good jobs in the area that will help them to stay in Ceredigion, with no gender pay gap and with better pay in the farming and education sectors (x 6)
- Pupils were concerned about the cost of living and want lower bills (x 4)
- Pupils want to ensure everyone has a home (x 4)

Climate & Nature
- Greater protection of the natural environment, including tree planting programmes (x 8)
- Want to see a reduction in anti-social behaviour: litter (x 6)
- Encourage and educate on environmentally friendly practices (x 4)
- More sustainable and renewable energy production and use to help tackle the climate crisis (x 4)
- Concerned about animal welfare (x 3)
- Reducing carbon footprint by supporting the local economy (x 3)

Culture
- Pupils want to see more promotion of the Wales' heritage and language (x 4)
- Pupils want to see action to prevent racism (x 4)
- More inclusive communities (x 4)

Safe, Diverse and Cohesive Communities
- Access to affordable recreational facilities (x 13)
- Parents having the time and money to facilitate play (x 4)
- Safer communities (x 2)
- More clubs (x 2)
- Having healthy relationships with friends (x 1)

Secondary Schools
A similar facilitated session was held with three secondary schools across the County, with 29 pupils taking part whose ages ranged from 11 to 16 years old. The main themes identified are summarised below:

We will reduce pollution to improve air, water and environmental quality
- Environmentally friendly practices and initiatives, including recycling, reducing plastic use and tree planting
- Access to green spaces
- Sustainable transport
- Preventing the pollution of our waters
- Anti-social behaviour: litter
- Impacts of pollution on mental health

We will help give you the skills needed for future jobs, including green jobs, and provide more apprenticeships

- Education shouldn't just focus on the academic subjects, provide more opportunities to learn practical skills:
- Want the ability to learn about and experience different types of the jobs in different ways

We will tackle hardship and poverty in response to the cost-of-living crisis

- Support people who are experiencing hardship and ensure they can access food
- Support to understand finances and budgets

Youth Engagement

Engagement was also conducted with Ceredigion Youth Council to capture the views of younger people. Across the five themes discussed, there were a wide variety of both suggestions made and concerns raised affecting younger people's lives. Amongst the cross-cutting Tackling Poverty theme, there was no one issue that dominated the conversation, but the breadth of suggestions made demonstrate a good understanding of the challenges faced in the local economy in relation to poverty. One point that was raised and is visible throughout this engagement exercise was the call for subsidised or free bus travel for children from low income households. A summary of the points raised across each of the five themes is contained in the tables that follow.

Tackling Poverty

• Increase council housing available	• Petrol + diesel
• Lessons in school about saving money	• Schools being open for longer after hours
• Life skills that help with finance	• Somewhere to go and stay warm
• New buildings, more efficient	• Community Centres and charities
• Better insulation	• Free period products
• Environmentally friendly heat / electricity	• NHS
• Non School buses should be free for GCSE and 6th form	• Food banks and donations more accessible
• "School dinners -more available -more variety"	• Minimum wage to at least the living wage
• Free school meals	• Nationalise energy companies
• "Clwb Brecwast available in morning"	• Pay rises in general for needed jobs (30%)
• Water available during the day	• Cap on rent prices
• Heat and electric	• Student discount cards for GCSE + 6th form
• "More pay for teachers - less strikes"	• Services such as bus / school meals / gym leisure centre should be discounted or free for low-income children
• Working conditions need improving	

The most prevalent themes raised in relation to the economy focused on the support for younger people entering the workforce. Firstly, there were several responses emphasizing the need for different training, including 'life skills', management and the specific industries such as the green economy and the creative industries. Secondly, there were also calls for better support for apprenticeships, both in terms of communicating the opportunities that

exist and also the level of pay, both of which would likely attract more candidates. A variety of other issues were raised which are shown in the table below. The issues of improved transport was again raised in this theme.

Boosting the Economy, Supporting Businesses and Enabling Employment

• More jobs in tech / computer / IT sector	• Better pay for apprenticeships - attract more people to do an apprenticeship
• Make sure students are aware of apprenticeships	• More information about career paths
• Promote apprenticeships like universities are promoted	• Workshops
• How to look good in an interview	• Work experience
• "Practical work + experience - tactile learning"	• More life lessons (management)
• More educational support	• More apprenticeships in the creative industry
• Presentations for different jobs	• Learn relevant legal information
• Financial training for green jobs	• Skills and experience are provided for more creative jobs
• More training for people who come from a farming background - help keep up with the change in economic structure	• Stronger resources for people dealing with a lack of work e.g. job centres
• Specific lessons about these as a subject at school	• learning more important things in school for self-employment
• Life skills - money, savings, life, things we need to know about the future that we don't currently know	• Better transport to get to a job

In relation to local communities, there were two issues that were most prevalent in the discussion. Firstly, the issue of funding for community projects was raised in order to provide general youth support. This included the need for more accessible grants to improve the youth support provided. Secondly, cycling was raised particularly the need for improved cycle routes and for these routes to be safe. These are summarised in the table below.

Creating Caring and Healthy Communities

• More accessible grants and funding to improve youth support	• Not pay for public toilets + more toilets
• Community spaces – clubs -activities - electricity - charging spaces - cymorth - period products - food donations - Parks and fitness areas communal open spaces	• Homeless shelters
• Environments - public walks / dog walking paths, -bins - inconsistency with rubbish collecting - safer outside e.g. glass on floors"	• Bee sanctuary
• Fund raising in communities for community spaces (sports, cake sales, tug of war etc)	• 4G (astroturf) around Ceredigion
• Public water fountains to refill plastic bottles	• Youth clubs (Aberystwyth and Aberaeron)
• "Community gardens - good for mental health - any age - locally grown food - community involvement"	• More funding for public gardens in small communities
• Make people more aware	• BMX / bike tracks
• "More environmentally friendly community space -more plantation"	• Cycle paths (more and better quality)

• "Community cafes -with computer access"	• Safer Cycle paths
• Walking paths (nature trails)	

The responses showed a high level of understanding of environmental issues and a wide variety of suggestions were made. The need for more green spaces and for tree planting were highlighted as was the need to reduce traffic and pollution and maximise the use of green energy. Interestingly there were also multiple references to the provision of allotments in order for communities and individuals to grow their food. Linked to this, one respondent also highlighted that food production should be local. The breadth of the responses received is showj in the table below.

Creating Sustainable, Green and Well-Connected Communities

• Dog parks	• Save the bees (more planters in communal areas)
• "Increase pedestrianised areas - green spaces"	• Bins for period products
• Increase knowledge on the environment (eg. Why it should be respected like not standing on dunes, sand - wildlife lived)	• Limiting light pollution in order to ensure that nocturnal animals can live in peace while the quality of local people's sleep improves
• Plant more plants to promote wildlife	• Wind turbines
• Green public transport	• Public transport (buses)
• Little swampy area (good for water life etc)	• More water fountains around the place - promote reusable bottles rather than buying bottles everywhere
• Plant more trees	• Nets in seas
• Stop cutting down trees for building	• Reduce one use plastic products
• Plant more trees / plants / flowers	• Car sharing programme
• Public allotment / gardens	• More green spaces
• Community greenhouses	• Solar panels
• Public packaging (non-plastic)	• More local food production
• Meadow areas (better for biodiversity) (great for carbon)	• Walking paths / nature trails-public bikes, city bikes -more bins
• Better drainage systems	• More allotments in order to plant vegetables and local bread
• More bins around schools / parks / public areas	• Reduce air miles expanding local food production by diversifying what is grown, and the kinds of local fuel available

Culture

When considering the culture of the County, Welsh language was in a multitude of ways – some felt that more education should be provided through the medium of Welsh, some felt that more could be done to actually celebrate Welsh language and culture, and some felt that teachers and those providing training could use Welsh. The variety of these views are shown in the table below. Two other key themes emerge – firstly that there should be more Welsh events particularly music, and secondly that the County's cultural diversity should be celebrated to help create inclusive communities. In fact, "celebration" and "promotion" appeared throughout the engagement responses in relation to Welsh language and culture.

• Learning about other cultures in order to understand people who migrate from other countries and of a different race	• I think it is important to celebrate all cultures & diversity
• Learn more about communities within the Welsh language	• How do we celebrate the Welsh language?
• Lessons through the medium of Welsh	• It should not be over - prioritising Welsh - speakers or idolising Welsh - speakers with bad opinions only because they speak Welsh
• Welsh Baccalaureate, maths, science	• I think it's important to include all communities and help support diversity in Welsh speaking places, by using education to help join people together
• More Welsh sites for small children so they can grow up confidently speaking the language	• Culture week - have a week in school to learn about different cultures in the school
• Promote Welsh speaking in bilingual schools	• Celebrate people of ethnic heritage in Wales
• All teachers in Wales must be able to speak Welsh	• Celebrating cultural diversity: allowing and encouraging all identities and cultures (including Welsh) to celebrate and partake in their cultures and traditions
• Two-way respect between languages - respecting and learning other languages / cultures + vice versa	• Making sure it does not impact or get prioritised over education, mental health, environment, world issues, public transport
• Securing committees is a school puzzle	• Celebrate Welsh history, Welsh history month
• More event workers e.g. football etc using Welsh as their first language.	• We need to celebrate the Welsh language without alienating those who don't speak it. Inclusivity is key.
• More Welsh events – music -drama etc.	• The importance of the Eisteddfod
• Compulsory to learn Welsh in primary school over Wales	• More Welsh events - music
• More Welsh books in shops and schools - updating more modern books.	• Availability of Welsh classes - for older people
• Celebrate Welsh schools	

Written Responses from Partners and Stakeholders

In addition to the 34 completed survey forms, there were 7 individual written responses from key regional and national partners. These were Aberystwyth University, Natural Resources Wales, Dyfed-Powys Police, Mid and West Wales Fire and Rescue Services and The Language Society. Two of the responses were detailed feedback from Welsh Government and the Office of the Future Generations Commissioner. All seven written responses expressed their thanks for being able to take part in the consultation and comment on the draft Local Well-being Plan.

Feedback from PSB Partners and Local Stakeholders

The four PSB partners who provide a detailed written response explicitly stated their support for the draft Local Well-being Plan, but with some adjustments and suggestions to be considered which are summarised below.

Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion
• Align with the Mid Wales Growth Deal and encourage a more environmentally focussed approach within this initiative

- Take a more inclusive and innovative approach to measuring economic benefit and success.
- Given the importance of the rural economy in Ceredigion, further enhance of the details referencing agriculture
- Clearer connections to the Mid Wales Growth Deal and regional economic framework across a range of areas such as energy, the economy and skills.
- Consider more of a focus around supporting socially and environmentally responsible public procurement, to benefit the local supply chain.
- Concerns around the over-emphasis on the tourism industry in the County and the drawbacks of less stable and reliable income. The Public Services Board's partners could contribute to creating sustainable tourism in the County through a joint strategy, and which should feature as a step in the Local Well-being Plan. (Sustainable tourism = tourism that considers its economic, social and environment in the present and the future fully, addressing the needs of visitors, the industry, the environment and communities that receive visitors).
- The Public Services Board's partners should contribute to the economy by creating a policy for buying locally where possible, in order to create a circular economy which is sustainable, and prioritise local or Welsh companies.

Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health

- Greater mention of sustainable transport is needed, which has a significant impact on rural communities from a wellbeing and decarbonisation perspective, and the role of the PSB to safeguard and enhance rural services for the benefit of its residents.
- Active travel should be included as part of the Welsh Government's Active Travel initiative, to encourage communities to engage with sustainable travel and the social and health benefits associated with it.
- Consider the disproportionate impact on specific communities in relation to environmental risks and hazards, such as flood risk, poor air quality, noise pollution, water quality and Invasive Non-Native Species.
- Increase engagement with communities to support their own understanding of, and potential contribution to, building resilience.
- Consider training for partners in the 'Three Horizons' model to help support the incorporation of future trends into the next phase of well-being Planning.
- Greater detail should be included on the key issue of access to sport and leisure opportunities across the County.

Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources

- Include water quality and pollution, specifically in relation to the rivers within Ceredigion.
- Include detail on the marine environment (and associated economy and recreation).
- Consider undertaking a Climate Risk and Opportunity Assessment, in accordance with the Application of the Climate Change Risk Assessment for Wales (CCRA3), to inform how to progress a targeted approach for delivery for climate adaptation within Ceredigion.
- Include the new Sustainable Farming Scheme and how it may impact rural communities and deliver the wellbeing objectives.

Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language

- Further reference to the role that physical spaces play in contributing to cultural wellbeing, in the context of arts, language, culture and heritage spaces that are unique to Ceredigion.
- Give due consideration to the real impacts of rural and environmental crime (such as fly tipping, off-road biking and wildfires etc) and how the PSB can tackle these issues.
- Greater detail should be included on the key issue of public and sustainable transport for the County.
- On page 19 of the plan, remove the reference to students in relation to the Ceredigion being considered as

one of the heartlands of the Welsh language. This does not present a balanced view as many students are Welsh speakers and contribute to a vibrant bilingual culture.

- As one of the strongholds of the Welsh language, the Public Services Board needs to be more ambitious with its actions in relation to promoting the Welsh language and this should go beyond merely encouraging and increasing the use of the Welsh. All PSB partners should provide training and consider apprenticeships for people work directly with the public enabling them to relate to the public confidently through Welsh.
- The right to a home locally should be included within this objective, as housing affordability is having an impact on local communities. The Public Services Board could be more proactive in identifying people's needs and local circumstances, and this find and facilitate suitable solutions such as social rented, middle market housing and local market housing. The Local Well-being Plan should be more ambitious an set target to make a real difference to the people of the County.

Working together to deliver shared ambitions for tackling poverty and inequalities in Ceredigion, as these have the potential to impact across the four wellbeing pillars - economic, social, environmental, and cultural wellbeing

- Seek every opportunity promote climate adaptation measures, such as the retrofitting of buildings to reduce carbon footprint and improve cost effectiveness, installing more sustainable drainage systems and green infrastructure, thus improving the local environment around traditional grey infrastructure.
- A climate change risk assessment is a necessary 'next step' for identifying how to apply much of the wellbeing plan into the local needs within Ceredigion, and help us prioritise issues with available resources to improve community resilience and adaptation measures for a changing climate.
- Consider if greater prominence should be given to the key issue of adequate housing and housing affordability in the County.

Feedback from Welsh Government and Office of the Future Generations Commissioner

Welsh Government and the Office of the Future Generations Commissioner provided detailed feedback on the draft Local Well-being Plan. Due to their length, their full responses are attached for reference (Attachment 1 and 2), but a summary of their main points is displayed below.

Welsh Government

- Overall, the draft plan was well-received. It is a clearly thought-out draft plan and it is evident that a lot of work has gone into considering the key priorities emerging from the well-being assessment.
- The plan is well structured and clearly written and presented.
- The section on the well-being objectives is well set out and flows well with the three headings – 'Why this objective', 'Our ambitions', and 'What we will do'; this provides a good, clear explanation of the process.
- More demonstration of how longer-term thinking (i.e., for future generations) has been incorporated in the plan would be welcome.
- More clearly reflect the longer term thinking to identify the objectives in the plan.
- References to the other corporate strategies, plans and work programmes already in place within the county is a strength.
- The well-being assessment has been used effectively to help identify the priorities to be addressed in the plan.
- Including more consideration of the strengths and gaps of developing the plan, for example, engaging different communities and delivery partners would help to strengthen it.
- The evidence gap on protected characteristics data since Covid-19 is mentioned, but there is very little detail on this and no reference to other gaps in the evidence which may have affected the development of the plan.
- Give consideration to the 'what works' evidence base as to why certain actions have been chosen and developing a theory of change to explain how these actions are expected to lead to the stated ambitions would help to strengthen the plan.
- Demonstrating plans for evaluating the implementation of the ambitions and the impact of them would also help to strengthen the plan.

Office of the Future Generations Commissioner

The Office of the Future Generations Commissioner have been kept informed of progress in developing the draft Local Well-being Plan and the Well-being Objectives. Two sets of feedback from the Commissioner's Office were received on 22nd August 2022 and 20th September. The following provides a summary of the main feedback and the suggestions made.

Overall Feedback

- The draft plan is clear, reads well and is ambitious in its scope and the potential action it outlines.
- It's great to see the way you have framed the draft document: using the four dimensions of well-being; considering the findings of your well-being assessment; understanding what needs to be achieved (strategically) and then looking at what the PSB can do about it.
- In the supporting text, it's positive to see reference to the changing demographics, changes to working patterns and the importance of digital infrastructure/connectivity.
- Some of the steps outlined in the draft plan are broad in scope and we encourage your PSB to ensure the proposed activities are clear and achievable.
- Ensure the activity proposed in the well-being plan is specific, measurable, achievable, relevant and time-bound (SMART).
- Further consider the interconnections between the emerging priorities to help maximise your contribution to all of Wales' well-being goals.
- Building on the information contained within appendix one "How these contribute to the Seven Well-being Goals", there are opportunities for the PSB to further consider how the activity being proposed can contribute more broadly.
- Be bold in the action you plan to take for your communities over the next five years.

Cross-Cutting Objective: Working together to deliver shared ambitions for tackling poverty and inequalities in Ceredigion, as these have the potential to impact across the four wellbeing pillars - economic, social, environmental, and cultural wellbeing

- It's clear the thinking on your cross-cutting objective on tackling hardship and poverty has developed from the first draft, particularly with the inclusion of 3 steps.
- The success of this cross-cutting objective will largely depend on the quality of conversations you're having with your communities, in this case, Cardigan.

Objective 1: Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion

- Ensure you're looking longer-term at the skills and training needed to help address some of the challenges facing Ceredigion.
- Consideration should be given to what targeted and sustained action might be needed to ensure entry for those furthest from the labour market in your area, e.g. disabled people, women and Black, Asian and minority ethnic people.
- Are there any opportunities to make the links here to point 4d within NRW's supporting paper, which sets out how PSBs can help incentivise a regenerative local economy whereby the environmental impacts of production and consumption are reduced?
- Comments on specific steps:
  - 1.1 Welcome the addition of the text that says 'including up-skilling and re-training for a green economy.' We encourage you to make clear links to the importance of collaboration and involvement in the supporting text.
  - 1.2 As you will be aware, the criteria for applying to the UK Shared Prosperity Fund does not include or refer to the requirements of the WFG Act. Any projects that are taken forward should be in line with the progressive long term policy approach we have established in Wales through the Well-being of Future Generations (Wales) Act 2015. This means that any proposals must illustrate how the funding would

enable you to take all reasonable steps to meet your well-being objectives and comply with the sustainable development principle.

- o 1.4 We refer you to our earlier advice where we sought assurances you have considered the broader picture on the foundational economy in Wales, and shared various links. If the focus is solely on the CLES report, it would be helpful to know what recommendations, in particular, you are seeking to deliver.
- o 1.5. Welcome the addition of the PSB's commitment to fair work. Public Health Wales have resources on fair work here which you may find helpful.

Objective 2: Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health

- Welcome the strong, clear focus on taking a place-based intervention in Cardigan to help reduce inequalities and share what works beyond. For clarity, it would be helpful if the supporting text for draft objective 2 could include an explanation on what 'place-based interventions' are, what they might look like for your area and how they might be different from previous approaches.
- While collaboration has come across as a strength in our discussions so far, and your well-being assessment, this way of working could be emphasised more within this objective.
- Based on the current wording of draft objective 2, further consideration could potentially be given to reflecting the existing strengths and examples in the area and how these might be a basis from which to learn and progress.
- What consideration has been given to work and activity that will have already taken place to map assets and resources in the area.
- Integrate health and wellness into your other well-being objectives.
- We encourage you to identify and set out any barriers or tensions that may exist with this objective, and any potential steps you (or others) can take to remove them.
- Comments of specific steps:
  - o Step 2.1.2. Welcome the additional reference to social, green and blue prescribing.
  - o Step 2.3 Reiterate our earlier comment that while it's very positive to see a step focussed on food, the draft step as worded (i.e. 'explore the opportunities...') is potentially a little vague and may need further consideration to ensure the activities you are seeking to achieve are clear and achievable.
  - o Step 2.4 Note that step 2.4 has been moved from well-being objective 3 (first draft) to well-being objective 2, which is a better fit and should complement the other steps set out in objective 2.

Objective 3: Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources

- It would strengthen the draft plan if the collaboration between PSB partners and other important partners could come across more, either in the wording of the steps or supporting text.
- If you're finding it challenging to get further detail in a step, we recommend trying to make the links and connections within the supporting text.
- Comments on specific steps:
  - o Step 3.1 As worded, the step only refers to 'decarbonisation activity'. Can this go further and include some of the areas the PSB will potentially focus on? For example, fleet, buildings, procurement etc?
  - o Step 3.2 Maybe unclear to readers and members of the public exactly what 'supporting pollution prevention measures' means and there appears to be little connection between the step itself and the supporting text under objective 3.
  - o Step 3.3 Refer you to step 4b on 'Improve the health of our ecosystems' in NRW's supporting paper for further consideration of some of the areas it highlights that are relevant here, as well as consideration of consistency of language.
  - o 3.4. Strong links here to the actions highlighted by NRW in their paper, particularly 4a, 4c i and ii and 4d. As above, we appreciate flexibility will be important but recommend further consideration is given to areas 4a, 4c and 4d of NRW's paper to help provide some clarity on the specific action/s you'll be looking at.

- o It's reassuring to see the focus on addressing climate change and to see reference to your well-being assessment in showing the value local people place on their local environment and the crucial role it plays in their well-being.

Objective 4: Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language

- Given the scale and breadth of activities within this objective, our advice is to recommend you explore and identify opportunities to integrate some of the activity outlined within your other objectives and steps. For example:
  - o Are there potential links between supporting a cultural strategy for the area (step 4.1) and the step within objective 1 to support the foundational economy and the steps within objective 2 where you're seeking to take a place-based approach?
  - o Are there opportunities to pursue and integrate your ambitions for the Welsh language through other activities, such as your steps focused on skills, place-based interventions, the foundational economy and/or cultural strategy, thereby strengthening their impact beyond a statutory duty?
- We encourage you to consider the interconnections between your emerging priorities to help inform your decisions about the most effective steps and who will need to be involved.
- As you develop your objectives and steps, it would be helpful to understand:
  - o How this work is being shaped by key stakeholders over the summer period, and particularly their needs and challenges?
  - o How the key stakeholders affected by the objectives and steps can continue to influence the project throughout its life?
- Comments on specific steps:
  - o On step 4.2, the Welsh Language Commissioner's Office have advised that your well-being plan should align with your Welsh Language Promotion Strategy and this may be helpful for you in identifying which local partners to engage with. Attached is the Welsh Language Commissioners resources 'Considering the Welsh language in the Local Well-being Plans' which we hope you will find helpful.
  - o Building on the inclusion of step 4.6 it would be helpful if further context could be provided within the supporting text. For example, information on what partnerships the PSB is intending to form and what they intend to achieve.

Equalities Monitoring Questions

The Council's standard demographic and equalities monitoring questions were asked as part of the survey.

13. Welsh Language - We would like to know your views on the effects that this proposal would have on the Welsh
language, specifically on:
- opportunities for people to use the Welsh language
- on treating the Welsh language no less favourably than the English language

What effects do you think there would be? How could positive effects be increased, or negative
effects be mitigated?

The overwhelming majority of respondents felt that the Local Well-being Plan would have a positive impact on the Welsh language. However, they highlighted several key points in order for this to be improved further:

- Communities should be encouraged to provide inclusive groups and activities.
- Increased opportunities for learning Welsh should be provided and free of charge.
- Organisations to work closely with Welsh-language organizations to promote their objectives through the medium of Welsh.
- Encouraging local businesses to ensure they have Welsh speaking staff.
- Promoting the benefits and making it the language of work and life.

A sample of the comments received are shown in the table below.

Sample Comments	
"Important that everything is guided through Welsh, and the opportunity for people to learn basic Welsh when involved in different activities. It is very important that the Welsh language is promoted and that the Welsh language is first in all aspects of our communities"	"Need more ready access to Welsh classes at all levels as most people who move into the area are keen to learn some Welsh"
"Some businesses may not have any Welsh speakers working for them, so perhaps businesses should be required to have a certain amount of Welsh speaking staff or translators. A lot of English speaking people may be interested in taking Welsh classes in their spare time and so there's an opportunity here to set up social events or groups where people can practice speaking Welsh so that they can be more inclusive in their daily lives."	"To treat the Welsh language as our right not as a secondary thought. This is pretty much being achieved by public bodies but more could be done to try and get non Welsh speakers to understand how important the history and culture of the Welsh Language is to us as a Nation."

14. Welsh Language - Please also explain how you believe this proposed proposal could be formulated so as to have:
- positive effects or increased positive effects on opportunities for people to use the Welsh
- language and not to treat Welsh language less favourably than English language
- so that there are no adverse effects on opportunities for people to use the Welsh language
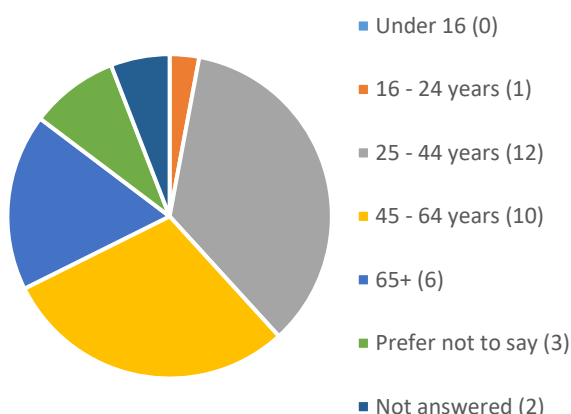- and not to treat Welsh language less favourably than English language

There were a variety of ideas of how the Local Well-being Plan could be implemented to have a positive impact on Welsh language and the opportunities for people to use Welsh. These were:

- Highlight the importance of having Welsh language skills when applying for employment.
- Supporting communities who would like to increase use of the language and the idea of Welsh citizenship.
- Public facing workers to identify that they speak Welsh.
- Official signs and documents should be bilingual.
- Request that websites or businesses in Ceredigion have their default language as Welsh instead of English, since Welsh is the official language of the country and is culturally significant.
- Also ensure that all information on signs, posters and websites is always translated into Welsh.

A sample of some of these comments are shown in the table below.

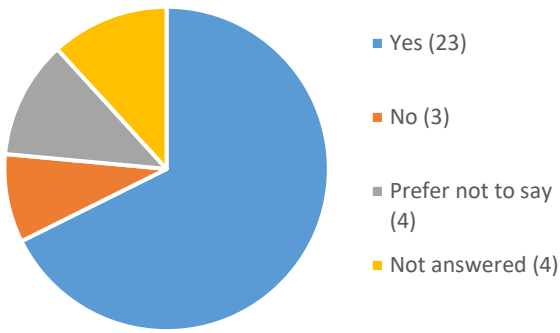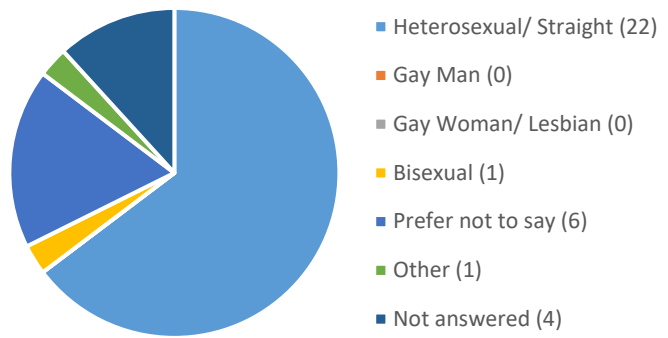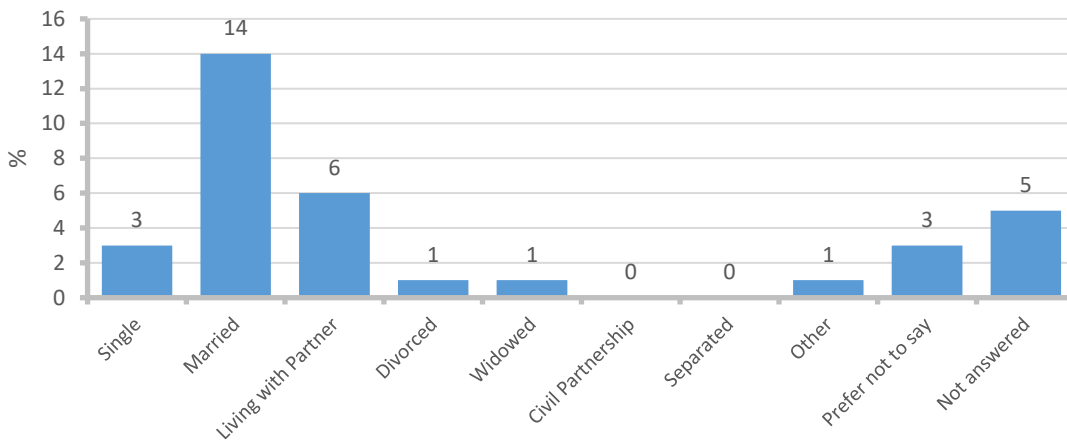| Sample Comments	
"By supporting communities who would like to increase use of the language and the idea of Welsh citizenship"	"Perhaps request that websites or businesses in Ceredigion have their default language as Welsh instead of English, since Welsh is the official language of the country and is culturally significant - also ensure that all information on signs, posters, websites etc is always translated into Welsh if it is originally written in a different language, especially English"
"By adopting methods to measure the impact of the proposed proposal occasionally and putting measures in its place if that impact does not show positive results in terms of the Welsh language"	"Public facing workers to identify that they speak Welsh - unfortunately, I often start in English to avoid embarrassing them if they don't understand Welsh. Everything should be bilingual - signs, documents etc. - and promote use of basic everyday Welsh phrases"

15. Age - What is your age group?

- Under 16 (0)
- 16 - 24 years (1)
- 25 - 44 years (12)
- 45 - 64 years (10)
- 65+ (6)
- Prefer not to say (3)
- Not answered (2)

16. Gender - What is your gender?

- Male (8)
- Female (20)
- Other (2)
- Prefer Not To Say (2)
- Not answered (2)
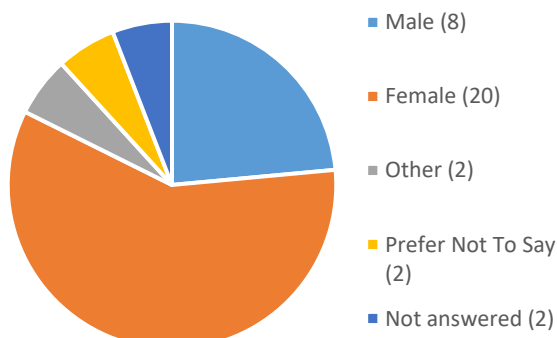
17. Transgender - is your gender the same as when it was asigned at birth?

- Yes (23)
- No (3)
- Prefer not to say (4)
- Not answered (4)

18. Sexual Orientation - Which one of the following options best describes how you think of yourself?

- Heterosexual/ Straight (22)
- Gay Man (0)
- Gay Woman/ Lesbian (0)
- Bisexual (1)
- Prefer not to say (6)
- Other (1)
- Not answered (4)

19. Partnership - Which of the following options describes your partnership status?

Category	%
Single	3
Married	14
Living with Partner	6
Divorced	1
Widowed	1
Civil Partnership	0
Separated	0
Other	1
Prefer not to say	3
Not answered	5

20. National identify - How would you describe your national identity?

Category	%
Welsh	15
English	3
Scottish	1
Northern Irish	0
British	9
Irish	0
Other	2
Prefer not to say	1
Not answered	3

Page 240
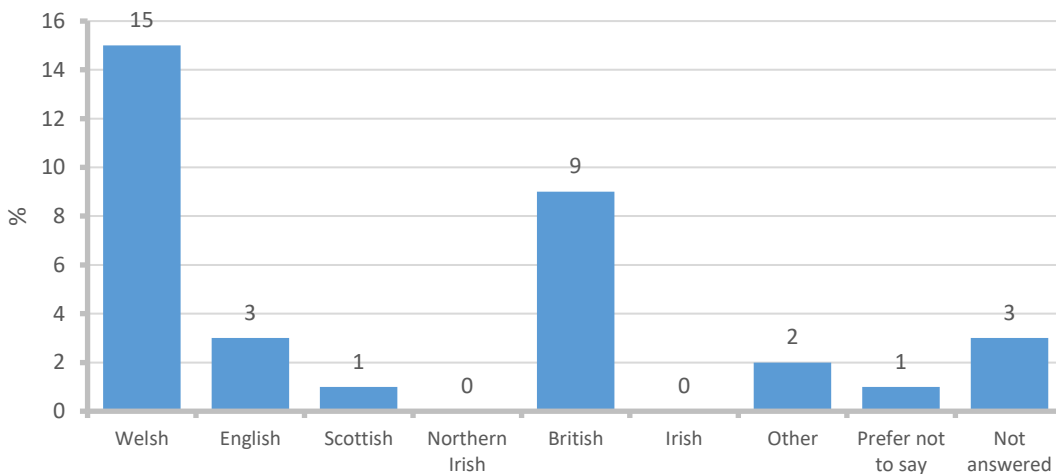
21. Race - What is your ethnic group? Choose one option that best describes your ethnic group or background.
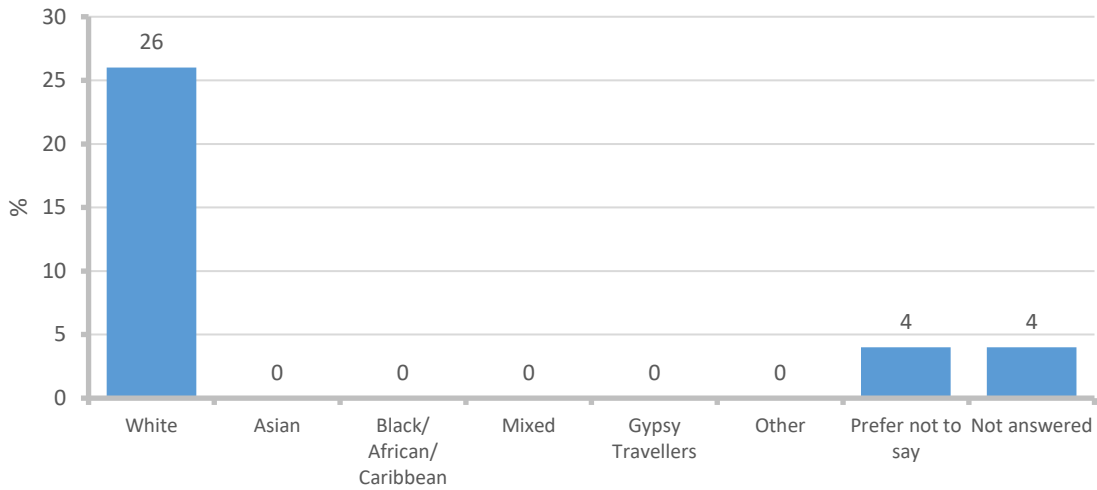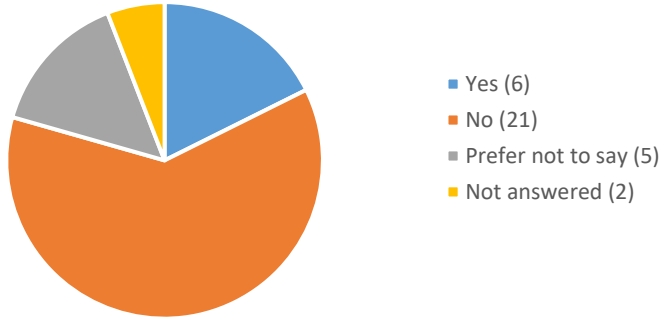

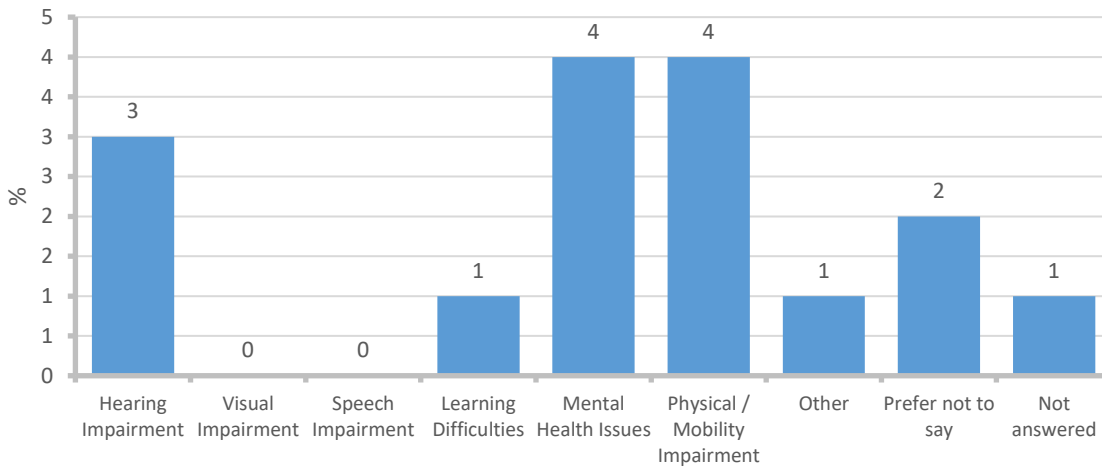**22. Language - What is your preferred langauge?**
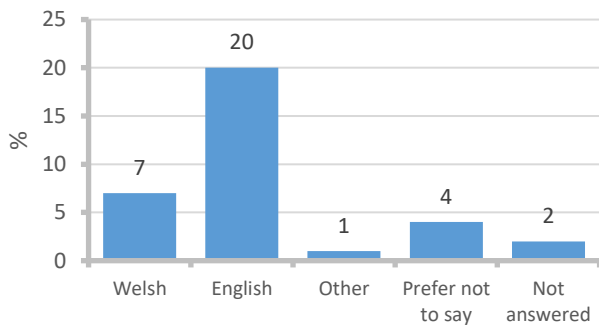
**23. Lanuage - Can you understand, speak, read or write Welsh?**
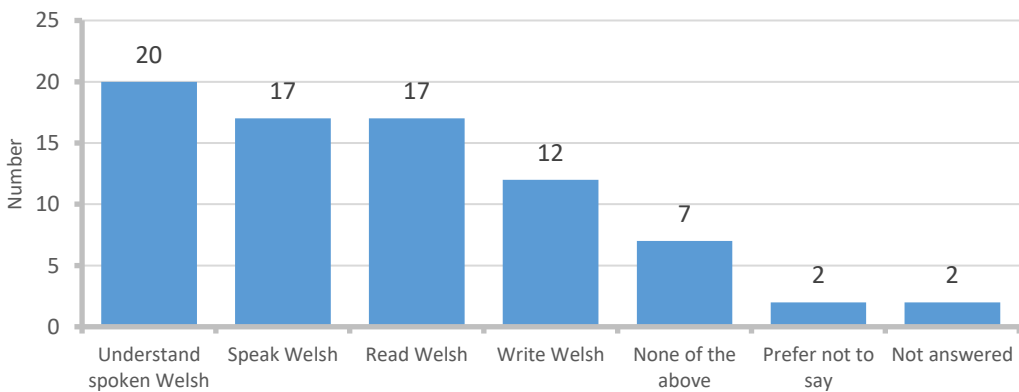
24. Disability - Do you have a long term physical or mental health condition or illness that reduces your ability to carry out day to day activities?


- Yes (6)
- No (21)
- Prefer not to say (5)
- Not answered (2)

25. Disability - If you answered 'Yes' to question 25, please indicate which applies to you?

Category	Value
Hearing Impairment	3
Visual Impairment	0
Speech Impairment	0
Learning Difficulties	1
Mental Health Issues	4
Physical / Mobility Impairment	4
Other	1
Prefer not to say	2
Not answered	1

26. Caring Responsobilities - Do you look after or give help or support to family members, friends, neighbours, or others because of either: long term physical or mental ill-health / disability; or problems related to old age?

- Yes (6)
- No (21)
- Prefer not to say (5)
- Not answered (2)
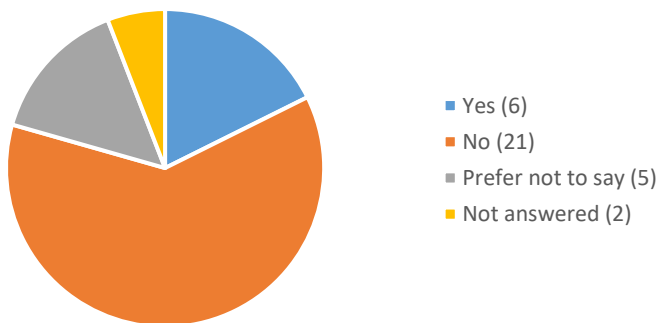
27. Religion or Belief - What is your religion?
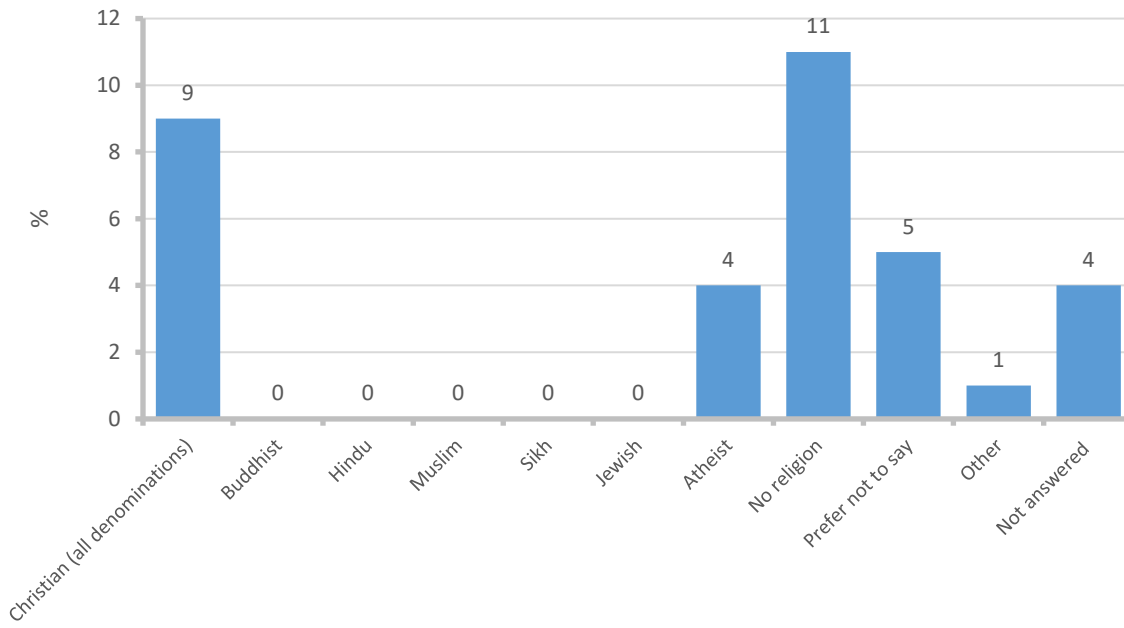
Attachment 1a:

Office of the Future Generations Commissioner Response

Public consultation of Ceredigion PSB's draft well-being plan
Advice of the Future Generations Commissioner for Wales

Dear Ceredigion PSB and supporting officers,

Thank you again for meeting with our office during the statutory advice period to help inform your draft well-being plan. As you're aware, our written advice was shared with the PSB on 11th October 2022.

Your draft well-being plan is now open for public consultation. To fulfil the Future Generations Commissioner's statutory duty of advising PSBs on how they might take steps to meet their draft objectives, this short letter represents our response to your public consultation.

Consulting on your draft well-being plan
The public consultation currently underway is an opportunity for organisations, networks and residents to share their views on what they believe the PSB can do to improve well-being in your area. It is also an opportunity for your PSB to ensure it's applying the five ways of working in the development of the plan. For example, meaningfully involving people and collaborating with key partners and organisations, alongside using our advice and the feedback of others (from the consultation) to draw out the opportunities for prevention, integration and longer-term solutions.

We encourage you to fully consider the feedback you receive and reflect on how it can help influence the action the PSB might take to drive change in your area.

Our advice on your draft well-being plan
The advice we shared in October 2022 was based on a version of the draft well-being plan dated 14th September 2022. As we have discussed, the draft plan is clear, reads well and is ambitious in its scope and the potential action it outlines.

Based on the draft well-being plan currently online for public consultation, there appears to be no significant difference between the two versions except the step to '*strengthen the work of the Growing Mid Wales Digital Programme…*' has been transferred from well-being objective one to two, and a step to '*Maximise the opportunity to upskill and re-train for a green recovery*' has been included under well-being objective three.

As only a couple of amendments appear to have been made, our advice is therefore attached again alongside this letter for your reference, and we encourage you to reflect on it again as you continue to refine the draft plan and develop your delivery plan.

For example, we shared our view that some of the steps outlined in the draft plan are broad in scope and encouraged your PSB to ensure the proposed activities are clear and achievable. To highlight one example, it is good to see the step to '*Deliver decarbonisation activity to support Welsh Government's ambition of a net-zero public sector by 2030*' but it's not clear from the information set out in the draft plan what the 'decarbonisation activity' is or might be.

While we note the draft plan states "*Our next step will be to develop and implement a delivery plan with detailed steps and actions to complete…*" our advice to all PSBs is to ensure the activity being proposed in their well-being

plans is specific, measurable, achievable, relevant and time-bound (SMART). Involving the right people during the public consultation period of your draft plan is a good opportunity to help your PSB achieve this.

In our earlier advice, we also encouraged the PSB to further consider the interconnections between the emerging priorities to help maximise your contribution to *all* of Wales' well-being goals. In this regard, the inclusion of Appendix one is helpful as it clearly sets this out.

Building on the information contained within appendix one, there are opportunities for the PSB to further consider how the activity being proposed can contribute more broadly. For example, while we would expect to see steps 4.1 and 4.2 included against the 'Wales of Vibrant Culture and Thriving Welsh Language' well-being goal in the appendix, the activity proposed in relation to steps such as 2.1.2 (Social and green prescribing), 2.2 (sustainable food place) and 2.3 (connecting people to nature) can be planned and delivered in a way that would also make a significant contribution to the cultural well-being of Ceredigion.

Next steps
While there are significant challenges in the here and now, we encourage you to be bold in the action you plan to take for your communities over the next five years. We will continue to work with our key partners to provide ongoing support to PSBs and wish to reassure you we will not be seeking to penalise PSBs for taking risks and trying things aimed at driving change.

As you continue to receive feedback via the public consultation and work collaboratively to shape your final plan, we will be happy to continue providing our advice and assistance. Please contact Jenny McConnel (your regional lead) and Christian Servini in the first instance if this would be helpful.

Office of the Future Generations Commissioner for Wales
30th January 2023

Resources
For your reference, included below is a list of our resources. These are shared for the consideration of the PSB and its delivery groups as your work on particular themes and topics takes shape:

The Future Generations Report	Summary of recommendations	Already shared with PSBs and helpful in understanding the type of action PSBs can take in relation to topics and themes.
	Setting good well-being objectives	Chapter 4 of the Future Generations Report.
	Bite-size products	Drawn from the Future Generations Report, the 'bite-size' products are tailored to areas of work such as planning, transport etc, and include the most relevant ideas and recommendations.
Implementation	Section 20 Review Maturity Matrix	A helpful tool that details steps organisations can take to further embed the Well-being of Future Generations Act and help us achieve the national well-being goals of Wales.
	The 'Future Generations Framework for Projects'	A framework for ensuring public bodies (and others) are using the Act as a framework for thinking.
Long-term	Three Horizons Toolkit	An easy-to-use guide to help public bodies think and plan better for the long-term, by keeping a clear vision and taking future trends into account.
Cost of living	Cost of living: now and in the future	While some of these policy decisions are not within the remit of the PSB, we encourage you to consider what is possible and the power of the PSB to advocate to Welsh Government (and others) on policy change that would benefit your communities.
Procurement	Procuring well-being in Wales	A review into how the Act is informing procurement in Wales, as well as recommendations for public bodies.
Climate change and inequality	Inequality in a Future Wales	Our report with Public Health Wales which highlights the future of work, changing demographics and climate change could increase existing inequalities if the impacts on different groups in society are not factored in.

	Inequality in a Future Wales, part two: Communities and Climate Change in Wales	Focussed on involvement and includes resources for policymakers to implement similar creative futuring techniques to involve communities in long-term thinking.
Skills	Skills through crisis: up-skilling and re-training for a green recovery in Wales	Analysis showing the potential of investment in green jobs and skills for a prosperous, green and equal recovery.
Decarbonisation of homes	Homes fit for the future: the retrofit challenge	Aimed at the Welsh and UK Governments, estimating the funding needed for the decarbonisation of homes in Wales, identifying funding gaps and approaches to addressing them.
Good practice	Case studies	Good examples of how the Act is being implemented on the ground across Wales.

Attachment 1b:

Office of the Future Generations Commissioner Response

Ceredigion PSB's draft well-being plan

Advice from the Office of the Future Generations Commissioner

7th October 2022

Thank you for sharing your draft well-being plan with us on 13th July. As your work developed over the summer, you also shared an updated version of your plan with us on 14th September for our consideration.

In response, we have provided two sets of advice to you: on 22nd August and 20th September. For your records, this advice is set out below in one document.

Advice shared with Ceredigion PSB on 20th September 2022

Thank you for sharing your latest draft well-being plan with us on 14th September 2022. We're grateful for sight of your latest draft plan. It reads well and is ambitious in its scope and the potential action it outlines.

As you're aware, we shared our early advice on your first draft plan with you on 22nd August 2022.
The advice set out below does not replace our earlier advice. Instead, it is intended to be helpful as you continue to refine the plan, and both sets of advice should be read in conjunction.

While we have had limited time to reflect on your latest plan, we hope the advice below is helpful.

Cross-cutting objective
- It's clear the thinking on your cross-cutting objective on tackling hardship and poverty has developed from the first draft, particularly with the inclusion of 3 steps.
- The success of this cross-cutting objective will largely depend on the quality of conversations you're having with your communities, in this case, Cardigan. We refer you to our comments further below on involvement and the importance of embedding co-production.

Well-being objective 1

- 1.1 Welcome the addition of the text that says 'including up-skilling and re-training for a green economy.' We appreciate exact clarity on this step may not be clear yet, but understanding, progress and success for this step (along with many others) will largely depend on who you're working with and involving. We therefore encourage you to make clear links to the importance of collaboration and involvement in the supporting text.
- 1.1. cont. It's positive to see the links to the Regional Skills Partnership in the ambitions text, but this relationship should work both ways, where the Regional Skills Partnership are also taking into account the extensive data and information you have presented within your well-being assessment. This is critical for their thinking and planning.
- 1.2 As you will be aware, the criteria for applying to the UK Shared Prosperity Fund does not include or refer to the requirements of the WFG Act. The PSB has an important role to play and we remind all PSBs that the Future Generations Commissioner wrote to all local authorities reiterating that any projects that are taken forward are in line with the progressive long term policy approach we have established in Wales through the Well-being of Future Generations (Wales) Act 2015. ("the Act"). These obligations continue to apply to

- everything public bodies and PSBs do, including when applying for funding from outside of Wales. This means that any proposals must illustrate how the funding would enable you to take all reasonable steps to meet your well-being objectives and comply with the sustainable development principle.
- 1.4 We refer you to our earlier advice where we sought assurances you have considered the broader picture on the foundational economy in Wales, and shared various links. We anticipated this may have been incorporated into updated wording for this step but the wording remains unchanged. If the focus is solely on the CLES report, it would be helpful to know what recommendations, in particular, you are seeking to deliver.
- 1.5. Welcome the addition of the PSB's commitment to fair work. Public Health Wales have resources on fair work here which you may find helpful.
- General: Are there any opportunities to make the links here to point 4d within NRW's supporting paper, which sets out how PSBs can help incentivise a regenerative local economy whereby the environmental impacts of production and consumption are reduced? They include examples such as local procurement, repair cafes, local food systems, sourcing energy from waste and renewables, reducing packaging, payments for ecosystem services, incentivising integrated active travel networks. This cuts across all four of your objectives.

Well-being objective 2

- 2.1.2. Welcome the additional reference to social, green and blue prescribing.
- 2.3 Reiterate our earlier comment that while it's very positive to see a step focussed on food, the draft step as worded (i.e. 'explore the opportunities…') is potentially a little vague and may need further consideration to ensure the activities you are seeking to achieve are clear and achievable.
- 2.4 Note that step 2.4 has been moved from well-being objective 3 (first draft) to well-being objective 2, which is a better fit and should complement the other steps set out in objective 2.

Well-being objective 3

In the latest draft, the steps are clearer and stronger than the original draft. As per our earlier advice, collaboration between PSB partners and other important partners will be critical for making progress in this area. It would strengthen the draft plan if this could come across more, either in the wording of the steps or supporting text.

We've discussed the importance of flexibility within the plan and finding a balance in your steps between aspiration and detail. It is challenging to get this balance right, and we appreciate your consideration of this. If you're finding it challenging to get further detail in a step, we recommend trying to make the links and connections within the supporting text. This is critical for providing the right context within the plan.

- 3.1 As worded, the step only refers to 'decarbonisation activity'. Can this go further and include some of the areas the PSB will potentially focus on? For example, fleet, buildings, procurement etc?
- 3.2 Welcome addition of step 3.2 but it may be unclear to readers and members of the public exactly what 'supporting pollution prevention measures' means and there appears to be little connection between the step itself and the supporting text under objective 3. As above, it would be helpful if this could be expanded slightly so it more easily understood, or further context given in the supporting text.
- 3.3 Welcome the addition of this step and refer you to step 4b on 'Improve the health of our ecosystems' in NRW's supporting paper for further consideration of some of the areas it highlights that are relevant here, as well as consideration of consistency of language.
- 3.4 Welcome the inclusion of this step and its ambition. Strong links here to the actions highlighted by NRW in their paper, particularly 4a, 4c i and ii and 4d. As above, we appreciate flexibility will be important but recommend further consideration is given to areas 4a, 4c and 4d of NRW's paper to help provide some clarity on the specific action/s you'll be looking at.

Well-being objective 4

As there are no substantial changes to the objective or its supporting steps, we refer you to our earlier advice.

On step 4.2, the Welsh Language Commissioner's Office have advised that your well-being plan should align with your Welsh Language Promotion Strategy and this may be helpful for you in identifying which local partners to

engage with. Attached is the Welsh Language Commissioners resources 'Considering the Welsh language in the Local Well-being Plans' which we hope you will find helpful.

Building on the inclusion of step 4.6 it would be helpful if further context could be provided within the supporting text. For example, information on what partnerships the PSB is intending to form and what they intend to achieve.

Further advice on involvement and co-production

As we have discussed, the success of your plan will largely depend on the extent to which the PSB and its supporting groups apply the 5 ways of working.

It's fantastic to see the focus your draft plan has on taking a place-based approach, and the intent on working with your communities to help drive change and improve well-being. With this in mind, we're reminding PSBs that the involvement of communities should happen throughout the next five years of Well-being Plan delivery, not just during its development, and that a move towards a more co-productive way of working is considered good practice. The support you will receive as a regional cluster from the Co-production Network for Wales will be invaluable here.

Involvement and co-production practice are specific ways of working and successfully embedding these ways of working requires an investment of time and resource for staff to develop these skills. Accessing the necessary training and support collaboratively is beneficial both in terms of commitment and cost.

Provision of regular training through regional and national forums is an important way to continue provide value to members of these forums, and to grow membership. We're encouraging PSBs to invest in joining in these mechanisms to share practice, work through challenges in partnership with other PSBs and to learn from one another. Meaningful involvement and co-production takes people who are genuinely passionate about putting it into practice.

At a decision-making level, we're also encouraging PSBs to undertake an exercise in identifying where there are meaningful and achievable opportunities to change ways of working, and the demonstrable benefits of doing so, as well as looking at the challenges. This is particularly relevant given your steps on taking a place based approach.

<u>'Hard to reach' groups and children and young people</u>

With your place-based focus in Cardigan, improved involvement of and co-production with 'hard to reach' groups and children and young people in the well-being planning process will be critical. You're encouraged to undertake an exercise in identifying the individuals and groups who are best placed to involve specific communities in the well-being planning process. Use involvement conduits who are already carrying out this work successfully, such as frontline staff and third sector projects. PSBs should also involve their local third sector organisations in this work, where there are great examples of dedicated relationships between 'hard to reach' communities and the services they access facilitated. Work of this nature should be ongoing.

Well-being and the work of the PSB are not always tangible topics of conversation. The most successful conversations through which to learn about how individuals and communities feel about well-being are not necessarily about well-being. PSBs should try talking to communities about what they want to talk about and drawing out the well-being messages, not the other way around.

2 Advice shared with Ceredigion PSB on 22nd August 2022

We're grateful for early sight of your 4 draft well-being objectives and steps, shared with us on 13th July 2022. As you stated, the objectives are high level, with each one sitting under one of the dimensions of well-being. You also highlighted 'Tackling hardship and poverty' will be a cross-cutting theme.

We noted your comments on the potential scope of the work, and importance of focussing on where the PSB can best add collective value. In our initial meeting, it was reassuring to hear you say your draft steps could and would reflect the engagement you were undertaking, and that there would be flexibility.

Overall, it's great to see the way you have framed the draft document: using the four dimensions of well-being; considering the findings of your well-being assessment; understanding what needs to be achieved (strategically) and then looking at what the PSB can do about it.

Draft well-being objective 1: economic well-being
In the supporting text, it's positive to see reference to the changing demographics, changes to working patterns and the importance of digital infrastructure/connectivity. It's also good to see you highlight your ambition to support the work of the Regional Skills Partnership to help ensure local needs and skill gaps are addressed.

Objective 1, step 1.1
- Great to see the collaborative focus of the step.
- While it refers to identifying gaps, we encourage you to ensure you're looking longer-term at the skills and training needed to help address some of the challenges facing Ceredigion and Wales. For example, research tells us the environmental sector has the potential for significant job creation to help tackle the climate and nature emergencies, but we don't currently have the people or skills in place in Wales to fill those jobs. Our report on upskilling and retraining for a green recovery in Wales is here.
- Going further, could consideration be given to whether the ambition of the step could go beyond addressing gaps and potentially seek to lead the way in a specific area? The specifics of this step will be important, and likely to be shaped through involvement of other organisations and members of the public. What can each organisation do themselves? How can they play a role as key public sector 'anchor institutions' in encouraging training and employment in other sectors?
- Consideration should be given to what targeted and sustained action might be needed to ensure entry for those furthest from the labour market in your area, e.g. disabled people, women and Black, Asian and minority ethnic people.
- If the ambition is to help address existing inequalities in the area, this could be made more explicit in the step or supporting text.

Objective 1, step 1.2
- As above, it's positive to see the collaborative focus of this step.
- Any proposals submitted to the UK's Shared Prosperity Fund must illustrate how the funding would enable you to take all reasonable steps to meet your well-being objectives and comply with the sustainable development principle.

Objective 1, step 1.3
- In their consideration of the four dimensions of well-being in the areas, PSBs have a unique and significant role to play in their regions and the broader partnership landscape. Instead of being 'aware of', we recommend the wording is strengthened to reflect the important role PSBs can play in influencing this broader landscape (e.g. regional growth deals, CJCs etc).
- To give an example, NRW are advocating PSBs make clearer connections to their respective growth and regional economic frameworks across a range of areas such as energy, the economy and skills, and seek to influence these partnerships to take a more 'inclusive' approach to measuring economic success to help reduce the growing socio–economic pressures on biodiversity.

Objective 1, step 1.4
We welcome the step on the foundational economy. Given the specific focus on CLES, which forms one (important) part of the foundational economy landscape in Wales, we would seek assurance you have considered the broader picture. For example:

- Welsh Government's Foundational Economy Delivery Plan (April 2021), outlining policy interventions to strengthen the foundational economy. This refers to the work of CLES as one of the deliverable areas.
- The 2020 report 'Procurement in the Foundational Economy'
- Business Wales
- Wales' Economic Action Plan
- The work of the Foundational Economy Ministerial Advisory Board.

Draft well-being objective 2

Overarching comments
It's great to see recognition of the wider determinants of health and it'll be important to prioritise opportunities to work in partnership on primary and secondary preventative activities. The Future Generations Report 2020 recommends public bodies and PSBs look to collaborate beyond traditional partners to address the wider determinants of health. While collaboration has come across as a strength in our discussions so far, and your well-being assessment, this way of working could be emphasised more within this objective.

Welcome the strong, clear focus on taking a place-based intervention in Cardigan to help reduce inequalities and share what works beyond. For clarity, it would be helpful if the supporting text for draft objective 2 could include an explanation on what 'place-based interventions' are, what they might look like for your area and how they might be different from previous approaches.

Based on the current wording of draft objective 2, further consideration could potentially be given to reflecting the existing strengths and examples in the area and how these might be a basis from which to learn and progress. For example, through 'Asset Based Community Development'.

The Future Generations Report 2020 recommends investing in and valuing the important role biodiverse green and blue space plays in supporting people's health and community well-being. It's therefore positive to see the ambition on social, green and blue prescribing. While the focus of this is strong within the supporting text, it is lost somewhat in the current wording of the steps. Are there links to be made to national developments in this area, such as Welsh Government's proposed national framework for social prescribing?

Objective 2, step 2.1
- It would be helpful to understand what consideration has been given to work and activity that will have already taken place to map assets and resources in the area. NRW for example, will already hold extensive information on the Cardigan area.
- 'Place based interventions' are being explored by other PSBs, and this may be an area where learning and progress can be shared through collaboration. For example, we're aware Cwm Taf Morgannwg are using GIS to map their community assets.
- The Future Generations Report 2020 recommends integrating health and wellness into your other well-being objectives. With this in mind, can connections be made between this step and your step in objective 3 to 'Work with and support communities who want to manage and improve their local environment'? The Future Generations Report recommends prioritising placemaking and designing-in community health and well-being – enabling places to support the health and well-being of people and communities.
- We encourage you to identify and set out any barriers or tensions that may exist with this objective, and any potential steps you (or others) can take to remove them.
- As per comments below on the links between draft objectives 2 and 4, can consideration be given to help integrate culture into this objective as much as possible too, given the emphasis on the place based approach?

Objective 2, step 2.2
- While it's positive to see a step focussed on food, as set out, the draft step is broad and may need further consideration to ensure the activities set out are realistic and achievable.
- Can wider links be made to the introduction of free school meals for primary school children in Wales (from September 2022), other key local and national progress in this area as well as your own procurement? For example, we understand Ceredigion procure Catering Packaging and Products as part of the procurement pipeline and that this is up for renewal in Sept 2022. This is potentially timely and helpful in consideration of reducing carbon emissions – see WRAP's support here.
- Involving people passionate about food equality and community prosperity will be critical for developing this step further and there may be potential to use and integrate the support you'll be receiving from the Co-Production Network for Wales in this area, ensuring you're 'working with' your local communities to help realise your ambition of Ceredigion becoming a sustainable food place. For example, while Planna Fwyd! is no longer running and was located just outside the official boundary of Ceredigion, many of the successful

small enterprises it helped set up are still running and are helping local communities, such as the family seed packs, land army and solidarity veg boxes.
- We are in regular discussions with Public Health Wales on PSBs and work focussed on health, inequalities and the cost of living. We would be happy to signpost you for potential support and/or links to other PSBs if this would be helpful.

Draft well-being objective 3

It's reassuring to see the focus on addressing climate change and to see reference to your well-being Assessment in showing the value local people place on their local environment and the crucial role it plays in their well-being.

The information presented in the draft document focusses on renewable energy schemes, Aberystwyth achieving net-zero status by 2030 and supporting communities who want to manage and improve their local environment. As you state: "*decarbonisation will be challenging and requires careful consideration as to how its implemented*." With this in mind, it would be helpful to know:

- If the PSB is clear on what might make the largest contribution to decarbonisation in the area?
- Which groups/organisations have you identified who are working towards similar goals in the area/region? For example, is the PSB involving representatives from higher education in the area to its work, such as the University of Wales Trinity Saint David, Aberystwyth University and the Centre of Alternative Technology (CAT) located in nearby Machynlleth, Powys? This objective will require a broad range of people to be involved and the 'unusual suspects' sometimes have the best solutions to long-standing problems.
- Ceredigion is blessed with an outstanding natural environment and strong cultural heritage. Can these assets help drive some of the thinking behind the draft objectives and steps? For example, what is the potential role of the coast and/or agriculture within this objective? Are there links to objective 2 around promoting health and green solutions? Are there potential links to objective 1 with training opportunities?
- Could the steps consider cross-generational opportunities within communities, as well activity focussed on young people?

Attached alongside these comments is a helpful 3 page document produced by NRW for our office to share with PSBs. It focusses on potential steps PSBs can take to help address the climate and nature emergency.

While we recommend you consider the four areas set out in the paper, based on the draft objectives and steps you have shared, we recommend particular attention is paid to '2 Ensure a Just Transition' (with your step on Aberystwyth achieving net-zero in mind), and '4 Deliver collaborative interventions' which you could consider with the other PSBs in your region (as well as other organisations/academia), building on the strong relationships already present.

Please note, their advice relating to '3 Influence change in the measures of economic success' has been referred to above in relation to objective 1, step 1.3.

Draft well-being objective 4

This a broad objective covering community well-being, safety, cultural diversity and the Welsh language. Given the scale and breadth of activities within this objective, our advice is to recommend you explore and identify opportunities to integrate some of the activity outlined within your other objectives and steps. For example:

- Are there potential links between supporting a cultural strategy for the area (step 4.1) and the step within objective 1 to support the foundational economy and the steps within objective 2 where you're seeking to take a place-based approach?
- Are there opportunities to pursue and integrate your ambitions for the Welsh language through other activities, such as your steps focused on skills, place-based interventions, the foundational economy and/or cultural strategy, thereby strengthening their impact beyond a statutory duty?
- It would be helpful to understand how community enterprise is being considered within this objective? There are clear links to step 1.4 on the foundational economy and the ambitions within objective 2 on place-based interventions. And linked to objective 1, are there collaborative interventions the PSB could consider to incentivise a regenerative local economy whereby the environmental impacts of production and

consumption are reduced? As NRW have set out in their attached paper, examples of this might include local procurement (step 1.4), repair cafes, local food systems (objective 2), sourcing energy from waste and renewables (objective 3), reducing packaging, payments for ecosystem services, incentivising integrated active travel networks.

- From the draft wording, there doesn't appear to be much specific reference to sport or art (with possible links to draft objective 2). While these may not be priorities for the PSB at this stage, there may be opportunities to explore these areas further with Sport Wales, Arts Council of Wales and the National Library of Wales (based in Aberystwyth).

We encourage you to consider the interconnections between your emerging priorities to help inform your decisions about the most effective steps and who will need to be involved. This will help you maximise contribution across Wales' 7 well-being goals.

On involvement, we understand the Co-Production Network for Wales will now be supporting Ceredigion, Carmarthenshire and Pembrokeshire PSBs. As you develop your objectives and steps over the summer, it would be helpful to understand:

- How this work is being shaped by key stakeholders over the summer period, and particularly their needs and challenges?
- How the key stakeholders affected by the objectives and steps can continue to influence the project throughout its life?

Summary of activity between Ceredigion PSB and the Office of the Future Generations Commissioner during the 14 week consultation period

Below is a record of correspondence during the consultation period:

Date	Activity	Comments
1st July 2022	Email triggering start of 14 week consultation.	• Shared 4 draft objectives.
13th July 2022	First meeting between Ceredigion and OFGC	• Positive introductory meeting. • Agreed 14 week timescales. • Update from Ceredigion on period between well-being assessment and drafting of objectives and steps. • Ceredigion agreed to share draft objectives and steps for OFGC's early thoughts. • Ongoing dialogue welcomed and agreed to meet again in late August.
13th July 2022	Email from Ceredigion to OFGC	• Shared draft objectives and steps with OFGC.
17th August 2022	Second meeting between Ceredigion and OFGC	• Updates from Ceredigion and OFGC • OFGC agreed to share initial comments on Mon 22nd August. • Agreed to meet 1st September before PSB meeting on 20th September to continue discussing progress and advice.
22nd August 2022	OFGC email to Ceredigion	• Initial advice and comments to Ceredigion, based on draft plan shared on 13th July.
24th August 2022	Ceredigion email to OFGC	• Shared synergy matrix being used to illustrate synergy between other key plans and strategies.
1st September 2022	Third meeting between Ceredigion and OFGC	• Discussed updates, progress and timescales.
2nd September 2022	Email correspondence between OFGC and Ceredigion	• Ceredigion asked for more information on how the PSB might address skills gaps in Ceredigion – a local response to the green economy growing.

		• OFGC responded, providing resources, information and offering to meet.
14th September 2022	Email from Ceredigion to OFGC	• Updated draft well-being plan shared with OFGC for advice and comment. • Asked for comments by 20th Sept to inform PSB meeting.
20th September 2022	Email from OFGC to Ceredigion	• Shared second set of advice from OFGC to Ceredigion, based on updated draft plan.
28th September 2022	Email from OFGC to Ceredigion	• Shared summary of FG Report recommendations.
7th October 2022	Email from OFGC to Ceredigion	• Final letter from OFGC shared with Ceredigion.

Llywodraeth Cymru
Welsh Government

Welsh Government response to the consultation on the draft local well-being plan for Ceredigion PSB, required by the Well-being of Future Generations (Wales) Act.

Thank you for sight of Ceredigion PSB's draft Local Well-being Plan as a partner among what is clearly a wide range of stakeholders consulted.

Welsh Government acknowledges that the preparation of a local well-being plan is a significant undertaking, and we recognise the amount of work that has been accomplished. These are the second round of plans, and it is hoped that there will be lessons learned from the first iteration, building on what happened previously.

We have structured our response to the consultation in a similar way as 2018 which is as follows:

- General comments providing an overview of thoughts on the plan;

- More specific comments on the way in which the plan has been prepared, such as observations on the approach the PSB has taken to choosing the objectives;

- A final summary table which identifies the areas we would suggest could benefit from further development. We are adopting a consistent approach to these matters, similar to the local well-being assessments, which have been categorised as follows:

    o Category A – these are significant issues which we hope would be addressed prior to publication of the final plan. They might relate, for example, to compliance with the statutory requirements or major concerns with key elements of the plan

    o Category B – these are issues which, if addressed prior to publication, would strengthen the final plan. While we acknowledge in the time remaining that may not be possible, we think these important matters will add genuine value to the plan and prioritised alongside early development.

    o Category C – these are matters which would strengthen the plan but could be addressed as it continues to develop and evolve.

We will be using the same approach in responding to each of the plans. This time we have also added an accompanying annex which highlights some of the feedback we have received from policy leads within Welsh Government on the specific steps that you have chosen.

Overall Thoughts

This a clearly thought-out draft plan and it is evident that a lot of work has gone into considering the key priorities emerging from the well-being assessment. We look forward to hearing more about how you will be implementing your ambitions as part of the delivery plan.

Comments on particular aspects of the draft plan

Structure and Format

The draft plan is well structured and clearly written and presented. The introduction is a useful 'scene-setter' for those readers who may be unfamiliar with the work of the PSB. It explains clearly how the evidence gathered from the well-being assessment has been used to inform the plan. The section on the well-being objectives is well set out and flows well with the three headings – 'Why this objective', 'Our ambitions', and 'What we will do'; this provides a good, clear explanation of the process.

Timescales

The ambitions generally cover what will be done over the five-year plan, with a vision of what Ceredigion will look like in ten years. Whilst it is normal to develop plans aligned with electoral terms, we would suggest that genuine, longer-term thinking needs to be more thoroughly considered i.e., around twenty-five years. More demonstration of how longer-term thinking (i.e., for future generations) has been incorporated in the plan would be welcome. The introduction acknowledges that the assessment highlighted long-term trends and projections for the population, economy and environment and helped to establish the well-being objectives on which the plan is based. We would suggest that this longer-term thinking could be more clearly reflected in the plan, for example it is implied in certain ambitions such as climate change, the Welsh language, education and skills, physical and mental health and well-being, but could be drawn out more in each of the chapters.

It is worth noting that there are different understandings of long-term in relation to different issues. There are a number of resources available to support you in making better decisions for the long-term, including the Future Trends Report 2021

Involvement

It would be helpful if the plan could provide more specific information on how you have used or plan to involve communities in the design and delivery of the objectives. The plan mentions the involvement of communities during the preparation of the assessment – which was informed by data, evidence, and listening to people - but there is only a small amount provided on involvement in developing the plan ('engaging with businesses, communities, and members of the public to gather views…'). There is no real detail beyond this brief overview, so it is difficult to comment fully on this aspect. For example, it would be interesting to learn more about any challenges and/or opportunities you have experienced in this process.

Involvement of communities and partners has been reflected in some of the actions that will be taken to reach ambitions, but again there is little detail provided on who these communities and partners are and how and when they are engaged and involved. It would be useful to know, for example, how you have worked with 'seldom heard' groups and children, if indeed you have. The Welsh Government is committed to recognising, respecting and fulfilling children's rights and supporting public bodies to think about the reality of this in practice. If you would like more practical support on implementing a children's rights approach, please visit The Right Way - A Children's Rights Approach - Children's Commissioner for Wales (childcomwales.org.uk).

Your work with the Co-Production Network for Wales, along with Pembrokeshire and Carmarthenshire PSBs, will be a helpful means of support to successfully engage citizens and bring together diverse groups of individuals to co-produce solutions to local problems, helping deliver some of the activities you have outlined. We look forward to hearing more about this as the project develops.

Collaboration

It is good that there is recognition in the plan that PSB partner organisations have individual programmes and strategies, and that the PSB will look to enhance these where possible. We would encourage you to provide more detail about what this will involve. Some specific examples are named,

and the plan mentions cross-organisational working and oversight, but there is little detail beyond that. However, it appears the intention is there.

In some instances, it would be good to understand more about who the PSB will involve in terms of achieving its ambitions. When identifying who is best placed to take the proposed actions forward, or collaborate to deliver them, we would encourage the board to think laterally about who might contribute to each action. It is important that the people with whom the PSB engages can potentially bring the broadest range of insights, constructive challenge, data and solutions to the PSB.

To this end, we would suggest reaching out to partners with an interest in the interventions being proposed, such as existing equality networks, youth forums, employability support services and County Voluntary Councils.

Finally, it would be beneficial if the plan could include the role community and town councils in the area will play towards meeting the objectives, particularly those councils under a duty to do so. We note that a representative from One Voice Wales sits on the Board, so hopefully some engagement is planned.

Integration and Prevention

The decision to have an over-arching cross-cutting objective will hopefully have the potential to contribute to impacts across the four well-being pillars; the individual objectives also recognise overlaps and will potentially deliver against multiple goals.

The plan could further benefit from showing how climate change also has the potential to affect delivery across several of the well-being objectives identified and taking this into consideration when planning actions across the different objectives. For example:
- Climate change has the potential to exacerbate existing inequalities. It could impact digital infrastructure as a result of extreme weather events such as excessive heat and flooding. Additionally, adaptation of housing stock is likely to be needed for both decarbonisation and to mitigate the effects of climate change (such as more extreme heat and flooding) – lower income households may find this harder to achieve.
- It could exacerbate health inequalities, for example linked to poorly adapted housing, as well as access to healthy food, whose production both locally and globally (impacting supply chains) could be impacted by climate change.
- When undertaking the proposed initial baseline study which focuses on tackling hardship, it may be helpful to consider the effects of climate change, the need to decarbonise, and the need to adapt.

It is not clear from the plan whether the objectives you have chosen are similar to the well-being objectives of the statutory members of the board. It would be good to get a sense of how much integration is planned between the PSB and other organisations. In a similar vein, the plan could be stronger where it shows the added value for the PSB in contrast to separate bodies carrying out their own actions.

There is scope to be more explicit and to elaborate on the theme of prevention. More specifically, it would be useful to explore how the actions proposed might prevent problems/key priorities from getting worse, and to consider the implications of preventative approaches on the way the board will operate and deploy resources.

Balance and Comprehensiveness

The plan is well-balanced, with an overarching cross-cutting objective (to tackle poverty and hardship), and a specific objective for social, economic, environmental and cultural well-being. Our colleagues leading on culture policy in the Welsh Government thought that the cultural objective had been watered down somewhat by combining it with connected and safer communities, which could be considered as more of a social objective. There would be value in explaining more explicitly how cultural well-being is being supported, or how culture will help improve connected and safer

communities. Each of the objectives has a clear justification as to why it was chosen (based on evidence from the assessment) and has a set of ambitions, with actions that will be taken.

It is a strength that you have referenced the other corporate strategies, plans and work programmes already in place within the county (including Natural Resources Wales Mid Wales Area Statement, Green Infrastructure plans, Social Model of Wellbeing, Ceredigion County Council Economic Strategy, Sustainability and Environment Strategy (Mid and West Wales Fire and Rescue Service). It is clear that these other plans and programmes will be considered, where appropriate, and relevant links made to ensure that the plan can contribute to the work undertaken.

Reflective and Critical Approach

The well-being assessment has been used effectively to help identify the priorities to be addressed in the plan and it sets out clearly the justification for each of the objectives. It could be strengthened by including more consideration of the strengths and gaps of developing the plan, for example, engaging different communities and delivery partners.

The evidence gap on protected characteristics data since Covid-19 is mentioned, but there is very little detail on this and no reference to other gaps in the evidence which may have affected the development of the plan.

Use of evidence

Although, evidence from the assessment has been used effectively in choosing the objectives and developing the plan, we think that the plan could be strengthened by:
- o Giving consideration to the 'what works' evidence base as to why certain actions have been chosen and developing a theory of change to explain how these actions are expected to lead to the stated ambitions (there is some indication in the plan that you have begun to implement theory of change thinking e.g., through the discussion on the benefits of surf therapy, but this could be built on).
- o Demonstrating plans for evaluating the implementation of the ambitions and the impact of them. The theory of change approach mentioned above could provide a helpful framework for building evaluative approaches.

Areas for development

Category A
Further consideration of short, medium and long-term actions (see 'Timescales')
Category B
More detail on engagement and involvement (see 'Involvement') Greater emphasis on prevention (see 'Integration and Prevention') More consideration given to gaps in the evidence (see 'Reflective and Critical Approach')
Category C

ANNEX

Objective	Advice from policy leads
Tackling hardship and poverty: working together to deliver shared ambitions for tackling poverty and inequalities in Ceredigion, as these have the potential to impact across the four well-being pillars – economic, social, environmental, and cultural well-being.	We welcome the idea of having a cross-cutting objective which will feed into all of the other objectives, particularly on such an important issue. Welsh Government will shortly be consulting on its new Child Poverty Strategy and we would encourage you to feed into that on ways in which the Welsh Government could help the PSB to achieve this objective.

Objective	Ambition	Advice from policy leads
Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion	The work of the Regional Skills Partnership is supported to ensure local needs and skill gaps are identified and addressed.	The Regional Skills Partnership have recently launched their Employment and Skills Plan. It will be important to work closely with the Partnership on this ambition to ensure there is no duplication.
	Future funding opportunities are maximised for delivery against the PSB objectives	A review of how the work of PSBs are funded is currently underway by Welsh Government. The review aims to look at the funding which PSBs can draw on to deliver their priorities and objectives by; - Exploring how PSBs are funded by statutory members. - Exploring what other funding resources available for PSBs to access to deliver their priorities and objectives. - Identifying good practice to resourcing PSBs through pooling of funding and other resources and exploring whether developing a common approach would be useful. We hope the outcomes of the review, once completed, will prove useful to you.
	Innovative ways are explored to make supply chains more efficient whilst supporting the local economy.	We would be interested in understanding more about the plan for delivering the CLES recommendations and if these align to Foundational Economy priorities and support local businesses, would be happy to consider the potential for providing financial support. How will greater efficiency of supply chains be measured and are there specific sectors within the local supply base where focus will be prioritised?
	Organisations of the PSB drive more	From a fair work perspective, we welcome the detail which sets out how the ambition

| | inclusive participation in fair, sustainable work as part of efforts to develop a well-being economy. | will be achieved, in particular the pledge that: "All organisations of the PSB will commit to developing a fair work mindset, place fair work at the heart of policies and plans, create fair work and be exemplars of fair work in Ceredigion demonstrating the value of such an approach for business and the community and promote access to fair work for all." This articulates an approach that we would be entirely supportive of – with individual organisations within the PSB doing their bit to lead by example on fair work as employers in their own right, as policy-makers, as funders of external partners and in championing fair work and its benefits to business and the wider community. There would definitely be potential for the Welsh Government to engage with the organisations of the PSB on these issues.

Concern lies in a lack of measures that can be used to benchmark progress against the stated ambition and action.

Public Health Wales have produced a briefing on fair work which may be helpful and this is attached. |
|---|---|---|
| **Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.** | Improve unequal access to healthy food and work to improve the sustainability of the food system in Ceredigion | There are some interesting things already happening in Ceredigion that could be built upon with a platform "Connect Ceredigion" Connect Ceredigion - Boost your wellbeing – This could be useful for you to consider. We note you intend to explore opportunities to become a Sustainable Food Place. Cardiff currently have silver status as a Sustainable Food Place and you may wish to make contact with them about their experiences. In developing Ceredigion as a Sustainable Food Place, how will this link to/benefit from work to develop the Community Food Strategy? |
| | Social, green and blue prescribing, provided by well-coordinated services, is seen as a normal and accepted referral mechanism for health improvement. | This is a really forward-thinking ambition which seeks to benefit from the advantages that Ceredigion's geographical location brings. We look forward to hearing more about how this ambition is delivered. The Welsh Government is currently developing a model for social prescribing and a |

		consultation took place last year. We recommend you keeping up to date with developments on this. [Developing a national framework for social prescribing | GOV.WALES](#)
Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.	• Seek to deliver decarbonisation activity within communities. • To achieve Net Zero status by 2030 • Upskill and re-train for a green recovery • Prepare for impacts of climate change.	This objective speaks specifically about protecting the environment and mitigating the impacts on the environment and biodiversity, but this could be viewed more broadly by also considering impacts on health, inequality, and infrastructure. It may be helpful to include more detail in this objective on what the PSB's role will be as more specific details are given for the other well-being objectives compared to this one. For example, how will the PSB help deliver decarbonisation activity? What role will they take? How will they help develop resilient communities – and can they look across the different well-being objectives to deliver adaptation and resilience to climate change? It is good to see that the plan outlines steps for up-skilling and re-training for a green economy.
Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language	Ceredigion is a place where cultural diversity and Welsh language are celebrated.	It is good to see culture reflected at the highest level of the plan as pillar four – Cultural Wellbeing. However, the objectives under cultural wellbeing aren't quite aligned with the goal of a Wales of vibrant culture (and thriving Welsh language). Culture does contribute to social cohesion if the offer is 'vibrant' but this is very underdeveloped and linked (weakly) to 'community safety'. There is so much that could be said about how culture contributes to social wellbeing and a sense of belonging, but it is not apparent. Ceredigion – Aberystwyth in particular, is a very significant and national player in terms of Wales' cultural offer – for example, The National Library, Royal Commission, Books Council, the Arts Centre, Arad Goch, Yr Hen Goleg and the University, and excellent libraries and museums. The top-level ambitions could reflect Ceredigion as a centre of national cultural importance.

		Although the actions you intend to take in relation to the Welsh language are welcomed, we would encourage you to review the wording of the ambition, given the recent census results.
	The community are involved to allow people to feel empowered and informed, to ensure they feel safe in their communities	It is definitely welcome that you have created the nuance between the reality of crime figures and people's perceptions of the numbers, as well as the link between feeling safe and community identity more broadly. Connecting your strategic assessment to your CSP is a sensible move. It is not clear from the drafting exactly what the Strategic Assessment will focus on and how it will be undertaken. We would encourage you to: - Think about the broader drivers of crime – how can partners work together to address poverty, intergenerational trauma, substance misuse etc? Many of the other well-being objectives and actions here will contribute towards reducing crime as well, and we would encourage you to think about crime as a social or public health issue (which the drafting does somewhat imply) - Embed an anti-racist approach, in line with the Criminal Justice in Wales Anti-Racism action plan – we would hope that any strategic assessment would include action to reduce the over-representation of people from Black, Asian and minority ethnic backgrounds in the justice system.

Bwrdd Gwasanaethau Cyhoeddus

Ceredigion

Public Services Board

This page is intentionally left blank

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making

This **Integrated Impact Assessment tool** incorporates the principles of the Well-being of Future Generations (Wales) Act 2015 and the Sustainable Development Principles, the Equality Act 2010 and the Welsh Language Measure 2011 (Welsh Language Standards requirements) and Risk Management in order to inform effective decision making and ensuring compliance with respective legislation.

1. PROPOSAL DETAILS: (Policy/Change Objective/Budget saving)

Proposal Title	Ceredigion Local Well-being Plan

Service Area	Partnerships and Performance	Corporate Lead Officer	Alun Williams	Strategic Director	Barry Rees

Name of Officer completing the IIA	Naomi McDonagh	E-mail	Naomi.mcdonagh2@ceredigion.gov.uk	Phone no	01545 572661

Please give a brief description of the purpose of the proposal

The Public Services Board (PSB) Local Well-being Plan 2023-2028 for Ceredigion seeks to deliver on the Well-being of Future Generations (Wales) Act 2015; contributing to the seven National Well-being Goals and applying the 'Sustainable Development Principle' five Ways of Working. The plan sets out the following objectives, all of which have been developed in response to an Assessment of Local Well-being for Ceredigion and engagement and consultation with citizens, to improve the state of economic, social, environmental and cultural well-being of the people in the county. The Well-being Objectives within the plan are:

1. Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion.
2. Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.
3. Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.
4. Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.

A cross-cutting objective to tackle hardship and poverty is also incorporated into the plan to reflect the current and future implications of the cost-of-living crisis. It is recognized that this will have the potential to impact across the four well-being pillars - economic, social, environmental, and cultural well-being and working together collaboratively across PSB organisations will help maintain a focus on this area of work.

Who will be directly affected by this proposal? (e.g. The general public, specific sections of the public such as youth groups, carers, road users, people using country parks, people on benefits, staff members or those who fall under the protected characteristics groups as defined by the Equality Act and for whom the authority must have due regard).

1

The plan will directly affect all of the population of Ceredigion throughout all the stages of life, although certain aspects of the plan will affect some key groups more than others.

VERSION CONTROL: The IIA should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development, Welsh language and equality considerations wherever possible.

Author	Decision making stage	Version number	Date considered	Brief description of any amendments made following consideration
Naomi McDonagh	*Final draft of Local Well-being Plan 2023-2028*	1	22nd March 2023 Overview & Coordinating Scrutiny Committee	
			4th April 2023 Cabinet	
			20th April 2023 Council	

COUNCIL STRATEGIC OBJECTIVES: Which of the Council's Strategic Objectives does the proposal address and how?

Boosting the Economy, supporting Business and enabling employment.	A range of actions developed to address objective 1 of the Local Well-being plan seek to boost the economy, support businesses and enable employment by removing barriers and enabling opportunity for individuals, communities and organisations. Other aims within the plan are integrated so that they too will support Objective 1 and the Strategic Objective to boost the economy, support businesses and enable employment.
Creating caring and healthy communities	A range of actions developed to address objective 2 within the plan seek to create caring and healthy communities through working with and seeking to understand the need within those communities, working in an intergenerational way and building on resilience. Other aims within the plan are integrated so that they too will support Objective 2.
Providing the best start in life and enabling Learning at all ages	A range of actions developed to address objective 1, 2, 3 and 4 within the plan seek contribute to providing the best start in life as well as enable learning. Such as looking at skills and gaps as well as apprenticehips and skills for employment.

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making

Creating sustainble, greener and well-connected communities	A range of actions developed to address objective 2 and 3 within the plan seek to contribute to creating sustainable, greener and well-connected communities, but other aims within the plan are integrated so that they too will support and contribute to creating sustainble, greener and well-connected communities

NOTE: As you complete this tool you will be asked for **evidence to support your views**. These need to include your baseline position, measures and studies that have informed your thinking and the judgement you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation will have a positive or negative effect. Data sources include for example:

- *Quantitative data - data that provides numerical information, e.g. population figures, number of users/non-users*
- *Qualitative data – data that furnishes evidence of people's perception/views of the service/policy, e.g. analysis of complaints, outcomes of focus groups, surveys*
- *Local population data from the census figures (such as Ceredigion Welsh language Profile and Ceredigion Demographic Equality data)*
- *National Household survey data*
- *Service User data*
- *Feedback from consultation and engagement campaigns*
- *Recommendations from Scrutiny*
- *Comparisons with similar policies in other authorities*
- *Academic publications, research reports, consultants' reports, and reports on any consultation with e.g. trade unions or the voluntary and community sectors, 'Is Wales Fairer' document.*
- *Welsh Language skills data for Council staff*

2. SUSTAINABLE DEVELOPMENT PRINCIPLES: How has your proposal embedded and prioritised the five sustainable development principles, as outlined in the Well-being of Future Generations (Wales) Act 2015, in its development?

Sustainable Development Principle	Does the proposal demonstrate you have met this principle? If yes, describe how. If not, explain why.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to the principle?
Long Term Balancing short term need with long term and planning for the future.	• Yes. Long term planning has been embedded throughout the development of the plan. The aims and actions within the plan have been developed to directly respond to the long term issues that were identified in the Ceredigion Assessment of Local Well-being.	The Ceredigion Assessment of Local Well-being	Through the delivery of the plan the PSB will continue to learn by positively challenging and aiming to improve understanding. Further emphasis will be given to looking at long term trends in order to inform planning and delivery.
Collaboration	Yes. All PSB partners have collaborated throughout all stages of	The Ceredigion PSB collaborated on the	The delivery of the plan will be undertaken collaboratively by PSB

3

Working together with other partners to deliver.	plan development. The delivery of the plan will be undertaken collaboratively by PSB partners.	development of the Ceredigion Assessment of Local Well-being 2023-28	partners in order to deliver integrated services in the best interests of the people accessing the services.
Involvement Involving those with an interest and seeking their views.	Yes. Key stakeholders have been involved in all stages of plan development. Participation, engagement and co-production have been championed by the PSB as a key organising principle throughout its work. Engagement exercises and workshops have been held over the past year and a half to ensure that citizens have been involved in identifying the aims and actions within the plan. These have included sessions with groups of people with protected characteristics (as defined by the Equality Act 2010).	Local Well-being Plan consultation Feedback Report	The PSB is fully committed to involving its stakeholders and understands that an ongoing conversation is essential when setting priorities and delivering services. In moving forward, the PSB will continue with this work by ensuring that there will be opportunities for citizens to express their views, especially for those who may otherwise find it difficult to do so.
Prevention Putting resources into preventing problems occurring or getting worse.	Yes. The Ceredigion Assessment of Local Well-being provided an opportunity for the PSB to identify the root causes of the issues that need to be addressed. The aims and actions are centred on people acting for themselves and provide a strong focus on preventing problems occurring or getting worse. The actions endeavour to bring down the level of intervention in people's lives over time wherever possible, with the flexibility to adapt to changing circumstances.	The Ceredigion Assessment of Local Well-being	In delivering the plan the PSB will continue its focus on the preventative agenda endeavouring to ensure that people can access the service they need, when they need it and only for as long as they need it.
Integration Positively impacting on people, economy, environment and	Yes. The PSB has considered how the aims and actions contained within the plan have an impact upon the public bodies within the county.	The plan itself provides evidence on integration. Integration of the National Well-being Goals, The	In delivering the plan the PSB will closely monitor how the steps taken further promote maximum integration across services.

culture and trying to benefit all three.	The aims and actions have been developed with an understanding of collective responsibility for outcomes across services and organisations. Public sector organisations can work together across the county to add value to what is already being done. The plan articulates how each aim and action aligns with the well-being objectives of PSB organisations.	plan is a response that integrates economic, social, environmental and cultural well-being.	

3. **WELL-BEING GOALS:** Does your proposal deliver any of the seven National Well-being Goals for Wales as outlined on the Well-being of Future Generations (Wales) Act 2015? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. We need to ensure that the steps we take to meet one of the goals aren't detrimental to meeting another.			
Well-being Goal	Does the proposal contribute to this goal? Describe the positive or negative impacts.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to the goal?
3.1. A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Yes – positive impact. Whilst many elements of the plan seek to address this wellbeing goals the following main objective is most relevant in this case: Objective 1: Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion.	Ceredigion Assessment of Local Well-being 2022.	n/a
3.2. A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change).	Yes – positive impact. Whilst many elements of the plan seek to address this wellbeing goals the following main objective is most relevant in this case: Objective 3: Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.	Ceredigion Assessment of Local Well-being 2022.	n/a
3.3. A healthier Wales People's physical and mental wellbeing is maximised and health impacts are understood.	Yes – positive impact. Whilst many elements of the plan seek to address this wellbeing goals the following main objective is most relevant in this case:	Ceredigion Assessment of Local Well-being 2022.	n/a

	Objective 2: Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.		
3.4. A Wales of cohesive communities Communities are attractive, viable, safe and well connected.	Yes – positive impact. Whilst many elements of the plan seek to address this wellbeing goals the following main objective is most relevant in this case: Objective 4: Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.	Ceredigion Assessment of Local Well-being 2022.	n/a
3.5. A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Yes – positive impact. Whilst many elements of the plan seek to address this wellbeing goals the following main objectives are most relevant in this case: Objective 3 and 4 Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources. Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.	Ceredigion Assessment of Local Well-being 2022.	n/a

3.6. A more equal Wales	Describe why it will have a positive/negative or negligible impact.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
People can fulfil their potential no matter what their background or circumstances. *In this section you need to consider the impact on equality groups, the evidence and any action you are taking for improvement.* *You need to consider how might the proposal impact on equality protected groups in accordance with the Equality Act 2010?* *These include the protected characteristics of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or beliefs, gender, sexual orientation.* **Please also consider the following guide::** [Equality Human Rights - Assessing Impact & Equality Duty](#)	*Using your evidence consider the impact for each of the protected groups. You will need to consider do these groups have equal access to the service, or do they need to receive the service in a different way from other people because of their protected characteristics. It is not acceptable to state simply that a proposal will universally benefit/disadvantage everyone. You should demonstrate that you have considered all the available evidence and address any gaps or disparities revealed.*	*Gathering Equality data and evidence is vital for an IIA. You should consider who uses or is likely to use the service. Failure to use data or engage where change is planned can leave decisions open to legal challenge. Please link to involvement box within this template. Please also consider the general guidance.*	*These actions can include a range of positive actions which allows the organisation to treat individuals according to their needs, even when that might mean treating some more favourably than others, in order for them to have a good outcome. You may also have actions to identify any gaps in data or an action to engage with those who will/likely to be effected by the proposal. These actions need to link to Section 4 of this template.*

Age Do you think this proposal will have a positive or a negative impact on people because of their age? (Please tick ✓)				The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from people of all age groups, and the priorities identified will aim to improve the quality of life for all age groups.	The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered. The 12 week Consultation on the Plan provided additional key information that we used to ensure that the aims and actions have positive impact on all ages.	Further work will be undertaken to seek involvement of under represented vulnerable groups.
Children and Young People up to 18	Positive	Negative	None/ Negligible			
	✓					
People 18-50	Positive	Negative	None/ Negligible			
	✓					
Older People 50+	Positive	Negative	None/ Negligible			
	✓					

Disability				The plan defines well-being outcomes for all people in Ceredigion and will therefore positively impact those with disabilities. There are several aspects of the plan that will encourage participation in communities and a better awareness of accessibility issues.	The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered. The 12 week Consultation on the Plan provided additional key information that we used to ensure that the aims have positive impact on all ages.	
Do you think this proposal will have a positive or a negative impact on people because of their disability? (Please tick ✓)						
Hearing Impartment	Positive	Negative	None/ Negligible			
	✓					
Physical Impairment	Positive	Negative	None/ Negligible			
	✓					
Visual Impairment	Positive	Negative	None/ Negligible			
	✓					
Learning Disability	Positive	Negative	None/ Negligible			
	✓					
Long Standing Illness	Positive	Negative	None/ Negligible			
	✓					
Mental Health	Positive	Negative	None/ Negligible			
	✓					
Other	Positive	Negative	None/ Negligible			

Transgender				The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from a range of special interest groups. The priorities	The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all	Further work will be undertaken to seek involvement of under represented vulnerable groups.
Do you think this proposal will have a positive or a negative impact on transgender people? (Please tick ✓)						
Transgender	Positive	Negative	None/ Negligible			
			✓			

				identified will aim to improve the quality of life for all in Ceredigion. There are opportunities throughout the plan for co-production.	ages shaped the objectives and the actions to be delivered. The 12 week Consultation on the Plan provided additional key information that we used to ensure that it has a positive impact on all ages.	

Marriage or Civil Partnership
Do you think this proposal will have a positive or a negative impact on marriage or Civil partnership? (Please tick ✓)

Marriage	Positive	Negative	None/ Negligible	The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from a range of special interest groups. The priorities identified will aim to improve the quality of life for all in Ceredigion. There are opportunities throughout the plan for co-production.	The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered. The 12 week Consultation on the Plan provided additional key information that we used to ensure that it has a positive impact on all ages.	
			✓			
Civil partnership	Positive	Negative	None/ Negligible			
			✓			

Pregnancy or Maternity
Do you think this proposal will have a positive or a negative impact on pregnancy or maternity? (Please tick ✓)

Pregnancy	Positive	Negative	None/ Negligible	The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from a range of special interest groups. The priorities identified will aim to improve	The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives	
	✓					
Maternity	Positive	Negative	None/			

Page 274

			Negligible	the quality of life for all in Ceredigion.	and the actions to be delivered. The 12 week Consultation on the Plan provided additional key information that we used to ensure that it has a positive impact on all ages.	
	✓					

Race
Do you think this proposal will have a positive or a negative impact on race? (Please tick ✓)

White	Positive	Negative	None/ Negligible	The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from a range of special interest groups. The priorities identified will aim to improve the quality of life for all in Ceredigion. There are opportunities in the plan for co-production and the plan identifies the need to seek out a wide range of voices to ensure inclusion and diversity across communities. Equality of opportunity is a guiding principle for the plan and a specific reference is made to implementation of the Race Equality Plan – An Anti-racist Wales	The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered. The 12 week Consultation on the Plan provided additional key information that we used to ensure that it has a positive impact on all ages.	
	✓					
Mixed/Multiple Ethnic Groups	Positive	Negative	None/ Negligible			
	✓					
Asian / Asian British	Positive	Negative	None/ Negligible			
	✓					
Black / African / Caribbean / Black British	Positive	Negative	None/ Negligible			
	✓					
Other Ethnic Groups	Positive	Negative	None/ Negligible			
	✓					

Religion or non-beliefs			The Assessment of Local	

Page 275

11

Do you think this proposal will have a positive or a negative impact on people with different religions, beliefs or non-beliefs? (Please tick ✓)				The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from all people with input sought from a range of special interest groups. The priorities identified will aim to improve the quality of life for all in Ceredigion.	Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered. The 12 week Consultation on the Plan provided additional key information that we used to ensure that it has a positive impact on all ages.	
Christian	Positive	Negative	None/ Negligible			
	✓					
Buddhist	Positive	Negative	None/ Negligible			
	✓					
Hindu	Positive	Negative	None/ Negligible			
	✓					
Humanist	Positive	Negative	None/ Negligible			
	✓					
Jewish	Positive	Negative	None/ Negligible			
	✓					
Muslim	Positive	Negative	None/ Negligible			
	✓					
Sikh	Positive	Negative	None/ Negligible			
	✓					
Non-belief	Positive	Negative	None/ Negligible			
	✓					
Other	Positive	Negative	None/ Negligible			
	✓					

| **Sex** | | | The Assessment of Local | |

Page 276

12

| Do you think this proposal will have a positive or a negative impact on men and/or women? (Please tick ✓) | | | | The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from a range of special interest groups. The priorities identified aim to improve the quality of life for all in Ceredigion including developing better communication with community groups and stakeholders, ensuring that all representative groups will have a voice in shaping the future of Ceredigion. | Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered.

The 12 week Consultation on the Plan provided additional key information that we used to ensure that it has a positive impact on all ages. | |
|---|---|---|---|---|---|---|
| Men | Positive | Negative | None/ Negligible | | | |
| | | | ✓ | | | |
| Women | Positive | Negative | None/ Negligible | | | |
| | | | ✓ | | | |

| **Sexual Orientation** Do you think this proposal will have a positive or a negative impact on people with different sexual orientation? (Please tick ✓) | | | | The plan defines well-being outcomes for all people in Ceredigion. The plan was developed with input from a range of special interest groups. The priorities identified aim to improve the quality of life for all in Ceredigion including developing better communication with | The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered.

The 12 week Consultation on the Plan provided additional | |
|---|---|---|---|---|---|---|
| Bisexual | Positive | Negative | None/ Negligible | | | |
| | | | ✓ | | | |
| Gay Men | Positive | Negative | None/ Negligible | | | |
| | | | ✓ | | | |
| Gay Women / Lesbian | Positive | Negative | None/ Negligible | | | |
| | | | ✓ | | | |

Heterosexual / Straight	Positive	Negative	None/ Negligible	community groups and stakeholders, ensuring that all representative groups will have a voice in shaping the future of Ceredigion.	key information that we used to ensure that it has a positive impact on all ages.	
			✓			

Having due regards in relation to the three aims of the Equality Duty - determine whether the proposal will assist or inhibit your ability to eliminate discrimination; advance equality and foster good relations.

3.6.2. How could/does the proposal help advance/promote equality of opportunity?
You should consider whether the proposal will help you to: ● Remove or minimise disadvantage ● To meet the needs of people with certain characteristics ● Encourage increased participation of people with particular characteristics

The plan aims to promote equality of opportunity by ensuring greater access to information and public services; and to foster a culture of inclusivity in Ceredigion. The plan will also build participation through co-production of initiatives and services.

3.6.3. How could/does the proposal/decision help to eliminate unlawful discrimination, harassment, or victimisation?
You should consider whether there is evidence to indicate that: ● The proposal may result in less favourable treatment for people with certain characteristics ● The proposal may give rise to indirect discrimination ● The proposal is more likely to assist or imped you in making reasonable adjustments

The plan includes greater participation, which will aim to ensure that vulnerable groups are not underrepresented.

3.6.4. How could/does the proposal impact on advancing/promoting good relations and wider community cohesion?
You should consider whether the proposal with help you to: ● Tackle prejudice ● Promote understanding

The plan will contribute towards promoting understanding of good relations and wider community cohesion, by bringing together community groups in the co-production of initiatives and services using a place based approach, applying positive learning from the benefits of working in that way.

Having due regard of the Socio-Economic Duty of the Equality Act 2010.

Page 278

14

An integrated tool to inform effective decision making

Socio-Economic Disadvantage is living in less favourable social and economic circumstances than others in the same society.
As a listed public body, Ceredigion County Council is required to have due regard to the Socio-Economic Duty of the Equality Act 2010. Effectively this means carrying out a poverty impact assessment. The duty covers all people who suffer socio-economic disadvantage, including people with protected characteristics.

3.6.5 What evidence do you have about socio-economic disadvantage and inequalities of outcome in relation to the proposal?
Describe why it will have a positive/negative or negligible impact.

The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered.

There is a dedicated and cross cutting element of the plan seeking to ensure that tackling hardship and poverty is looked at each step, whether interventions and workstreams are within in the Economic well-being, social well-being, Environmental well-being and/or Cultural well-being pillar and these are considered and acted upon.

What evidence do you have to support this view?

The Assessment of Local Well-being pulled together data from the Census, ONS and many other sources with extensive engagement. The information in the Assessment and the engagement with all ages shaped the objectives and the actions to be delivered.

What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts?

To work across all 4 well-being pillars and looking at addressing hardship and poverty as a priority in light of the cost of living pressures that are affecting residents in Ceredigion.

3.7. A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh Language are promoted and protected. *In this section you need to consider the impact, the evidence and any action you are taking for improvement. This in order to ensure that the opportunities for people who choose to live their lives and access services through the medium of Welsh are not inferior to what is afforded to those choosing to do so in English, in accordance with the requirement of the Welsh Language Measure 2011.*				Describe why it will have a positive/negative or negligible impact.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
Will the proposal be delivered bilingually (Welsh & English)?	Positive ✓	Negative	None/ Negligible	The plan is available to the public in both Welsh and English. All Project Groups established to deliver the plan will be expected to report on: • How the steps have been delivered bilingually • How the steps have offered opportunities for people to use the Welsh language • How the steps have promoted availability of Welsh medium services?		
Will the proposal have an	Positive	Negative	None/		ONS census data 2021	

Page 281

effect on opportunities for persons to use the Welsh language?	✓		Negligible	The Welsh Language is a core value that underpins all aspects of the plan.	Ceredigion Assessment of Local Well-being 2022.	
Will the proposal increase or reduce the opportunity for persons to access services through the medium of Welsh?	Positive ✓	Negative	None/ Negligible	The plan will increase the opportunity for people to receive or access information in Welsh or bilingually according to language preference. In addition, all actions will be delivered bilingually. All PSB meetings will be delivered bilingually to allow for contributions in Welsh.		
How will the proposal treat the Welsh language no less favourably than the English language?	Positive ✓	Negative	None/ Negligible	Services will be required to ask language choice English or Welsh, and deliver services according to preference. Therefore there will be a need for service to ensure that they have sufficient Welsh speaking staff to deliver their services in the language of choice.		

| | | | | The Welsh language is a core value throughout the plan, and therefore it will be embedded in the initiatives and actions coming from the plan.

All PSB meetings will be delivered bilingually to allow for contributions in Welsh. | | |
|---|---|---|---|---|---|---|
| Will it preserve promote and enhance local culture and heritage? | Positive ✓ | Negative | None/ Negligible | The following Objective within the plan will further promote the well-being goal of a Wales of vibrant culture and thriving Welsh Language:

Objective 4:

Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.

All PSB meetings will be delivered bilingually to | | |

			allow for contributions in Welsh.		

4. STRENGTHENING THE PROPOSAL: If the proposal is likely to have a negative impact on any of the above (including any of the protected characteristics), what practical changes/actions could help reduce or remove any negative impacts as identified in sections 2 and 3?

4.1 Actions.

What are you going to do?	When are you going to do it?	Who is responsible?	Progress

4.2. If no action is to be taken to remove or mitigate negative impacts please justify why.
(Please remember that if you have identified unlawful discrimination, immediate and potential, as a result of this proposal, the proposal must be changed or revised).

No negative impaces were identified

4.3. Monitoring, evaluating and reviewing.
How will you monitor the impact and effectiveness of the proposal?

Through detailed delivery plans and regular reporting to the Ceredigion PSB, Ceredigion County Council Overview and Scrutiny Coordinating Committee and Ceredigion County Council Cabinet.

5. RISK: What is the risk associated with this proposal?

Impact Criteria	1 - Very low	2 - Low	3 - Medium	4 - High	5 - Very High
Likelihood Criteria	1 - Unlikely to occur	2 - Lower than average chance of occurrence	3 - Even chance of occurrence	4 - Higher than average chance of occurrence	5 - Expected to occur

Risk Description	Impact (severity)	Probability (deliverability)	Risk Score

Failure to deliver on the collective duty within the Well-being of Future Generations (Wales) Act 2015, to act jointly via PSB's to improve the economic, social, environmental and cultural well-being of the area	4	2	8

Does your proposal have a potential impact on another Service area?
Yes. The plan has been developed to be integrated and to add value to all Council and other Public Services across Ceredigion.

6. SIGN OFF

Position	Name	Signature	Date
Service Manager	Diana Davies	*Diana Davies*	3.3.23
Corporate Lead Officer	Alun Williams	*Alun Williams*	3.3.23
Strategic Director	Barry Rees	*Barry Rees*	3.3.23
Portfolio Holder	Cllr Bryan Davies	*Bryan Davies*	3.3.23

This page is intentionally left blank

CYNGOR SIR CEREDIGION COUNTY COUNCIL

Report to:	**Council**
Date of meeting:	**20th April 2023**
Title:	**Schedule of Member Remuneration for 2023/2024**
Purpose of the report:	**To consider the Independent Remuneration Panel for Wales' Annual Report in relation to Members' Remuneration for 2023/2024 and to approve a Schedule of Member Remuneration for 2023/2024.**
For:	**Decision**
Cabinet Portfolio and Cabinet Member:	**Councillor Bryan Davies Leader of the Council and Cabinet Portfolio Member for Democratic Services, Policy, Performance and People and Organisation**

1. INTRODUCTION

The Independent Remuneration Panel for Wales' (IRPW) Annual Report was issued in February 2023, and prescribes the level of remuneration payable to Members for 2023/2024. A copy of the report is attached for information (Appendix B).

This report covers the municipal period from the date of the Council's Annual General Meeting i.e. 19th May 2023.

2. ISSUES RAISED IN THE IRPW REPORT

The IRPW made very few determinations in this year's Annual Report; all other determinations are set out in the IRPW's Annual Report 2022 remain valid and should be applied.

A summary of the applicable salaries and allowances, in line with the IRPW's determinations, is shown in the attached Schedule of Member Remuneration – Appendix A (please refer to Schedule 1).

3. BASIC AND SENIOR SALARIES

The sums payable as Basic and Senior Salaries are prescribed, and the IRPW has determined that there should be an increase to the Basic Salary amounts payable for 2023/2024 to £17,600. The figures shown in Schedule 1 of Appendix A will therefore be the sums payable for 2023/2024.

The IRPW has determined that there should be an increase to Senior Salaries, as follows:
- An increase to Band 1 and Band 2 senior salaries for Leader, Deputy Leader and Executive Members;
- An increase to Band 3 salaries for Committee Chairs and Leader of the Opposition..

1

There is no change in the maximum proportion of members eligible to receive a Senior Salary, i.e. it remains at 17.

4. CHAIR AND VICE CHAIR OF COUNCIL

The IRPW has determined for 2023/2024 that (where paid) a civic head i.e. Chair of the Council must be paid a Band 3 salary of £26,400 and (where paid) a deputy civic head i.e. the Vice Chair, must be paid a Band 5 salary of £21,340

The Chair and Vice Chair will be eligible to claim travelling expenses whilst undertaking their civic duties.

5. REIMBURSEMENT OF THE COST OF CARE AND PERSONAL ASSISTANCE

Members are reminded that they are entitled to claim for the reimbursement of the cost of care and personal assistance.

The IRPW has determined that there will be no change to the reimbursement of the cost of care and personal assistance for 2023/2024 – see Schedule 1 for further details on what can be claimed.

In terms of the publication of the reimbursement of the costs of care, the Panel allows authorities to decide how it publishes this information i.e.
1. To publish the details of the amounts reimbursed to named Members; or
2. To publish the total amount reimbursed by the authority during the year but not attributed to any named Member.

The Council agreed in 2017/18 and subsequent years to publish the total amount reimbursed by the authority during the year, but not attributed to any named Member and **it is therefore recommended that this practice continues for 2023/2024.**

6. CO-OPTEE'S FEES

The IRPW has determined that there will be no change to the sums payable to co-optees for 2023/2024 – see Appendix B for further details.

The Council may decide on a maximum number of days for which Co-opted Members may be paid in any one year. The Council decided for 2014/15 - 2022/23 that a maximum would be imposed that is equivalent to 10 full days a year, for each committee to which an individual has been co-opted. **It is therefore recommended that the same maximum number of days should be imposed for 2023/2024.**

7. PENSION PROVISION

The IRPW has determined that entitlement to join the Local Government Pension Scheme (LGPS) shall, as previously, apply to all eligible elected Members of the Council. The Council already allows Members to join the LGPS.

2

8. TRAVELLING, SUBSISTENCE AND OVERNIGHT ACCOMMODATION ALLOWANCES

There are no proposed changes to travelling, subsistence and overnight accommodation allowances or arrangements for claims.

9. SCHEDULE OF MEMBER REMUNERATION

The Authority must maintain an annual Schedule of Member Remuneration, and the proposed Schedule for 2023/2024 is enclosed for your attention – Appendix A.

Any changes made following Council the AGM on 19th May 2023 will be reflected prior to publication and submission to the IRPW.

10. SUPPORT FOR MEMBERS

The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone, email and internet facilities giving electronic access to appropriate information. The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and or efficiency of members.

In 2018/19, the Council approved the introduction of an opt-in monthly allowance scheme of £10 is implemented to cover telephone, broadband and postage costs for Members. **It is recommended that this opt-in scheme be continued in 2023/2024.**

It should also be noted that since 2018/19, the Council's Counselling Service has also been made available to Members.

12. SCHEDULE OF PAYMENTS TO BE MADE TO NAMED MEMBERS AND CO-OPTED MEMBERS FOR 2023/2024

The Council must produce annually a schedule of payments it intends to make to its named Members and Co-opted Members. The schedule must be produced no later than four weeks following the Annual Meeting of the Authority. The applicable schedule for 2023/2024 is shown in Schedule 1, and this will need to be updated following the Annual Meeting on 19th May 2023. The amounts shown in the schedule of payments for 2023/2024 will reflect the rates as referred to above.

13. DISCRETION

When the IRPW's Annual Report is issued, principal councils must comply with the statutory requirements and apply all the relevant determinations. There are currently no options relating to levels of remuneration by principal councils that require a decision by Council. Levels of payments to which Members are entitled cannot be varied by a vote of a principal council.

3

Only an individual Member may communicate in writing to the Proper Officer (Corporate Lead Officer: Democratic Services) if, as an individual, they wish to decline all or part of the payment to which they are entitled.

14. DEMOCRATIC SERVICES COMMITTEE

The Democratic Services Committee considered the draft report at its meeting on 24th March 2023 and agreed to recommend the proposals to Council.

Wellbeing of Future Generations:	**Has an Integrated Impact Assessment been completed? If, not, please state why**	Not required – not a service change.
	Summary:	
	Long term: N/A	
	Integration: N/A	
	Collaboration: N/A	
	Involvement: N/A	
	Prevention: N/A	

Recommendation(s):   **The Council is recommended to <u>note</u> the following:**

1. **The payment of Basic and Senior Salaries as prescribed by the Independent Remuneration Panel, as set out in Schedule 1 of Appendix A;**

2. **The payment of Civic Salaries payable to the Chair and Deputy Chair of the Council, as set out in Schedule 1 of Appendix A;**

3. **Schedule of other payments as set out in Schedule 1;**

The Council is recommended to <u>approve</u> the following:

1. **To continue the current practice of not making payments for travelling expenses whilst undertaking constituency duties;**

2. **To approve that travelling, subsistence, overnight accommodation and car parking allowances continue at the same levels as 2022/23 for 2023/24;**

3. **To continue with the opt-in monthly allowance scheme of a maximum of £10 to cover telephone, broadband and postage costs;**

4. **To reflect the payment of this allowance in the annual Statement of Payments made to Members;**

4

5. **Co-opted Members to be paid fees subject to a maximum equivalent to 10 full days for each committee to which an individual has been co-opted, based on a half day or full day payment;**

6. **To continue to publish the total amount reimbursed by the authority during the year but not attributed to any named Member in respect of the reimbursement of care;**

7. **The 2023/2024 Schedule of Member Remuneration, subject to incorporating any amendments determined by the Council at this meeting; and**

8. **To authorise the Corporate Lead Officer: Democratic Services to incorporate any such amendments prior to publication after the Annual Meeting to be held 19th May 2023.**

Reasons for decision:	To approve a Schedule of Member Remuneration for 2023/2024, as required by legislation.
Overview and Scrutiny:	N/A
Policy Framework:	Independent Remuneration Panel for Wales Determinations; Council's Constitution.
Corporate Priorities:	N/A
Financial and Procurement implications:	Additional budget implications for 2023/2024 due to increase in the basic and senior salaries. The increase has been included within the budget approved by Council 2nd March 2023.
Legal Implications:	None
Staffing implications:	None
Property / asset implications:	None
Risk(s):	None
Statutory Powers:	Local Government Wales Measure 2011 and as amended by Sections 62 to 67 of the Local Government (Democracy) (Wales) Act 2013; The Independent Remuneration Panel for Wales Regulations; The Independent Remuneration Panel for Wales Annual Report dated February 2021;

5

Local Government and Elections Act 2021

Background Papers: The Independent Remuneration Panel for Wales Annual Report dated February 2022.

Appendices: Appendix A – Members' Schedule of Remuneration 2023/2024;
Appendix B - The Independent Remuneration Panel for Wales Annual Report dated February 2023.

Corporate Lead Officer: Lowri Edwards
Corporate Lead Officer: Democratic Services (Head of Democratic Services)

Reporting Officer: Lowri Edwards

Date: 27th March 2023

6

MEMBERS' SCHEDULE OF REMUNERATION

2023/24 MUNICIPAL YEAR
(from 19 May 2023; as approved by Council XXX 2023)

This Scheme is made under the Local Government (Wales) Measure 2011 with regard to Independent Remuneration Panel for Wales (IRPW) Regulations which apply to payments made to members and co-opted members of local authorities.

1.   Basic Salary

1.1   A Basic Salary shall be paid to each elected Member of the Authority.

1.2   In accordance with the Regulations, the rate of the Basic Salary shall be reviewed annually as determined by the Independent Remuneration Panel for Wales.

1.3   Where the term of office of a Member begins or ends other than at the beginning or end of a year, his/her entitlement to the Basic Salary will be pro-rata.

1.4   No more than one Basic Salary is payable to a Member of the Authority.

2.   Senior Salaries & Civic Salaries

2.1   Members occupying specific posts shall be paid a Senior Salary as set out in **Schedule 1**.

2.2   In accordance with the Regulations, the rates of Senior Salaries and Civic Salaries shall be reviewed annually as determined by the Annual or Supplementary Report of the Independent Remuneration Panel for Wales.

2.3   Only one Senior Salary or Civic Salary is payable to a Member of the Authority.

2.4   A Member of the Authority cannot be paid a Senior Salary and a Civic Salary.

2.5   All Senior and Civic Salaries are paid inclusive of Basic Salary.

2.6   A Senior Salary may not be paid to more than the number of members specified by the Independent Remuneration Panel for Wales in its Annual Report and cannot exceed fifty percent of the total membership of the authority, except to include a temporary Senior Salary office holder providing temporary cover for the family absence of the appointed office holder.

2.7   Members of the Cabinet are permitted to 'job share'. Each 'sharer' will be paid an appropriate proportion of the salary as outlined in Schedule 1. However, the statutory

maximum for Cabinets cannot be exceeded so each job sharer will count toward the maximum.

2.8 A Member of the Authority in receipt of a Band 1 or Band 2 Senior Salary **cannot** receive a salary from any National Park Authority (NPA) or Fire and Rescue Authority (FRA) for which he/she has been nominated.

2.9 Where the term of Senior Salary or Civic Salary of a Member begins or ends other than at the beginning or end of a year, his/her entitlement to the Salary will be pro-rata.

3. Election to Forgo Entitlement to Allowance

3.1 A Member may, by notice in writing delivered to the Proper Officer[1] of the authority, personally elect to forgo any part of his/her entitlement to any salary, allowance or fee payable under this Scheme from the date set out in the notice.

4. Suspension of a Member

4.1 Where a Member of the Authority is suspended or partially suspended from his or her responsibilities or duties as a Member of the Authority in accordance with Part III of the Local Government Act 2000 (Conduct of Members), or regulations made under the Act, the part of the Basic Salary payable to him/her in respect of that period for which he or she is suspended will be withheld by the Authority (Section 155 (1) of the Measure).

4.2 Where a Member in receipt of a Senior Salary is suspended or partially suspended from being a Member of the Authority in accordance with Part III of the Local Government Act 2000 (Conduct of Members), or regulations made under the Act, the Authority must not make payments of the Member's Senior Salary for the duration of the suspension (Section 155 (1) of the Measure). If the partial suspension relates only to the specific responsibility element of the payment, the member may retain the Basic Salary.

5. Repayment of salaries, allowances or fees

5.1 Where payment of any salary, allowance or fee has been made to a Member of the Authority or Co-opted Member in respect of any period during which the Member concerned:

(a) is suspended or partially suspended from that Member's/Co-opted Member's duties or responsibilities in accordance with Part 3 of the 2000 Act or regulations made under that Act;
(b) ceases to be a Member of the Authority or Co-opted Member; or
(c) is in any other way not entitled to receive a salary, allowance or fee in respect of that period,

the Authority will require that such part of the allowance as relates to any such period be repaid.

---

[1] Corporate Lead Officer: Democratic Services

2

6. Payments

6.1 Payments of all allowances will be made by *direct bank credit* in instalments of one-twelfth of the Member's annual entitlement on the last working day of each month.

6.2 Where payment has resulted in a Member receiving more than his/her entitlement to salaries, allowances or fees the Authority will require that such part that is overpayment be repaid.

6.3 All payments are subject to the appropriate tax and National Insurance deductions.

7. Contribution towards Costs of Care and Personal Assistance

7.1 Members, including co-opted members are entitled to claim towards the costs of care and personal assistance, for activities that the individual council has designated official business or an approved duty which might include appropriate and reasonable preparation and travelling time. It is a matter for individual authorities to determine specific arrangements to implement this; each authority must ensure that any payments made are appropriately linked to official business or approved duty.

7.2 Contributions must be for the **additional costs** incurred by Members to enable them to carry out their approved duties.

7.3 Claims can be made in respect of a dependant under 16 years of age, or a minor or adult who normally lives with the Member as part of their family and who cannot be left unsupervised.

7.4 Reimbursement for a Member's own care or support needs may be claimed where the support and / or cost of any additional needs are not available or not met directly by the authority (e.g. Access to Work, Personal Payments, insurance).

7.5 Contributions can be claimed for formal or informal care as follows:
- Formal (registered with Care Inspectorate Wales) care costs to be paid as evidenced;
- Informal (unregistered) care costs to be paid up to a maximum rate equivalent to the Real UK Living Wage at the time the costs are incurred.

Care costs cannot be paid to someone who is part of a member's household.

7.6 All claims for contribution towards the costs of care or personal assistance should be made in writing to the Corporate Lead Officer: Democratic Services detailing times, dates and reasons for claim. Receipts are required for both informal and formal care arrangements.

8. Family Absence

8.1 Members are entitled under the provisions of the Family Absence for Members of Local Authorities (Wales) Regulations 2013 to a period of family absence, during which if they satisfy the prescribed conditions they are entitled to be absent from authority meetings.

3

8.2   Family Absence covers maternity, newborn, adoption and parental absences from official business.

8.3   When taking family absence Members are entitled to retain a basic salary irrespective of their attendance record immediately preceding the commencement of the family absence.

8.4   Should a senior salary holder be eligible for family absence they will be able to continue to receive their senior salary for the duration of the absence.

8.5   If the authority agrees that it is necessary to make a substitute appointment to cover the family absence of a senior salary holder the Member substituting will be eligible if the authority so decides to be paid a senior salary.

8.6   If the paid substitution results in the authority exceeding its maximum number of senior salaries, an addition to the maximum will be allowed for the duration of the substitution.

8.7   If the Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the decision of the details including the particular post and duration of the substitution. The Schedule of Member Remuneration must also be amended to reflect the implications of the family absence.

9.   **Sickness absence for Senior Salary Holders**

9.1   The Family Absence Regulations (approved by the National Assembly in 2014) are very specific relating to entitlement and only available for elected members of principal councils. Absence for reasons of ill-health is not included.

9.2   The Panel has considered concerns raised regarding the arrangements as compared to family absence and therefore has amended the Framework to provide specific arrangements for long term sickness as set out below:

   a) Long term sickness is defined as certified absences in excess of 4 weeks.

   b) The maximum length of sickness absence within these proposals is 26 weeks or until the individual's term of office ends, whichever is sooner (but if reappointed any remaining balance of the 26 weeks will be included).

   c) Within these parameters a senior salary holder on long term sickness can, if the authority decides continue to receive remuneration for the post held.

   d) It is a decision of the authority whether to make a substitute appointment but the substitute will be eligible to be paid the senior salary appropriate to the post.

   e) If the paid substitution results in the authority exceeding the maximum number of senior salaries payable for that authority as set out in the Annual Report, an addition will be allowed for the duration of the substitution.

   f) When an authority agrees a paid substitution the Panel must be informed within 14 days of the decision of the details including the specific post and the estimated

4

length of the substitution. The authority's Schedule of Remuneration must be amended accordingly.

g) It does not apply to elected members of principal councils who are not senior post holders as they continue to receive basic salary for at least six months irrespective of attendance and any extension beyond this timescale is a matter for the authority.

9.3 This arrangement does not apply to co-opted members.

9.4 The Family Absence Regulations apply to elected members in cases of maternity, newborn, adoption and parental absences from official business (see above).

10. Counselling Service

10.1 Members may access the Council's Counselling Service. The service is confidential and there are no records of who has contacted the Service.

11. Co-optees' payments

11.1 A Co-optees' daily fee (with a provision for half day payments) shall be paid to Co-optees, provided they are statutory Co-optees with voting rights.

11.2 Co-optees' payments will be capped at a maximum of the equivalent of 10 full days a year for each committee to which an individual may be co-opted.

11.3 The Corporate Lead Officer: Democratic Services is designated as the "appropriate officer" and will determine preparation time, travelling time and length of meeting, the fee will be paid on the basis of this determination.

11.4 The Corporate Lead Officer: Democratic Services can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.

11.5 A half day meeting is defined as up to 4 hours.

11.6 A full day meeting is defined as over 4 hours.

11.7 Payments can cover periods of attendance at appropriate meetings, authorised training events, conferences and pre-meetings with officers.

11.8 Time spent on preparation and travelling to/from meetings is eligible when assessing the level of fee payable. Preparation and travelling time can therefore be counted when determining whether the 4 hour period has been exceeded or not.

11.9 The daily and half day fee for the Chairpersons of the Standards Committee and Governance and Audit Committee, as determined by the Independent Remuneration Panel, is set out in **Schedule 1**.

5

11.10 The daily and half day fee for other statutory Co-optees with voting rights, as determined by the Independent Remuneration Panel, is set out in **Schedule 1**.

12. Travel and Subsistence Allowances

12.1 **General Principles**

12.2 Members and Co-opted Members may claim travelling expenses when travelling on the Authority's business for 'approved duties' as set out in **Schedule 2.** Where Members travel on the Authority's business they are expected to travel by the most cost effective means. In assessing cost effectiveness regard will be given to journey time. A Member who does not travel by the most cost effective means may have his/her claim abated by an appropriate amount.

12.3 If a Councillor intends to claim travelling and expenses costs, in person attendance at conferences, seminars, external meetings and training events outside of the County, should liaise with the Corporate Lead Officer, Democratic Services in order to ensure that there is provision in the budget and that there is a need to attend in person.

12.4 Where possible Members should share transport.

12.5 The distance claimed for mileage should be the shortest reasonable journey by road from the point of departure to the point at which the duty is performed, and similarly from the duty point to the place of return.

12.6 The rates of Members' Travel and Subsistence Allowances are set out in **Schedule 3** and are subject to annual review by the Independent Remuneration Panel for Wales.

12.7 Where a Member is suspended or partially suspended from his or her responsibilities or duties as a Member of the Authority in accordance with Part III of the Local Government Act 2000 (Conduct of Members), or regulations made under the Act, any travel and subsistence allowances payable to him/her in respect of that period for which he or she is suspended or partially suspended must be withheld by the Authority.

13. Travel by Private Vehicle

13.1 The Independent Remuneration Panel for Wales has determined that the maximum travel rates payable should be the rates set out by Her Majesty's Revenue & Customs (HMRC) for the use of private cars, motor cycles and pedal cycles plus any passenger supplement.

13.2 The mileage rates for private vehicles as determined by the Independent Remuneration Panel for Wales are set out in **Schedule 3.**

13.3 Where a Member makes use of his/her private vehicle for approved duty purposes, the vehicle must be insured for business use. Proof of appropriate insurance must be provided to the Authority on request.

6

**14.	Travel by Public Transport**

14.1	**Rail/Coach Travel**

Unless otherwise authorised rail tickets will be second-class.

Democratic Services will purchase requisite rail and coach tickets for Members in advance of journeys. In the unlikely event that a Member needs to purchase a ticket directly, payment will be reimbursed upon production of the used ticket and/or a receipt.

14.2	**Taxi Fares**

Taxi fares will only be reimbursed where their use has been authorised for cases of urgency, where no public transport is reasonably available, or a Member has a particular personal need. Re-imbursement will be upon receipt only.

14.3	**Other Travel Expenses**

Members will be entitled to reimbursement of toll fees, parking fees, overnight garaging and other necessary travel associated expenses. Re-imbursement will be upon receipt only.

**15.	Overnight Accommodation**

15.1	Overnight stays will only be permitted where the Authority's business extends to two days or more, or the venue is at such a distance that early morning or late night travel would be unreasonable. All overnight stays must receive prior authorisation from the Corporate Lead Officer: Democratic Services.

15.2	Overnight accommodation will be booked by Democratic Services. Wherever possible the overnight accommodation will be pre-paid or invoiced.

15.3	Direct booking of overnight accommodation by a Member will only be permitted in the event of an emergency. Reimbursement will only be made upon the production of a receipt and will be at a level deemed reasonable and not in excess of the rates set out in **Schedule 3**.

**16.	Subsistence Allowance**

16.1	The day subsistence rate to meet the costs of meals and refreshments in connection with approved duties (including breakfast when not provided as part of overnight accommodation) is set out in **Schedule 3**. The maximum daily rate covers a 24 hour period and can be claimed for any meal that is relevant, providing such a claim is supported by receipt(s)

16.2	No provision is made for subsistence claims within the County.

7

17.   Claims and Payments

17.1   A claim for travel and subsistence allowances must be made within one month of the end of the calendar month in which entitlement to allowances arises and must be accompanied by the relevant receipts.

17.2   Claims are submitted via the Ceri Self-Service system.

17.3   Allowances will be paid by the Corporate Lead Officer: Democratic Services by *direct bank credit.*

17.4   Allowances will not be paid for claims made more than 3 months (92 days) from the date of the entitlement to the allowance arises.

18.   Members' Support Allowance

18.1   An opt-in allowance of £10.00 per month will be available to Members to cover the cost of telephone, broadband and postage costs.

18.2   A Member may, by notice in writing delivered to the Proper Officer[2] of the authority, opt-in to the Members' Support Allowance, from the date set out in the notice.

19.   Pensions

19.1   The Authority shall enable its Members who are eligible to join the Local Government Pension Scheme.

20.   Supporting the work of Members

20.1   Members will be provided with a Council e-mail address and ICT equipment in order to carry out their duties in person or remotely.

20.2   The Democratic Services Committee will periodically review the level of support provided to Members to carry out their duties.

21.   Compliance

21.1   In accordance with the Regulations, the Authority must comply with the requirements of the Panel in respect of the monitoring and publication of payments made to members and co-opted members as set out in **Schedule 4.**

---

[2] Corporate Lead Officer: Democratic Services

8

Members are reminded that expense claims are subject to both internal and external audit.

SCHEDULE 1

SCHEDULE OF REMUNERATION 2023/2024

MEMBERS ENTITLED TO BASIC SALARY	ANNUAL AMOUNT OF BASIC SALARY
The following named elected members of the authority 1. Councillor 2. Councillor 3. Councillor 4. Councillor 5. Councillor 6. Councillor 7. Councillor 8. Councillor 9. Councillor 10. Councillor 11. Councillor 12. Councillor 13. Councillor 14. Councillor 15. Councillor 16. Councillor 17. Councillor 18. Councillor 19. Councillor	£17,600

	SENIOR SALARIES ENTITLEMENTS (includes basic salary)		ANNUAL AMOUNT OF SENIOR SALARY	BAND
	ROLE	MEMBER		
1.	Leader	Councillor	£56,100	1
2.	Deputy Leader	Councillor	£39,270	1
3.	Cabinet Member	Councillor	£33,660	2
4.	Cabinet Member	Councillor	£33,660	2
5.	Cabinet Member	Councillor	£33,660	2
6.	Cabinet Member	Councillor	£33,660	2
7.	Cabinet Member	Councillor	£33,660	2
8.	Cabinet Member	Councillor	£33,660	2

9

	SENIOR SALARIES ENTITLEMENTS (includes basic salary)		ANNUAL AMOUNT OF SENIOR SALARY	BAND
	ROLE	MEMBER		
9.	Chairperson of the Corporate Resources Overview and Scrutiny Committee	Councillor	£26,400	3
10.	Chairperson of the Healthier Communities Overview and Scrutiny Committee	Councillor	£26,400	3
11.	Chairperson of the Learning Communities Overview and Scrutiny Committee	Councillor	£26,400	3
12.	Chairperson of the Thriving Communities Overview and Scrutiny Committee	Councillor	£26,400	3
13.	Chairperson of the Overview and Scrutiny Co-ordinating Committee	Councillor	£26,400	3
14.	Chairperson of the Development Control Committee	Councillor	£26,400	3
15.	Chairperson of the Licensing Committee	Councillor	£26,400	3
16.	Chairperson of the Democratic Services Committee	Councillor	£26,400	3
17.	Leader of the Largest Opposition Group	Councillor	£26,400	4
A maximum of 17 senior salaries for Ceredigion County Council may be paid and this has not been exceeded.				

ENTITLEMENT TO CIVIC SALARIES		ANNUAL AMOUNT OF CIVIC SALARY	BAND
ROLE	MEMBER		
Civic Head (Chairman of the Council)	Councillor	£26,400	3
Deputy Civic Head (Vice Chairman of the Council)	Councillor	£21,340	5

ENTITLEMENT AS STATUTORY CO-OPTEES		AMOUNT OF CO-OPTEES ALLOWANCES
ROLE	**MEMBER**	
Chairperson of Ethics and Standards Committee		£268 (4 hours and over) £134 (up to 4 hours)
Chairperson of Governance and Audit Committee		£268 (4 hours and over) £134 (up to 4 hours)
Ordinary Members of - Ethics and Standards Committee, - Learning Communities Overview and Scrutiny Committee - Governance and Audit Committee		£210 (4 hours and over) £105 (up to 4 hours)
Community and Town Councillors sitting on Standards Committee		£210 (4 hours and over) £105 (up to 4 hours)

11

MEMBERS ELIGIBLE TO RECEIVE CONTRIBUTIONS TOWARDS THE COSTS OF CARE OR PERSONAL ASSISTANCE	
All Members All claims must be supported by receipts from the carer.	• Formal (registered with Care Inspectorate Wales) care costs to be paid as evidenced; • Informal (unregistered) care costs to be paid up to a maximum rate equivalent to the Real UK Living Wage at the time the costs were incurred Care costs cannot be paid to someone who is part of a Members' household.

12

SCHEDULE 2

Members, including co-opted members are entitled to claim reimbursement of travelling costs, for activities that are designated official business or an approved duty by Ceredigion County Council. In accordance with the Local Government and Elections (Wales) 2021 Act, members are able to attend all official Council meetings remotely or in person.

Unless specifically requested to attend in person, members are expected to attend remotely, contributing to the economic as well as environmental benefits to the Council.

Members, including co-opted members are also eligible to claim towards necessary costs for the care of dependent children and adults and for personal assistance needs, in accordance with the specifications of the Independent Remuneration Panel for Wales, as adopted by Ceredigion County Council. This must be for the **additional costs** incurred by members to enable them to carry out official business or approved duties, on production of receipted from the care provider.

Approved duties:

Councillors should liaise with the Corporate Lead Officer: Democratic Services if they intend to claim travelling and expenses costs, for in person attendance at conferences, seminars, out of county meetings and training events to ensure that there is provision in the budget and that there is a need to attend in person.

- attendance at a meeting of the Authority or of any committee of the Authority or of any body to which the Authority makes appointments or nominations or of any committee of such a body;

- attendance at a meeting of any association of authorities of which the Authority is a member;

- attendance at any other meeting the holding of which is authorised by the Authority or by a committee of the Authority or by a joint committee of the Authority and one or more other Authorities;

- a duty undertaken for the purpose of or in connection with the discharge of the functions of Cabinet;

- attendance at any training or developmental event approved by the Authority or its Cabinet;

- any other duty approved by the Authority, or any other duty of a class so approved, undertaken for the purpose of, or in connection with, the discharge of the functions of the Authority or any of its committees.

- attendance at conferences, seminars and other meetings to which Members have been authorised to attend.

- attendance at meetings of consultative fora, partnerships, and panels or working groups.

13

- attendance at meetings of outside bodies to which Members have been authorised to attend, or when it cannot be held remotely.

- attendance at bona fide meetings with officers of the Council and other bodies in pursuance of carrying out their functions as members.

- attendance by non-Executive Members at meetings of Cabinet by invitation, or as observers, where they cannot attend remotely.

N.B. Members cannot claim for travelling expenses, subsistence or car parking whilst undertaking constituency duties.

SCHEDULE 3

Mileage Rates

All sizes of private motor vehicle Up to 10,000 miles Over 10,000 miles	45p per mile 25p per mile
Private Motor Cycles Pedal Cycles	24p per mile 20p per mile
Passenger supplement i.e. per passenger carried on authority business	5p per mile

Subsistence Allowance

The day subsistence rate is up to a maximum of £28 and covers a 24 hour period and can be claimed for any meal if relevant provided such a claim is supported by receipts (including breakfast where not provided in the overnight charge).

The maximum subsistence allowances are as follows:

Maximum Subsistence Allowances All claims must be supported by receipts and only apply for Council duties outside the County	
Breakfast: for an absence of more than 4 hours prior to 11.00am and when not provided as part of overnight accommodation	£6.30
Lunch: for an absence of more than 4 hours including the period 12.00 noon to 2.00pm	£8.65
Tea: for an absence of more than 4 hours including the period 3.00pm to 6.00pm	£3.45
Evening Meal: for an absence of more than 4 hours, ending after 7.00pm	£11.55
SUBJECT to a daily maximum of:	**£28.00**
N.B. • The £28 per day is the maximum that can be claimed based on an overnight stay (therefore the maximum if there isn't an overnight stay would be less than £28); • If the Councillor has stayed overnight and the accommodation includes breakfast, then the £28 limit should exclude the cost for a breakfast.	

Re-imbursement of alcoholic drinks is not permitted.

15

There is no entitlement to claim subsistence allowances when on Council duties within the County of Ceredigion.

Overnight Stay

The maximum allowances for an overnight stay are £200 for London and £95 for elsewhere (accommodation only). A maximum of £30 is available for an overnight stay with friends or relatives whilst on approved duty.

Opt-in allowance for Members' support

Members are entitled to opt-in to an allowance of £10 per month to cover telephone, broadband and postage costs.

Car Parking for Members

Members are entitled to claim for car parking, subject to providing a receipt. Car parking costs will not be paid for claims made more than 3 months (92 days) from the date of the entitlement to the reimbursement of cost arises.

All claims must be submitted within 3 months (92 days) from the date of the entitlement to the reimbursement of cost arises, with supporting receipts.

16

SCHEDULE 4

Compliance

- The authority will arrange for the publication on the Council's website the total sum paid by it to each Member and co-opted member in respect of salary, allowances, fees and reimbursements not later than 30 September following the close of the year to which it relates. In the interests of transparency this will include remuneration from all public service appointments held by elected members.

- The authority will publish on the Council's website a statement of the basic responsibility of a councillor and role descriptors for senior salary office holders, which clearly identify the duties expected.

- The authority will publish on the Council's website the annual schedule of Member Remuneration not later than 31 July of the year to which the schedule refers.

- The authority will send a copy of the schedule to the Independent Remuneration Panel not later than 31 July of the year to which the schedule refers.

- The authority will maintain records of Member/co-opted members' attendance at meetings of Council, Cabinet and Committees and other approved duties for which a Member/co-opted member submits a claim for reimbursement.

- The authority will arrange for the publication on the Council's website of annual reports prepared by members.

- When the authority agrees a paid substitution for family absence it will notify the Independent Remuneration Panel within 14 days of the date of the decision of the details including the particular post and the duration of the substitution.

- The maximum limit of Senior Salaries set for the Council (i.e. 17) has not been exceeded.

This page is intentionally left blank

REPORT

Independent Remuneration Panel for Wales: annual report 2023 to 2024

Sets the range and level of payments for the financial year 2023 to 2024.

First published: 27 February 2023

Last updated: 27 February 2023

Contents

Introduction

This is the final Annual Report of the Independent Remuneration Panel for Wales, setting the Decisions and Determinations on pay, expenses and benefits for elected members of principal councils, community and town councils, National Park Authorities and Fire and Rescue Authorities for implementation from April 2023.

This is my first Report as Chair of the Panel, having been appointed in June 2022. I would like to take this opportunity to thank John Bader, the outgoing Chair, for his service over many years and who led the Panel through 2 significant pieces of work last year,the **Independent 10 Year Review of the Panel** and restoring the link between elected members salaries and average earnings in Wales. I also thank Joe Stockley for his service and I am pleased to announce the appointment of Bev Smith in June this year. Saz Willey, Vice Chair, and Ruth Glazzard continued to lead the work of the Panel during this period of change and I thank them for the support they have given both Bev and I, as new members. Ruth Glazzard stood down from the Panel at the end of 2022, when she took up a new public appointment. The Public Bodies Unit is currently recruiting for a new Panel member.

This year the Panel has continued to focus on and take forward the recommendations from the **10 Year Review**. There are 4 key strands to this work, review the way we work, set out a 3 year strategy for the Panel, improve how we communicate and engage with stakeholders and build a robust evidence base to inform decisions.

We have embarked on the recommended Effectiveness Review of the way we work and have started developing our longer-term strategy with Panel development days in August and February. We have agreed that our mission is to deliver a fair and accountable reward framework for Wales, to support communities to have their voices heard within our local democratic bodies. We

will use our expertise and professionalism to build trusting, sustainable partnerships to inform our work and deliver the changes Wales needs.

We aim to improve the way we communicate and engage both with our immediate stakeholders and the general public. As a first step we now publish a summary of our monthly meetings on our **website**, but recognise there is much more to do. We aim to improve the accessibility and ease of use of our website and develop it into a more useful resource tool for people. We intend it to be an easy-to-use store of information on our Determinations, and, building on our current **frequently asked questions** page, develop our guidance on how all decisions should be applied.

Whilst we are an independent body, we will continue to work collaboratively with key stakeholders engaged in promoting participation in local democracy. The Welsh Government published research exploring the barriers to standing for elected office and the changing role of the councillor and held a series of events across Wales to highlight and discuss the findings.

We took an active part in these events, hosting seminars on remuneration and the changing role of local councillors. We welcomed the opportunity to share knowledge, experience, and best practice across a range of subjects and particularly the focus on developing a shared understanding of how we can take collective action to increase diversity in local democracy.

The Panel has decided that this year will be a year of consolidation. Major changes were put in place last year, and a significant uplift in salary levels was agreed. We wish to allow time for last year's Determinations to bed in and to allow the Panel to continue its development of a research and evidence base to inform future decisions and move to a longer term planning cycle. This report reflects that decision.

During the past few years, we have been considering the structure of our reports and how we can make them more accessible to all. We have concluded that

much of the information published replicates previous years, often without significant change. For this report we decided to focus on the changes made as a result of the proposals. We have therefore decided that the majority of the content set out in previous reports will be removed from the report and placed on the Panel's website. We will make arrangements for those who are unable to access the website.

This change has significantly reduced the size of the report and made it more manageable to navigate. This approach is also in line with our efforts to respect the challenges facing us in protecting our planet.

We included an online survey in this year's draft annual report for the first time and would like to thank everyone who took the time to complete this, or send in written responses to our consultation questions and comments on the draft report.

Panel Membership

- Frances Duffy, Chair
- Saz Willey, Vice Chair
- Bev Smith

Detailed information about the members can be found on the **Panel website**.

Role and responsibilities of the Panel

Role of the Panel

The Panel is responsible for setting the levels and arrangements for the remuneration of members of the following organisations.

- Principal councils, county and county borough councils
- Community and town councils
- National Park Authorities
- Fire and Rescue Authorities
- Corporate Joint Committees

The Panel is an independent body and is able to make decisions about:

- the salary structure within which members are remunerated
- the type and nature of allowances to be paid to members
- whether payments are mandatory or allow a level of local flexibility
- arrangements in respect of family absence
- arrangements for monitoring compliance with the Panel's decisions

The Panel is an independent organisation and the organisations listed above are required, by law, to implement the decisions it makes. There is no requirement set by the Panel for principal councils to vote on the Determinations. The Panel also sets out guidance on how its Determinations should be applied, and all councils must have due regard to this Guidance. The current guidance is set out in the **2022 to 2023 Annual Report**, Annex 2 "The Regulations". This guidance is still applicable.

The Panel is also consultee for proposed changes to the pay of principal council Chief Executives.

Principles

The work of the Panel is underpinned by a set of principles which guides its approach, methodology and decision making. They are:

- upholding trust and confidence: citizens rightly expect that all those who choose to serve in local authorities uphold the public trust by embracing the

values and ethics implicit in such public service
- simplicity: the Framework is clear and understandable
- remuneration: the Framework provides for payment to members of authorities who carry a responsibility for serving their communities. The level of payment should not act as a barrier to taking up or continuing in the post
- diversity: democracy is strengthened when the membership of authorities adequately reflects the demographic and cultural make-up of the communities such authorities serve
- accountability: taxpayers and citizens have the right to receive value for money from public funds committed to the remuneration of those who are elected, appointed or co-opted to serve in the public interest
- fairness: the Framework will be capable of being applied consistently to members of all authorities within the Panel's remit as a means of ensuring that levels of remuneration are fair, affordable and generally acceptable
- quality: the Panel recognises that the complex mix of governance, scrutiny and regulatory duties incumbent upon members requires them to engage with a process of continuous quality improvement
- transparency: transparency of members' remuneration is in the public interest

Summary of deliberations and determinations

Methodology

Each year the Panel engages with members of the bodies for which it sets remuneration levels, officers within those organisations and clerks. The Panel also engages with relevant membership bodies including Welsh Local Government Association, One Voice Wales and the Society for Local Council Clerks. It does this through a range of meetings which, at the moment, remain mostly online. The Panel has continued with these discussions. They provide an

opportunity for the Panel to explore views about existing arrangements, the impact decisions are having on individuals, how the arrangements are operating in practice and any issues or concerns individuals wish to raise. They have also provided an opportunity for discussion about emerging situations which the Panel has considered in its decision making.

The draft report was published widely and members of the public encouraged to and have provided valuable feedback and we welcome this. This year, the Panel had the opportunity to engage with a wider group of stakeholders at the 3 Welsh Government "Diversity in Democracy" events and workshops.

The Panel also considers feedback from the publishing of the Annual Report in the previous year. The changes made in last year's Report, in particular the uplift in the basic salary, seem to have been well received by stakeholders. The issues raised with the Panel have all been centred around the detail of the Determinations, asking for guidance on how they should be applied or asking for points of clarification where the text of the Report was unclear.

The Panel has therefore agreed to review the format and structure of the main Report and make better use of the Panel website to provide information and guidance.

The Panel has a duty to set payments that are fair and that encourage and enable democratic participation. It must also take account of affordability and acceptability.

In making its determinations the Panel considered a range of benchmarks, including past, current and projected indices and actual figures and the known and forecast extent and impact of multiple economic and social factors. These included post Brexit and COVID work environments and the cost of living, energy and climate crises.

Consultation on the draft Annual Report

The Panel produced and issued a draft report on 6 October 2022 for an 8 week consultation, which closed on 1 December 2022.

In addition, as part of the consultation process, stakeholders were invited to answer 5 questions using an online survey or by return email. A total of 89 responses were received online, whilst 44 were submitted by email to the IRP Mailbox. The Panel would like to thank everyone who contributed to the consultation. A summary of the responses is included in section 4.

Overall, the responses supported the Panel's determinations and so no changes have been made in the final Determinations. In some areas the wording of the Determinations has been strengthened to clarify areas of uncertainty raised through the consultation, primarily a restatement of the ability for members, on an individual basis, to opt out of part or all of their remuneration.

In addition, the consultation responses, highlighted a few areas that the Panel will consider in their forward work programme for this year. The forward work programme will be published on the Panel's website at the end of March.

Following consideration of the views received in response to its consultation the Panel now makes its final determinations.

Panel's Determinations for 2023 to 2024

Basic salary for elected members of principal councils: Determination 1

The basic salary, paid to all elected members, is remuneration for the

responsibility of community representation and participation in the scrutiny, regulatory and related functions of local governance. It is based on a full time equivalent of 3 days a week. The Panel regularly reviews this time commitment and no changes are proposed for 2023 to 2024.

Last year the Panel reset the basic salary to align with the **2020 Annual Survey of Hours and Earnings (ASHE)** published by the Office of National Statistics. This reduced the imbalance that had arisen between the basic salary of members of principal councils and the average salaries of their constituents. The change took effect from the May 2022 local elections. The rationale for this significant step can be found in last year's annual report and a detailed explanatory paper setting out the historical context and analysis is available on the Panel's **website**.

Building on this decision the Panel has determined that for the financial year 1 April 2023 to 31 March 2024 it is right to retain a link between the basic salary of councillors and the average salaries of their constituents. The basic salary will be aligned with 3 fifths of the all Wales **2021 ASHE**, the latest figure available at drafting. This will be £17,600. This will represent a 4.76% increase in the basic salary.

Salaries paid to Senior, Civic and Presiding members of principal councils: Determination 2

The limit on the number of senior salaries payable ("the cap") will remain in place. At the 2022 local elections boundary reviews changed the number of members for some councils. The Panel adjusted the senior salary cap for these councils in its 2022 to 2023 Annual Report. As there are no further changes for 2023 to 2024, the maximum number of senior salaries payable within each council remains as set out in the 2022 to 2023 **Report**.

All senior salaries include the basic salary payment. The different levels of

additional responsibility of and between each role is recognised in a banded framework. The framework was revised last year after a review of differentials and market comparators. No changes to banding are proposed this year. Early next year the Panel will gather evidence from principal councils to explore whether and how the workload of elected members has changed.

The **ASHE 2021** increase applies to the role element of Band 1 and Band 2 salaries,leader, deputy leader and executive members.

To complete the last year's realignment of the framework, Band 3 and Band 4 salary holders will receive a small increase to the role element of their pay and the role element of Band 5 pay will remain frozen. The increase in basic salary will apply.

The salary of a leader of the largest (Group A) council will therefore be £66,000. All other payments have been decided in reference to this and are set out in Table 1.

Table 1: salaries payable to basic, senior, civic and presiding members of principal councils

Group A

- Cardiff
- Rhondda Cynon Taf
- Swansea

Description

	Remuneration
Basic salary (payable to all elected members)	£17,600
Band 1: leader	£56,100
Band 1: deputy leader	£39,270
Band 2: executive members	£33,660
Band 3: committee chairs, civic head and presiding officer (if remunerated)	£26,400
Band 4: leader of the largest opposition group	£26,400
Band 5: leader of other political groups and deputy civic head	£21,340
Band 5: deputy presiding member (no role payment)	£17,600

Group B

- Bridgend
- Caerphilly
- Carmarthenshire
- Conwy
- Flintshire
- Gwynedd
- Newport

- Neath Port Talbot
- Pembrokeshire
- Powys
- Vale of Glamorgan
- Wrexham

Description

	Remuneration
Basic salary (payable to all elected members)	£17,600
Band 1: leader	£59,400
Band 1: deputy leader	£41,580
Band 2: executive members	£35,640
Band 3: committee chairs, civic head and presiding officer (if remunerated)	£26,400
Band 4: leader of the largest opposition group	£26,400
Band 5: leader of other political groups and deputy civic head	£21,340
Band 5: deputy presiding member (no role payment)	£17,600

Group C

- Blaenau Gwent

- Ceredigion
- Denbighshire
- Merthyr Tydfil
- Monmouthshire
- Torfaen
- Isle of Anglesey

Description

	Remuneration
Basic salary (payable to all elected members)	£17,600
Band 1: leader	£56,100
Band 1: deputy leader	£39,270
Band 2: executive members	£33,660
Band 3: committee chairs, civic head and presiding officer (if remunerated)	£26,400
Band 4: leader of the largest opposition group	£26,400
Band 5: leader of other political groups and deputy civic head	£21,340
Band 5: deputy presiding member (no role payment)	£17,600

There are no further changes to the payments and benefits paid to elected members and therefore all other Determinations from 2022 to 2023 still stand and should be applied in 2023 to 2024, including those covering:

- travel and subsistence
- care and personal assistance
- sickness absence
- Corporate Joint Committees
- assistants to the Executive
- additional salaries and job sharing arrangements
- co-opted members

Salaries for Joint Overview and Scrutiny Committees: Determination 3

The salary of a chair of a Joint Overview and Scrutiny Committee will be £8,800.

The salary of vice-chair will be £4,400.

There are no other changes.

Contribution to costs and expenses of members of Community and Town Councils: Determination 4

Last year the Panel carried out a major review of the remuneration framework for community and town councils and undertook a comprehensive consultation exercise with the sector. The Framework was updated then and this year the Panel has decided to make limited but important changes.

The Panel recognise that all members of community and town councils necessarily spend time working from home on council business. This was the case before and during COVID and is continuing. As a result, members have extra domestic costs and also need office consumables.

The Panel considers members should not be out of pocket for carrying out their duties. However, an individual may decline to receive part, or all, of the

payments if they so wish. This must be done in writing and is an individual matter. A community or town council member wishing to decline payments must themselves write to their proper officer to do so. Each community and town council must ensure that it does not create a climate which prevents persons accessing any monies to which they are entitled that may support them to participate in local democracy. Payments should be made efficiently and promptly.

Reimbursement for extra costs of working from home

All councils must pay their members £156 a year (equivalent to £3 a week) towards the extra household expenses (including heating, lighting, power and broadband) of working from home.

Reimbursement for consumables

Councils must either pay their members £52 a year for the cost of office consumables required to carry out their role, or alternatively councils must enable members to claim full reimbursement for the cost of their office consumables.

It is a matter for each council to make and record a policy decision in respect of when and how the payments are made and whether they are paid monthly, yearly or otherwise. The policy should also state whether and how to recover any payments made to a member who leaves or changes their role during the financial year.

Guidance on taxation

It is not within the remit or authority of the Panel to provide specific advice on

matters of taxation. Advice can be provided by One Voice Wales and guidance is available on the HMRC website.

The £156 should fall under the statutory provisions of section 316A ITEPA **Income Tax (Earnings and Pensions) Act 2003** and the current amount that can be paid without attracting a tax liability is £6 per week **Expenses and benefits homeworking: Homeworking expenses and benefits that are exempt from tax.**

The level of payments is set out in Table 2.

Table 2: Payments to Community and Town Councils

Type of Payment	Group	Requirement
Extra costs payment	1 (Electorate over 14,000)	Mandatory for all members
Senior role	1 (Electorate over 14,000)	Mandatory £500 for 1 member; optional for up to 7
Mayor or chair	1 (Electorate over 14,000)	Optional: up to a maximum of £1,500
Deputy mayor or deputy chair	1 (Electorate over 14,000)	Optional: up to a maximum of £500
Attendance allowance	1 (Electorate over 14,000)	Optional
Financial loss	1 (Electorate over	Optional

Type of Payment	Group	Requirement
	14,000)	
Travel and subsistence	1 (Electorate over 14,000)	Optional
Costs of care or personal assistance	1 (Electorate over 14,000)	Mandatory
Extra costs payment	2 (Electorate over 10,000 to 13,999)	Mandatory for all members
Senior role	2 (Electorate over 10,000 to 13,999)	Mandatory for 1 member; optional up to 5
Mayor or chair	2 (Electorate over 10,000 to 13,999)	Optional: up to a maximum of £1,500
Deputy mayor or deputy chair	2 (Electorate over 10,000 to 13,999)	Optional: up to a maximum of £500
Attendance allowance	2 (Electorate over 10,000 to 13,999)	Optional
Financial loss	2 (Electorate over 10,000 to 13,999)	Optional
Travel and subsistence	2 (Electorate over 10,000 to 13,999)	Optional

Type of Payment	Group	Requirement
Costs of care or personal assistance	2 (Electorate over 10,000 to 13,999)	Mandatory
Extra costs payment	3 (Electorate over 5,000 to 9,999)	Mandatory for all members
Senior role	3 (Electorate over 5,000 to 9,999)	Optional up to 3 members
Mayor or chair	3 (Electorate over 5,000 to 9,999)	Optional: Up to a maximum of £1,500
Deputy mayor or deputy chair	3 (Electorate over 5,000 to 9,999)	Optional: Up to a maximum of £500
Attendance allowance	3 (Electorate over 5,000 to 9,999)	Optional
Financial loss	3 (Electorate over 5,000 to 9,999)	Optional
Travel and subsistence	3 (Electorate over 5,000 to 9,999)	Optional
Costs of care or personal assistance	3 (Electorate over 5,000 to 9,999)	Mandatory
Extra Costs Payment	4 (Electorate over 1,000 to 4,999)	Mandatory for all members

Type of Payment	Group	Requirement
Senior Role	4 (Electorate over 1,000 to 4,999)	Optional up to 3 members
Mayor or Chair	4 (Electorate over 1,000 to 4,999)	Optional: Up to a maximum of £1,500
Deputy Mayor or Deputy Chair	4 (Electorate over 1,000 to 4,999)	Optional: Up to a maximum of £500
Attendance Allowance	4 (Electorate over 1,000 to 4,999)	Optional
Financial Loss	4 (Electorate over 1,000 to 4,999)	Optional
Travel and Subsistence	4 (Electorate over 1,000 to 4,999)	Optional
Costs of Care or Personal Assistance	4 (Electorate over 1,000 to 4,999)	Mandatory
Extra Costs Payment	5 (Electorate less than 1,000)	Mandatory for all members
Senior Role	5 (Electorate less than 1,000)	Optional up to 3 members
Mayor or Chair	5 (Electorate less than 1,000)	Optional: Up to a maximum of £1,500

Type of Payment	Group	Requirement
Deputy Mayor or Deputy Chair	5 (Electorate less than 1,000)	Optional: Up to a maximum of £500
Attendance Allowance	5 (Electorate less than 1,000)	Optional
Financial Loss	5 (Electorate less than 1,000)	Optional
Travel and Subsistence	5 (Electorate less than 1,000)	Optional
Cost of Care or Personal Assistance	5 (Electorate less than 1,000)	Mandatory

There are no further changes to the payments and benefits paid to elected members and therefore all other Determinations from 2022 to 2023 still stand and should be applied in 2023 to 2024, including those covering:

- payments for undertaking senior roles
- contributions towards costs of care and personal assistance
- reimbursement of travel and subsistence costs
- compensation for financial loss
- attendance allowance
- co-opted members

Payments to National Parks Authorities and Fire and Rescue Authorities: Determination 5

The 3 national parks in Wales, Brecon Beacons, Pembrokeshire Coast and Snowdonia were formed to protect spectacular landscapes and provide recreation opportunities for the public. **The Environment Act 1995** led to the creation of a National Park Authority (NPA) for each park.

National Park authorities comprise members who are either elected members nominated by the principal councils within the national park area or are members appointed by the Welsh Government through the Public Appointments process. Welsh Government appointed and council nominated members are treated equally in relation to remuneration.

The 3 fire and rescue services (FRAs) in Wales: Mid and West Wales, North Wales and South Wales were formed as part of Local Government re-organisation in 1996. FRAs comprise elected members who are nominated by the Principal Councils within each fire and rescue service area.

Payments will increase as a result of the uplift proposed for elected members of principal councils. Therefore, there will also be an uplift of 4.76% in the basic salary element.

The remuneration for Chairs will remain linked to a Band 3 senior salary of principal councils. Therefore there will be a small increase to the role element of their pay. Deputy Chairs, Committee Chairs and other senior roles will remain linked to Band 5. Therefore their role element of pay will remain frozen. The increase in basic salary will apply. Full details of the levels of remuneration for members of National Park Authorities and Fire and Rescue Authorities, is set out in Table 3.

Table 3: Payments to National Parks Authorities and Fire and Rescue Authorities

National Parks Authorities

	Amount
Basic salary for ordinary member	£4,964
Chair	£4,964
Deputy Chair (where appointed)	£8,704
Committee Chair or other senior post	£8,704

Fire and rescue authorities

	Amount
Basic salary for ordinary member	£2,482
Chair	£11,282
Deputy Chair (where appointed)	£6,222
Committee Chair or other senior post	£6,222

All other Determinations for 2022 to 2023 will still stand and should be applied in 2023 to 2024, including those covering:

- contributions towards costs of care and personal assistance
- reimbursement of travel and subsistence costs
- compensation for financial loss
- co-opted members
- restrictions on receiving double remuneration where a member holds more than 1 post

Consultation: summary of responses

The Panel produced and issued a draft report on 6 October 2022 for an 8 week consultation, which closed on 1 December 2022.

The website link and pdf version of the draft report was sent to:

- One Voice Wales
- Welsh Local Government Association
- Society for Local Council Clerks
- Principal councils
- Fire and Rescue Authorities
- National Park Authorities and
- Community and Town Councils

Determination 1: basic salary increase

Not all councils commented. Three highlighted whether it was correct that members be given an increase during the current cost of living crisis. However, these accepted that personal circumstances of members need to be considered

and therefore it should be a personal matter for members to determine themselves whether or not they accept the pay rise or make the choice to opt-out. The Panel considered this feedback, and, whilst mindful of the overall impact on council budgets, agreed that the increase in basic salary was an important factor in encouraging and supporting a diverse group of people to stand for election.

Determination 2: senior salaries

There were 2 key issues raised by stakeholders; firstly whether the level of remuneration adequately recognises the increasing responsibilities of principal council members and secondly whether the current maximum number of senior salaries ought to be reviewed. The Panel noted these points and will consider whether this area should be a focus of the future workplan.

Determination 3: salaries for Joint Overview and Scrutiny Committees

No representations were received in relation to the salaries for Joint Overview and Scrutiny Committees.

Determination 4: payments towards costs and expenses of members of Community and Town Councils

Over half of the responses highlighted a concern that the payments were mandatory and that their council did not wish to increase their precept to meet these costs. The fact that the Report did not restate that members can choose to decline their entitlement to payments was not helpful. However, other responses supported the payments.

Ten per cent of the responses received raised concerns about the costs of administration and 15 responses raised questions about the correct treatment for tax purposes. One clerk also asked if the payments that members receive could be published globally, similar to how the contribution to costs of care and personal assistance is publicised.

Other comments mentioned the need to encourage "green" travel and 1 queried the need for payments to be made for senior positions.

The Panel considered these responses and agreed to reiterate the policy on individual opt outs in the Final Report and to provide a link to helpful HMRC websites.

The Panel will continue to work with stakeholders to improve support and advice to Community and Town Councils.

Determination 5: Payments to National Parks Authorities and Fire and Rescue Authorities

No representations were made in relation to payments to members of National Parks Authorities and Fire and Rescue Authorities.

In addition, as part of the consultation process, stakeholders were invited to answer 5 questions via an online survey or by return email. A total of 89 responses were received online, whilst 48 were submitted by email to the IRP Mailbox.

Question 1

The Panel has continued to use the Annual Survey of Hours and Earnings (ASHE) published by the Office for National Statistics as the benchmark for

setting the basic salary of elected members of principal councils. There is a corresponding proportionate increase proposed for the members of National Park and Fire and Rescue Authorities. The Panel has continued to refer to the last published ASHE which was 2021. Do you agree that the basic salary element should be referenced to the **ASHE 2021** data.

Responses

90% of those who answered this question agreed that the Panel should reference the basic salary element to the ASHE 2021 data. 3% did not agree whilst 7% had no opinion on this question.

Question 2

The Panel has made changes to the payment of costs and expenses of members of community and town councils. Do you agree with the addition of the "consumables" element?

Responses

72% agreed to the addition of the 'consumables' element, whilst 25% did not agree to this additional payment.

The most common theme in the answers given to question 2 was whether this payment was now mandatory or if the payment was optional and that Councillors had the choice to forgo. The same question was asked of the £156 payment.

Question 3

The Panel will gather evidence from principal councils to explore whether and how the workload of elected members has changed to inform future Determinations. Are you content that the Panel should build this review into its future work plan and build the evidence base to support decisions?

Responses

97% of those who responded to this question agreed.

The majority of the answers highlighted the additional work that elected members now undertook in their role.

Community and town councils welcomed this as it would recognise the amount of work that the sector does.

Question 4

We have significantly reduced the size of the report this year to concentrate on key decisions made and intend to make more use of the website to provide easy to use guidance to users. This approach is also in line with our efforts to respect the challenges facing us in protecting our planet.

How would you like to access information and guidance from the Panel?
(choose all that apply)

Responses

- summary report with links to detailed guidance: 84
- easy to use guidance notes: 71
- frequently asked questions: 49
- website: 54
- social media: 16
- information events: 25
- other: 14

If other, please specify:

The proposed summary report, detailed guidance notes and frequently asked questions were welcomed. Other answers included seminars, online meetings and an information event.

Have you experienced any challenges accessing or understanding our guidance and information through our website? Please let us know how we can make it easier for you?

A simplified report and separate guidance document will help stakeholders find the information they require.

No stakeholders experienced any challenges accessing or understanding the guidance and information through the website.

Question 5

The Panel intend to undertake a series of engagements with all relevant stakeholders over the next year as part of the development of its forward planning and building of its evidence and research strategy.

Have you any comments that would help the Panel shape this engagement?

For example, a preference for online polls, the holding of engagement events, virtual or face to face, which groups should be involved, how do we engage with prospective candidates etc.

Responses

The most popular answers given to this question were:

- online polls
- virtual meetings
- face to face meetings

There was a mixture of support for both online and in-person events. Some responses proposed that the Panel held regional engagement events so that several Councils could attend at the same time. Other comments received suggested these events would help to discuss any issues with the Panel in depth and for the Panel to receive a broader viewpoint and more comprehensive feedback on any proposals.

One Voice Wales offered support to the Panel in arranging any events in the Community and Town Council sector.

Summary of Determinations

Determination 1

The basic level of salary for elected members of principal councils will set at £17,600.

Determination 2

The salary of a leader of the largest (Group A) council will be £66,000. All other payments have been decided in reference to this and are set out in Table 1.

Determination 3

The salary of a chair of a Joint Overview and Scrutiny Committee will be £8,800.

The salary of vice-chair will be £4,400.

Determination 4

Members of Community and Town Councils will be paid £156 a year (equivalent to £3 a week) towards the extra household expenses (including heating, lighting, power and broadband) of working from home. And councils must either pay their members £52 a year for the cost of office consumables required to carry out their role, or alternatively councils must enable members to claim full reimbursement for the cost of their office consumables.

Determination 5

The basic pay of members of National Park Authorities and Fire and Rescue Authorities has been increased by 4.76%. All payments are set out in Table 3.

Determination 6

All other Determinations set out in the 2022 to 2023 **Annual Report** of the Panel remain valid and should be applied.

CYNGOR SIR CEREDIGION COUNTY COUNCIL

Report to:	Council
Date of meeting:	20th April 2023
Title:	Members' survey in relation to the timing of meetings of the Council and its Committees
Purpose of the report:	To consider the Members' survey undertaken in relation to the timing of meetings of the Council and its Committees
For:	Decision
Cabinet Portfolio and Cabinet Member:	Councillor Bryan Davies Leader of the Council and Cabinet Portfolio Member for Democratic Services, Policy, Performance and People and Organisation

INTRODUCTION

Section 6 of the Local Government (Wales) Measure requires the Council to have regard to the Statutory Guidance in respect of the times and intervals at which meetings are held. The relevant meetings in the context of the guidance are meetings of the full Council and the Committees.

The Statutory Guidance

The Statutory Guidance reads as follows:

Reviewing existing arrangements

1.5 Only members of council executives are considered to be "full-time" councillors and this is reflected in the levels of payments that they are currently entitled to for their special responsibilities. By contrast, non-executive members are considered to undertake the equivalent of a part-time role, which will, in many cases, need to be fitted around whatever other commitments councillors may have.

1.6 The Expert Panel found that, although many councillors are retired, others had difficulty in marrying their work commitments with those of their council duties, or, in other cases, did so at the expense of any meaningful personal time.

1.7 For many prospective councillors in full-time employment, the extent to which their employers are supportive of their new commitment is a vital concern. Although employment legislation entitles councillors to time off for public duties, operating that in practice may be more difficult.

1.8 The timing and frequency of meetings is the most problematic issue in this respect. Other duties may be fulfilled at times which suit the individual but a meeting is at a set time and (subject to any arrangements made for remote attendance) at a set venue.

1

1.9 It is neither practical nor desirable for the Welsh Government to prescribe the times and frequency of meetings of the full council, committees and sub-committees as these are matters for each local authority to consider in individual circumstances.

However, it is important that local authorities do not simply continue to hold their meetings at the same time as they always have done simply out of inertia. What may have been tradition or an arrangement which suited the previous generation of councillors will not necessarily serve the interests of the new intake.

1.10 All local authorities should review the times at which meetings are held at least once in every term, preferably shortly after the new council is elected. The rule of thumb should be that meetings will be held at times, intervals and locations which are convenient to its members and as far as is practicable have regard to equality and diversity issues. Councils should find ways of surveying their members, at least after each election, to assess their preferences and should be committed to act on the conclusions. The survey should be carried out within three months of ordinary elections. It will be for each authority to decide on the regularity of such surveys.

1.11 Although this process could result in long-serving councillors having to make changes to their pattern of working that would be worth doing if it meant that the council was better able to retain new councillors with outside responsibilities.

1.12 Issues to be taken into account in conducting a survey could include:
- *Whether daytime or evening meetings are preferred.*
- *Whether particular times cause difficulties for councillors with particular characteristics, such as age, gender, religion, having caring responsibilities or being in employment.*

1.13 As a result of the survey, local authorities should also consider whether there may be advantages to rotating meeting times due to an impossibility of pleasing all their members all of the time. Any such arrangements will, of course, need to be clearly publicised for the benefit of interested members of the public.

2022/23 Survey

The Democratic Services Committee agreed at its meeting in December 2022 to undertake a Members' survey in relation to the timing of meetings and to ask Members about the recent Induction programme. The full findings of the survey can be found in Appendix B.

25 Members responded to the survey (66% of all Members).

The main survey conclusions are as follows:

2

Timing of meetings
- Of those that responded, 96% stated that they care able attend on Thursdays, 84% on Tuesdays, 80% on Wednesday, 68% on Fridays and 60% on Mondays;
- 5 of the respondents listed Monday as their preferred date, with 8 listing Monday as their least preferred date; 13 listed Tuesday as their preferred date, with 2 listing Tuesday as their least preferred date; 11 listed Wednesday as their preferred date with 2 listing Wednesday as their least preferred date; 13 listed Thursday as their least preferred date with 0 listing Thursday as their least preferred date; and 4 listed Friday as their preferred date with 11 listing Friday as their least preferred date (note, several Members selected more than 1 day as a preferred date, and some left several days blank);
- 52% of the respondents stated that they would prefer Council meetings to start at 10.00am; 32% stated that they would prefer to start at 9.30am;
- 52% of the respondents stated that they would prefer Committee meetings to start at 10.00am; 32% stated that they would prefer to start at 9.30am;

Comments
Members commented that the reasons for their preferences included childcare and caring responsibilities, work and self-employment, responsibilities within their Wards, and other meetings which are generally held on Mondays and Friday. Whilst some preferred an earlier, the majority preferred a 10am start to allow for travelling time.

DEMOCRATIC SERVICES COMMITTEE
The Democratic Services Committee considered the results of the consultation at its meeting on 24th March 2023 and agreed to recommend to Council that:

- Meetings should continue to be mainly held on Tuesdays, Wednesdays and Thursdays;
- The commencement time for Council and Committees to be 10.00am;
- That afternoon meetings, workshops and training events commence at 1.30pm.

	Has an Integrated Impact Assessment been completed? If, not, please state why	Not required – not a service change.
Wellbeing of Future Generations:	*Summary:*	
	Long term: N/A	
	Integration: N/A	
	Collaboration: N/A	
	Involvement: N/A	
	Prevention: N/A	
Recommendation(s):	**The Council is recommended to <u>approve</u> the following:**	
	1. That meetings are mainly held on Tuesdays, Wednesdays and Thursdays	

3

2. **That all meetings of Council and Committees commence at 10.00am**
3. **That afternoon meetings, workshops and training events commence at 1.30pm.**

Reasons for decision:	**To approve the recommendations resulting from the Survey of timings of meetings, as required by legislation.**
Overview and Scrutiny:	N/A
Policy Framework:	Section 6 of the Local Government (Wales) Measure 2011
Corporate Priorities:	N/A
Financial and Procurement implications:	None
Legal Implications:	None
Staffing implications:	None
Property / asset implications:	None
Risk(s):	None
Statutory Powers:	The Local Government (Wales) Measure 2011
Background Papers:	The Independent Remuneration Panel for Wales Annual Report dated February 2022.
Appendices:	Appendix A – The findings fo the 2022/23 Members' Survey
Corporate Lead Officer:	Lowri Edwards Corporate Lead Officer: Democratic Services (Head of Democratic Services)
Reporting Officer:	Lowri Edwards
Date:	27th March 2023

4

Meeting Timing Questionnaire

1. **On what days are you able to attend meetings?**

Monday	15
Tuesday	21
Wednesday	20
Thursday	24
Friday	17

Legend: ■ Monday ■ Tuesday ■ Wedesday ■ Thursday ■ Friday
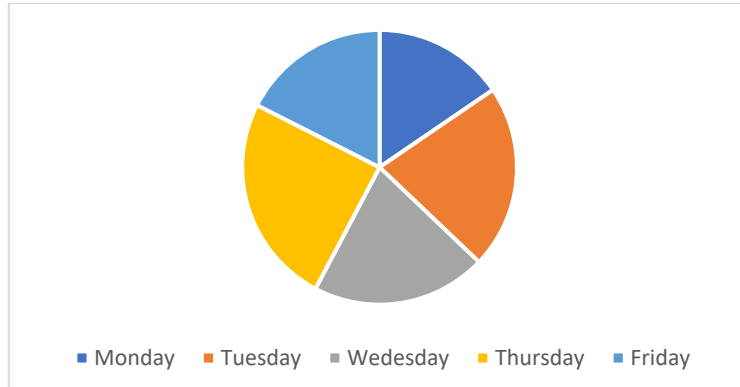
2. **If you are unable to attend on one or more of the days above, please note the reasons why (e.g. work commitments, caring responsibilities, age, gender, disability, religious reasons etc)**

- Care responsibility
- I try and work my self-employment around the meetings, but can't always manage it
- Mondays are crazy busy, Tuesdays are usually Health and Police meetings are usually on Fridays
- Employed position part time. Does allow flexitime which helps for other days
- Easier to schedule another activity
- Work commitments and availability of childcare provision
- Work commitments and caring responsibility for the grandchild
- As the Council's Fire Authority representative, most of their meetings are on Mondays (but not all Mondays)
- Work commitments. Possible to attend on other days but patients are booked in at least 4 weeks in advance so unable to make short notice ones
- N/a
- Job commitments - I am currently working full-time, and part-time (Monday - Wednesday) from 6 February 2023. The answer is most relevant to the situation when I will be working part-time
- Other meetings/business within the ward
- Can come on a Friday but try to keep it free
- Work in the ward
- Job commitments

3. **Note in order with 1 as the highest and 5 as the lowest which dates you prefer for attending meetings**

	Monday	Tuesday	Wednesday	Thursday	Friday
Option 1	5	13	11	13	4
Option 2	2	2	5	3	3
Option 3	2	4	6	7	2
Option 4	7	4	1	1	4
Option 5	8	2	2	0	11
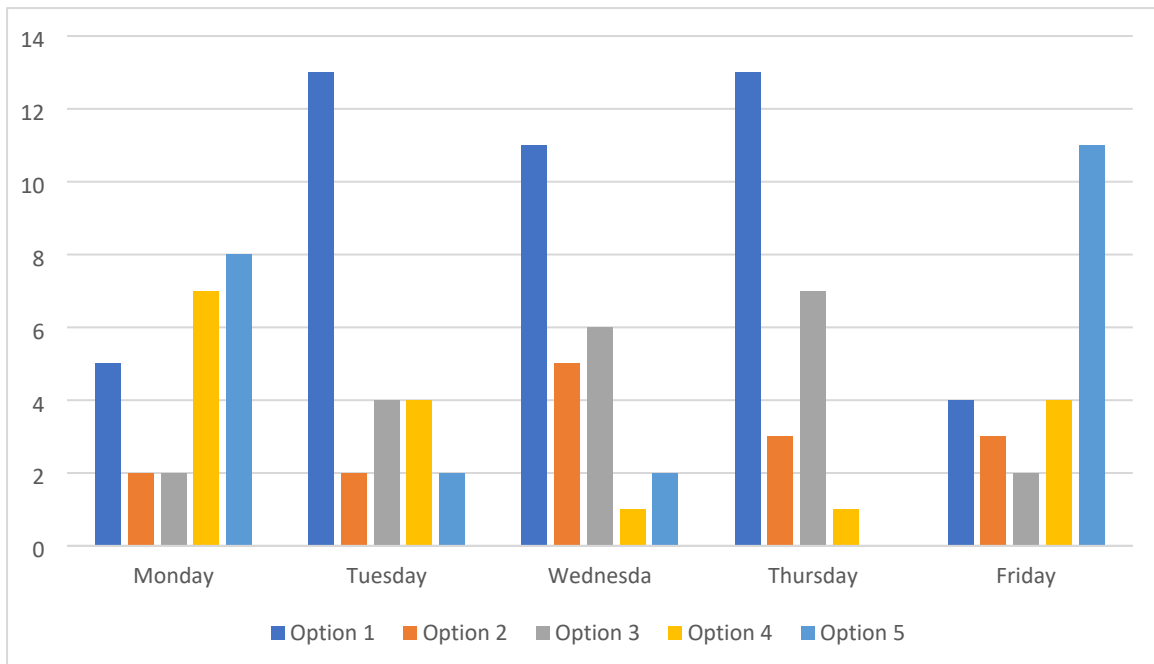
4. **At what time of day would you prefer to start the Council meeting**

9:30am	8
10:00am	13
2:00pm	1
2:30pm	0
3:00pm	1
5:00pm	2
5:30pm	0
6:00pm	0
6:30pm	0
7:00pm	0
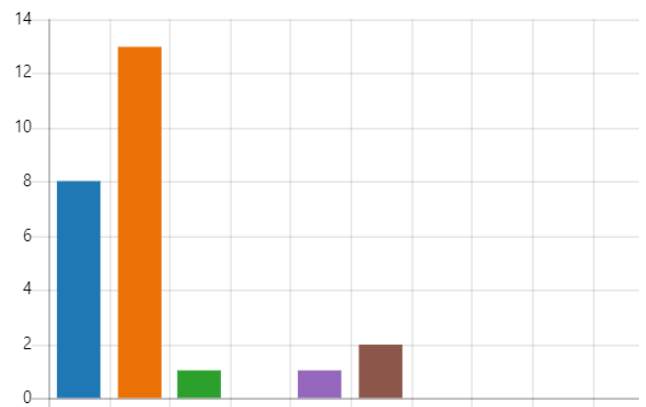
5. **At what time of day would you prefer to start Overview and Scrutiny, Development Management, Licensing, Governance and Audit meetings**

🔵 9:30am	8	
🟠 10:00am	13	
🟢 2:00pm	1	
🔴 2:30pm	0	
🟣 3:00pm	1	
🟤 5:00pm	2	
🩷 5:30pm	0	
⚫ 6:00pm	0	
🟡 6:30pm	0	
🔵 7:00pm	0	
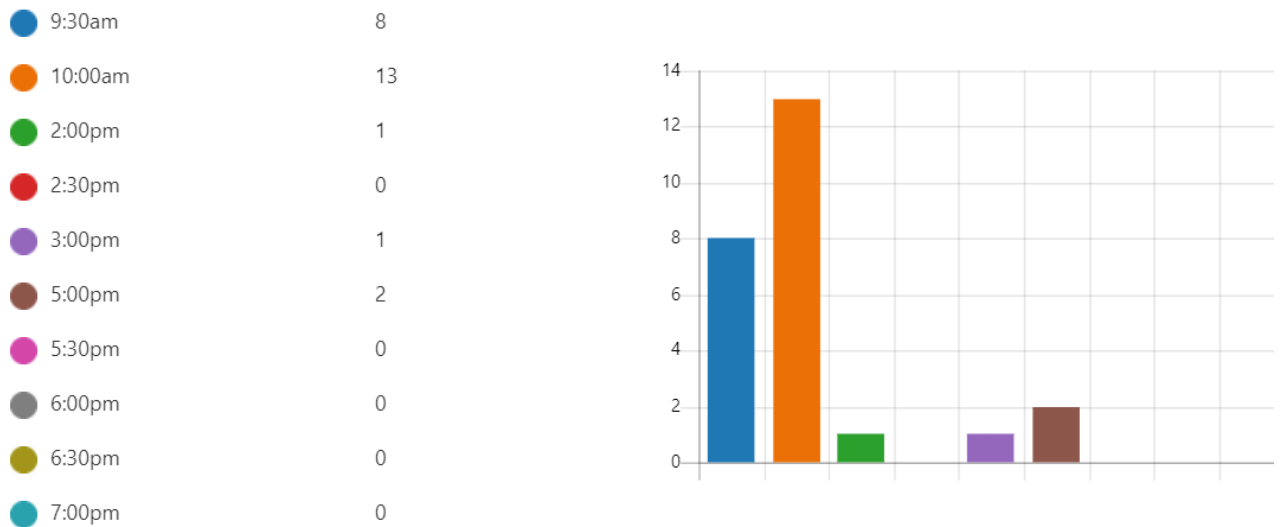
6. **Please explain why you have selected your preferred option, and if any of the specified times are not convenient for you (e.g. due to work commitments, caring responsibilities, age, gender, disability, beliefs of religion etc.)**

- I have School pick up duties and it would be so much easier if we could start meetings earlier so that I don't have to miss the end of any, Thanks
- Most outside bodies start at 10am and allows more flexibility for young parent Cllrs and travelling outside rush hour on A487
- Work and ward commitments
- Work
- Early is best (*"bore bua hi"*)
- Other duties/other work
- I'm available pretty much anytime for meetings (except where they clash, which does happen). It's better to avoid evening meetings because cllrs may well have commitments in their communities
- Start as early as possible so that the rest of the day is available to get back to work
- Nothing specifically other than 10.00am is ideal as there is an opportunity to "clear the desk" before travelling to be present in the Chamber
- Work commitments – having the meetings later in the day would mean I'd need to take fewer hours off work for attending. Childcare would also be easier at night as my partner would also be home from work.
- I'm retired from work and so I'm flexible when it comes to meeting times and days

- My wife has Fridays off, and I try to keep that day free. Mondays I like to contact people who have contacted me over the weekend. Therefore Tuesday/Wednesday/Thursday's work best for me for meetings. 10am is a reasonable time to get to Aberaeron from North Ceredigion avoiding Aberystwyth traffic.
- Other work and responsibilities taking children to school means that starting at 10 means that I can do these before starting meetings. Meetings in the afternoon are also fine with me. I would not be supportive of having meetings at night as other responsibilities of being a councillor (governmental meetings, hall committees, community councils and other organisations) means that there are no free evenings available to attend more Council meetings/scrutiny meetings etc.
- I need to be in work in afternoons
- The answers are because of employment commitments, which have grown in the last year. It is much easier to attend Council meetings if meetings are after working hours.
- If its only one meeting a day to get it done in good time for lunch as we do not have a canteen in Aberaeron
- It is easier to carry out other work after the meetings and to meet residents in the ward.
- The times selected times fit in with other work commitments
- 10.00 is a suitable time for a meeting
- Ten o'clock is convenient.
- My availability to attend meetings varies each week (both times and dates) due to the demands of my business
- To not start in the morning and have afternoon meetings wastes a morning. One can't organise any other commitments in the morning because of the time window before an afternoon meeting
- In order to have enough time to travel to Aberaeron

CEREDIGION COUNTY COUNCIL

Report to:	Council
Date of meeting:	**20th April 2023**
Title:	**Review of Communities and Electoral Arrangements – Council Size Policy**
Purpose of the report:	**To seek approval of the Council Size Policy to proceed with the Review of Communities and Electoral Arrangements**
For:	**Decision**
Cabinet Portfolio and Cabinet Member:	**N/A**

Introduction
It was reported to Council on 2nd March 2023 that a Review of Communities and Electoral arrangements would be undertaken over the next 15 – 18 months. The Council has a duty under Local Government (Democracy) (Wales) Act 2013 to keep its communities under review and report to the Local Democracy and Boundary Commission for Wales (the Commission) on how it keeps its communities under review.

The review will include:
• Section 25 Review - A review of community boundaries. Should ensure that communities continue to reflect local identities and facilitate effective and convenient local government. This review would allow the council to make minor amendments to boundaries that may have become outdated due to housing developments, shifts in population etc. This review will consider any consequential changes required to the electoral arrangements because of any boundary changes and is the element that will be undertaken by the Commission.
• Section 31 Review - A review of the electoral arrangements. To identify issues with electoral arrangements of community/town councils independent of any boundary issues.

Council agreed to set up a Cross-Party Group, made up of 7 Councillors. The Group members are Councillors Clive Davies, Elizabeth Evans, Eryl Evans, Rhodri Evans, Gwyn Wigley Evans, Paul Hinge and Alun Williams.

Council Size Policy
The first task of the Cross-Party Group was to develop a Council Size Policy.

The Local Democracy and Boundary Commission for Wales' guidance states that *"The Council Size Policy creates a mechanism to determine, for the principal area's community and town councils, the appropriate number of community councillors for a given town or community based on the electorate of the community. Ideally it*

1

should ensure that representation on a community or town council is, as far as is practicable, the same across all the community councils within the principal area".

Consideration was given to a number of factors when creating the Council Size Policy, including:

- An approximate councillor allocation per electorate
- The difference between urban and rural councils
- Ensure community ties and land mass (i.e. the geographical size of any proposed Community Council)
- Provision of an overall minimum and maximum number of community councillors for a community council. Historically the minimum number of councillors for a community council has been 7, but some councils have used 6. The largest community council in Wales at present is 24. The maximum size may be dependent on the following factors (below) in this list.
  - The existing community council sizes
  - The scale of the activity of the community councils in a principal council area.
  - The geography of the principal council area
  - The population density of the principal council area.

The draft Council Size Policy is outlined in Appendix A of this report.

Next steps

The Council Size Policy will now be shared with Local Democracy and Boundary Commission for Wales. Meetings will then be held with representatives from the Commission to agree a timeline for the Review.

The Commission will then be arranging meetings with Town and Community Council representatives.

Wellbeing of Future Generations:	**Has an Integrated Impact Assessment been completed? If, not, please state why**	Not applicable – not a service change
	Summary:	
	Long term: N/A	
	Collaboration: N/A	
	Involvement: N/A	
	Prevention: N/A	
	Integration: N/A	
Recommendation(s):	**That Council approves the Council Size Policy (as presented in Appendix A of the report).**	
Reasons for decision:	**To enable the Review of Communities and Electoral arrangements to be undertaken in accordance with Sections 25 and 31 of the Local Government (Democracy) (Wales) Act 2013.**	
Overview and Scrutiny:	N/A	

2

Policy Framework:	• Sections 25 and 31 of the Local Government (Democracy) (Wales) Act 2013; • Local Democracy and Boundary Commission for Wales – Guidance for Principal Councils on the Review of Communities; • Council's Constitution.
Corporate Well-being Objectives:	N/A
Finance and Procurement implications:	All costs associated with the Community Review will be met from the existing Electoral Services budget. The Commission's fee for conducting the review is £13,500.
Legal Implications:	To ensure compliance with the Local Government (Democracy) (Wales) Act 2013
Staffing implications:	Within service.
Property / asset implications:	None
Risk(s):	Significant risk to the Council of not undertaking the Review.
Statutory Powers:	Sections 25 and 31 of the Local Government (Democracy) (Wales) Act 2013
Background Papers:	• [Report presented to Council, 2nd March 2023](#); • [Local Democracy and Boundary Commission for Wales – Guidance for Principal Councils on the Review of Communities](#)
Appendices:	Appendix A – Draft Council Size Policy Eifion Evans Chief Executive (Electoral Registration Officer and Returning Officer)
Reporting Officer:	Lowri Edwards Corporate Lead Officer: Democratic Services (Deputy Electoral Registration Officer and Deputy Returning Officer)
Date:	12th April 2023

3

This page is intentionally left blank

CEREDIGION COUNTY COUNCIL

Review of Communities and Electoral Arrangements
Council Size Policy

Ahead of Ceredigion County Council reviewing its community boundaries, this document seeks to set out our Council Size Policy. It has been drafted having consideration to section 3.11 to 3.14 of the [Local Democracy and Boundary Commission for Wales (LDBCW) guidance](), published in 2022. Consideration has also been given to the experiences and lessons learnt from other Welsh Local Authorities.

The review will be based on an urban and rural approach:

Urban

Towns identified as Urban Service Centres in the Local Development Plan, are Aberaeron, Aberystwyth, Cardigan, Lampeter, Llandysul and Tregaron.

- Ensure that each town council area that is created is represented by a maximum of 21 councillors and a minimum of 7 councillors;

- Ensure that the ratio of councillors to electors is a minimum of 1 : 600.

Rural

- Ensure that a community ward has no fewer than 400 electors;

- Ensure that a community council area has no fewer than a total of 800 electors (i.e. the total of the communities wards within that town/community council area);

- Consider strong, evidence-based arguments to create a community ward that has fewer than 400 electors;

- Where possible, community wards are removed and councillor representation is based on the whole community council area; and that the precept collected from smaller villages will be available to each community ward.

General

The Council accepts that it will not be able to apply a one size fits all approach to the setting of town/community council areas and community wards in Ceredigion. However, the Council also believes that a consistent approach needs to be applied to the levels of representation that communities and community wards will provide.

The Council Size Policy should ensure community ties and land mass (i.e. the geographical size of any proposed Community Council).

It should be noted that the ratios stated above are **not prescriptive** to the review and are subject to consultation. The ratios in this policy will be used as a point of reference. Each area should be considered on its own merits having regard to population, geography, and the pattern of communities.

In determining whether additional representation is required for a community, the council will have consideration to the levels of uncontested seats at community level. It should also be noted that the community boundaries will guide the review, not the electoral arrangements.

Whilst the Council acknowledges that these ratios will still provide varying levels of representation throughout Ceredigion, it will ensure that the level of representations received in communities with similar characteristics is consistent. At the same time the Council will also ensure that smaller, rural communities receive adequate representation at local government level.

CEREDIGION COUNTY COUNCIL

Report to: Council

Date of meeting: **20 April 2023**

Title: **Amendments to Membership of the Community Health Council**

Purpose of the report: **To notify Members of the changes to the Community Health Council and impact upon Membership of External Bodies**

For: **Information**

Cabinet Portfolio and   **Councillor Bryan Davies**
Cabinet Member: **Leader of the Council and Cabinet Portfolio Member for Democratic Services, Policy, Performance and People and Organisation**

1. BACKGROUND

On 3 April 2023, the Community Health Council (CHC) will be replaced by 'Llais', your voice in health and social care (Citizens Vice Body). The new body will reflect the views and represent the interest of people living in Wales in their health and social services.

On the request of the Community Health Council, 3 Members were nominated to represent Ceredigion County Council on the CHC Board. The following were approved by Council during its meeting held on 20 May 2022:
- Councillor Amanda Edwards
- Councillor Wyn Evans
- Councillor Elizabeth Evans

Councillor Wyn Evans was subsequently replaced by Councillor Elaine Evans following a request by Councillor Wyn Evans to stand down from this role, and this amendment was approved by Council during its meeting held on 15 December 2022.

As a result of the changes to the Community Health Council, membership of the external body ceased as of 2 April 2023.

At the time of writing, it is currently unknown what the Terms of Reference and membership of 'Llais' will be. A further report will be presented to Council if representation from the Council is required.

	Has an Integrated Impact Assessment been completed? If, not, please state why	Not required
Wellbeing of Future Generations:	*Summary:*	
	Long term: N/A	
	Collaboration: N/A	

1

Involvement:	N/A	
Prevention:	N/A	
Integration:	N/A	

Recommendation(s): **To note that Membership of the Community Health Council ceased as of 2 April 2023.**

Reasons for decision: **To notify Members of the change to the Community Health Council and Local Authority representation.**

Overview and Scrutiny: N/A

Policy Framework: N/A

Corporate Well-being Objectives: N/A

Finance and Procurement implications: None

Legal Implications: None

Staffing implications: None

Property / asset implications: None

Risk(s): None

Statutory Powers: N/A

Background Papers: None

Appendices: None

Corporate Lead Officer: Lowri Edwards
Corporate Lead Officer: Democratic Services

Reporting Officer: Lowri Edwards

Date: 27th March 2023

CEREDIGION COUNTY COUNCIL

Report to:	**Council**
Date of meeting:	**20th April 2023**
Title:	**Nomination of Trustee to the charity known as Llandysul Memorial Park (Parc Coffa Llandysul)**
Purpose of the report:	**To confirm the appointment of Ceredigion County Council's trustee representative to the Committee of Management**
For:	**Decision**
Cabinet Portfolio and Cabinet Member:	**Councillor Matthew Vaux, Cabinet Member for Partnerships, Housing, Legal and Governance and Public Protection**

1. BACKGROUND

On the 10th January 1997, the Charity Commission made a Scheme in relation to the charity known as Llandysul Memorial Park (Parc Coffa Llandysul), a copy of which is appended at Appendix 1 of this report.

The object of the charity is the provision of maintenance of a recreation ground for the benefit of the inhabitants of the Township of Llandysul (as constituted in 1930) and its neighbourhood without distinction of political, religious or other opinions, with the object of improving the conditions of life for the said inhabitants.

The Scheme stipulates that Ceredigion County Council is the Custodian Trustee of the charity. This means that the Council purely holds the land in trust for the charity, the Council does not have any administration or management powers in relation to the charity.

The Scheme sets out a Committee of Management who are the managing trustees of the charity and who therefore deal with the day-to-day administration and management of the charity.

There is a requirement for 12 members of the Committee of Management being:
 a) 2 members elected at the annual general meeting of the Committee;
 b) 10 representative members, three of which shall be appointed by Llandysul Community Council and one representative member appointed from each of the following organisations:

 Ceredigion County Council
 Women's Institute, Llandysul Branch
 Merched y Wawr, Cangen Llandysul
 Merched Glannau Teifi, Cangen Llandysul

1

Cymdeithas Chwaraeon Llandysul
Cylch Cinio, Llandysul
The Royal British Legion, Llandysul Branch

2. **NEXT STEPS**

Whilst Cllr Keith Evans as Local Member for Llandysul has been attending the Committee of Management meetings, Officers have not been able to locate a resolution formally appointing a member to represent Ceredigion County Council therefore there is a need for the Council to do so moving forward to formalise the representation and meet the requirements of the Scheme. The nominated member will be appointed as trustee for the remainder of the current year and for re-appointment for the subsequent years within the term of administration of the current Council (i.e. until May 2027).

Whilst the Council already has an established Charity Trustee Committee, that Committee's remit is only to make decisions in relation to charities which the Council itself is sole Trustee of and therefore this charity does not fall within that remit.

Trustees will benefit from the general indemnity granted by the Council to Members and Officers, provided that they act honestly, within their powers and that of the charity, and in good faith.

	Has an Integrated Impact Assessment been completed? If, not, please state why	Not required
	Summary:	
Wellbeing of Future Generations:	**Long term:**	To ensure appropriate appointment of a Trustee on behalf of Ceredigion County Council to the Llandysul Memorial Park (Parc Coffa Llandysul) charity
	Collaboration:	To collaborate with other representatives to ensure that the area as a whole is represented
	Involvement:	To attend meetings and contribute to decision making in accordance with Charity Commission guidance
	Prevention:	None
	Integration:	Working with others to ensure the best outcomes for our residents
Recommendation(s):	**For Council to nominate a Trustee to sit on the Committee of Management for the Llandysul Memorial Park (Parc Coffa Llandysul) charity as the Ceredigion County Council representative.**	
Reasons for decision:	**To ensure appropriate representation as per the requirements of the Charity Commission Scheme for**	

the Llandysul Memorial Park (Park Coffa Llandysul) charity dated 10/01/1997.

Overview and Scrutiny:	N/A
Policy Framework:	N/A
Corporate Well-being Objectives:	Contributes to the following Corporate Priority: • Providing the Best Start in Life and Enabling Learning at All Ages
Finance and Procurement implications:	None
Legal Implications:	None
Staffing implications:	None
Property / asset implications:	None
Risk(s):	None
Statutory Powers:	N/A
Background Papers:	None
Appendices:	Appendix 1 – Scheme 10/01/1997
Corporate Lead Officer:	Elin Prysor Corporate Lead Officer: Legal and Governance
Reporting Officer:	Louise Harries
Date:	29/03/2023

This page is intentionally left blank

Sealed 10th January 1997

<table>
<tr><td>W 10(S)</td><td>County</td><td>-</td><td>Ceredigion</td></tr>
<tr><td>97</td><td>Parish</td><td>-</td><td>Llandysul</td></tr>
<tr><td></td><td>Charity</td><td>-</td><td>Llandysul Memorial Park
(Parc Coffa Llandysul)</td></tr>
</table>

CD(T)
518,607

Adjudged not chargeable
with stamp duty

Scheme including appointment of
Trustees

CHARITY COMMISSION

In the matter of the Charity known as Llandysul Memorial Park in the Parish of
Llandysul in the County of Ceredigion, comprised in a Conveyance dated the
23rd January 1930; and
In the matter of the Charities Act 1993.

THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES HEREBY
ORDER that the following Scheme be approved and established as the Scheme for the
regulation of the above-mentioned Charity:-

SCHEME

1. Administration of Charity. (1) The above-mentioned Charity and the property
thereof specified in the schedule hereto and all other the property (if any) of the Charity shall
be administered and managed subject to and in accordance with the provisions of this
Scheme.

(2) The name of the Charity shall be Llandysul Memorial Park (Parc Coffa Llandysul)
or such other name as the Committee of Management from time to time by resolution may
decide with the prior approval of the Charity Commissioners.

TRUSTEES

2. Trustees and vesting. (1) Ceredigion County Council shall be the Custodian
Trustee of the Charity.

(2) The land with the buildings thereon specified in the said schedule is hereby vested
in the said council for all the estate and interest therein belonging to or held in trust for the
Charity.

CDT186.96(x1) 29.08.96 JA

(3) Until the end of the first annual general meeting to be held as hereinafter provided the existing Trustees of the Charity at the date of this Scheme shall be the Managing Trustees of the Charity as the charity trustees thereof, but from and after the date of that meeting the Committee of Management hereinafter constituted shall be the Managing Trustees of the Charity as the charity trustees thereof as aforesaid.

OBJECT

3. Object of Charity. (1) The object of the Charity shall be the provision and maintenance of a recreation ground for the benefit of the inhabitants of the Township of Llandysul (as constituted in 1930) and its neighbourhood (the area of benefit) without distinction of political, religious or other opinions, with the object of improving the conditions of life for the said inhabitants.

(2) The said land shall be held upon trust for use for the object of the Charity.

COMMITTEE OF MANAGEMENT

4. Constitution. Subject as hereinafter provided, the Committee of Management (the Committee) shall consist when complete of 12 persons (the Members), being

> 2 Elected Members and
> 10 Representative Members.

5. Elected Members. Subject as hereinafter provided for casual vacancies, the Elected Members shall be appointed at the annual general meeting to be held as hereinafter provided and shall hold office from the end of the annual general meeting at which they are appointed.

6. Representative Members. (1) Three Representative Members shall be appointed by Llandysul Community Council.

(2) One Representative Member shall be appointed by each of the following organisations:

> Ceredigion County Council
> Women's Institute, Llandysul Branch
> Merched y Wawr, Cangen Llandysul
> Merched Glannau Teifi, Cangen Llandysul
> Cymdeithas Chwaraeon Llandysul
> Cylch Cinio, Llandysul
> The Royal British Legion, Llandysul Branch

(3) Each organisation shall notify the name of each person appointed by it to the secretary of the Committee.

CDT186.96(x1) 29.08.96 JA

(4) The appointment of a Representative Member may be made not more than one month before the annual general meeting and the term of office of a Representative Member so appointed shall commence at the end of that meeting.

(5) If an organisation entitled to appoint a Representative Member fails to do so within the said period of one month before the annual general meeting the appointment shall be made as soon as practicable after that meeting. The term of office of a Representative Member so appointed and of a Representative Member appointed to fill a casual vacancy shall commence on the day on which notification is received by the said secretary.

7. Co-opted Members. The Committee may appoint if they think fit not more than two Co-opted Members. Each appointment of a Co-opted Member shall be made at a meeting of the Committee to take effect from the date of that meeting.

8. Termination of membership. (1) Any member who is adjudged bankrupt or makes a composition or arrangement with his or her creditors or who is incapacitated from acting or who communicates in writing to the Committee a wish to resign shall thereupon cease to be a member.

(2) All the Members shall retire from office together at the end of the annual general meeting next after the date on which they came into office but they may be re-elected or re-appointed.

9. Additional Representative Members. The Committee shall have power by a resolution passed at a duly constituted meeting by the votes of not less than two-thirds of the Members for the time being to allow the appointment of an additional Representative Member by any organisation in the area of benefit not already named in this Scheme.

10. Casual vacancies. (1) Upon the occurrence of a casual vacancy the Committee shall cause a note thereof to be entered in their minute book at their next meeting and in the case of a vacancy in the office of Representative Member shall cause notice thereof to be given as soon as possible to the organisation entitled to fill the vacancy.

(2) A casual vacancy in the office of Elected Member may be filled at a meeting of the Committee to take effect from the date of that meeting.

11. Failure to appoint. The proceedings of the Committee shall not be invalidated by any vacancy among its Members or by any failure to appoint or any defect in the appointment or qualification of a Member.

12. Declaration by Members. No person shall be entitled to act as a Member whether on a first or on any subsequent entry into office until after signing in the minute book of the Committee a declaration of acceptance and of willingness to act in the trusts of this Scheme.

13. Members not to be personally interested. Except in special circumstances with the approval in writing of the Commissioners no Member shall take or hold any interest in any property belonging to the Charity otherwise than as a trustee for the purposes thereof, or

receive any remuneration, or be interested in the supply of work or goods, at the cost of the Charity.

MEETINGS AND PROCEEDINGS OF THE COMMITTEE

14. Meetings of the Committee. The Committee shall hold at least two ordinary meetings in each year. A special meeting may be summoned at any time by the chairman or by any two Members upon seven clear days' notice being given to all the other Members of the matters to be discussed.

15. Chairman. (1) At the first meeting in each year after the annual general meeting the Committee shall elect one of their number to be chairman of their meetings until the commencement of the first meeting after the annual general meeting in the following year and may also elect one of their number to be vice-chairman. The chairman and vice-chairman shall always be eligible for re-election.

(2) If the chairman and vice-chairman (if any) are absent from any meeting of the committee the Members present shall choose one of their number to be chairman of the meeting before any other business is transacted.

16. Voting. Except as hereinbefore provided every matter shall be determined by the majority of votes of the Members present and voting on the question but in the case of equality of votes the chairman of the meeting shall have a second or casting vote.

17. Minutes. The Trustees shall keep, in books maintained for the purpose, minutes of the proceedings of their meetings.

18. Accounts and annual report. The Trustees shall comply with their obligations under Part VI of the Charities Act 1993 with regard to:

(1)   the keeping of accounting records for the Charity;

(2)   the preparation of annual accounts for the Charity;

(3)   the preparation of an annual report;

(4)   where applicable, the auditing or independent examination of the statements of account of the Charity; and

(5)   where applicable, the transmission of the statements of account and the annual report to the Commissioners.

19. Annual return. The Trustees shall where applicable comply with their obligations under the Charities Act 1993 with regard to the preparation of an annual return and its transmission to the Commissioners.

CDT186.96(x1) 29.08.96 JA

20. <u>Rules</u>. Within the limits prescribed by this Scheme the Committee may from time to time make and alter rules for the conduct of their business and for the summoning and conduct of their meetings and in particular with reference to -

(1) the terms and conditions upon which the said land may be used for the purposes specified in the Scheme by persons or bodies other than the Committee and the sum (if any) to be paid for such use;

(2) the appointment of an auditor, treasurer and such other unpaid officers as the Committee may consider necessary and the fixing of their respective terms of office.

(3) the engagement and dismissal of such paid officers and servants as the Committee may consider necessary; and

(4) the number of Members who shall form a quorum at meetings of the Committee, provided that the number of Members who shall form a quorum shall not be less than one-third of the total number of Members for the time being.

INSURANCE

21. <u>Insurance</u>. The Committee shall insure any buildings and effects from time to time belonging to the Charity to the full value thereof against fire and other usual risks arising out of the ownership of property and the employment of persons.

APPLICATION OF INCOME

22. <u>Receipts and expenditure</u>. (1) The income of the Charity including all payments for the use of the said land and all donations for the benefit thereof shall be paid into a trust account at such bank as the Committee shall from time to time prescribe.

(2) The moneys standing to the credit of the said account shall be applied as the Committee shall decide in maintaining the property of the Charity (including the repair and insurance of any building thereon and any furniture and effects therein) and in paying all rent (if any), rates taxes, salaries of paid officers and servants and other outgoings and in otherwise furthering the object of the Charity.

23. <u>Surplus cash</u>. Sums of cash at any time belonging to the Charity not needed for immediate working purposes shall be invested in trust for the Charity.

ANNUAL GENERAL MEETING

24. <u>Annual general meeting</u>. (1) There shall be an annual general meeting in connection with the Charity which shall be held except as hereinafter provided for the first annual general meeting in the month of October in each year or as soon as practicable thereafter.

6

(2) All inhabitants of the area of benefit of 18 years of age and upward shall be entitled to attend and vote at the annual general meeting.

(3) The first annual general meeting shall be convened by the existing Trustees of the Charity as soon as practicable after the date of this Scheme and every subsequent annual general meeting shall be convened by the Committee.

(4) Public notice of every annual general meeting shall be given in the area of benefit at least 14 days before the date thereof.

(5) Before any other business is transacted at the first annual general meeting after the date of this Scheme, the persons present thereat shall appoint a chairman of the meeting. The chairman of subsequent annual general meetings shall be the chairman for the time being of the Committee, but if he or she is not present, before any other business is transacted, the persons present shall appoint a chairman of the meeting.

(6) The Committee shall present to each annual general meeting the report and accounts of the Charity for the preceding year.

LETTING AND SALE

25. Letting. (1) Subject to the provisions of this clause, the Committee may let any part of the land belonging to the Charity which is not required for use for the object of the Charity.

(2) The letting must not unduly interfere with the use of the remaining land for the object of the Charity.

(3) The Committee must comply with the restrictions on disposal imposed by section 36 of the Charities Act 1993, unless the disposal is excepted from these restrictions by section 36(9)(b) or (c) or section 36(10) of that Act.

26. Sale. (1) Subject to the provisions of this clause, the Committee may sell any part of the said land and buildings, and may do and execute all proper acts and assurances for carrying any such sale into effect.

(2) The Committee may only sell the land if -

(a) The Committee decides that, on grounds of expense or otherwise, it is necessary or advisable to discontinue the use of the land for the object of the Charity; and

(b) the decision to sell is confirmed by a resolution passed at a meeting of the inhabitants of the area of benefit of 18 years and upward. At least 14 days notice of the meeting, setting out the terms of the resolution proposed, must be given.

(3) The Committee must comply with the restrictions on disposal imposed by section 36 of the Charities Act 1993, unless the sale is excepted from these restrictions by section 36(9)(b) or (c) or section 36(10) of that Act.

27. Proceeds of sale. (1) Unless the Commissioners otherwise direct the clear proceeds of any such sale as aforesaid shall be invested in trust for the Charity.

(2) Thereafter, the Committee shall apply the clear income and subject to the approval of the Commissioners the property of the Charity in furthering the object of the Charity or for such other charitable purposes for the general benefit of the inhabitants of the area of benefit as the Committee think fit.

GENERAL PROVISIONS

28. Donations. The Committee may accept any donations or property for the general purposes of the Charity and they may also accept donations or property for any special objects connected with the Charity not inconsistent with the provisions of this Scheme.

29. Power of amendment. (1) Subject to the provisions of this clause, the Committee may amend the provisions of this Scheme.

(2) Any amendment must be made under the authority of a resolution passed at the annual general meeting. The notice of the meeting must include notice of the resolution, setting out the terms of the amendment proposed.

(3) The Committee must not make any amendment which would:

(a)   vary this clause;

(b)   vary clauses 3 (objects), 25 (power of letting), 26 (power of sale) and 27 (proceeds of sale);

(c)   confer a power to dissolve the Charity;

(d)   enable them to spend the permanent endowment of the Charity.

(4) The Committee must obtain the prior written approval of the Commissioners to any amendment which would:

(a)   vary the power for the remuneration of Members in clause 13 of this Scheme;

(b)   vary the Committee's power of investment.

(5) The Committee must:

(i)   promptly send to the Commissioners a copy of any amendment made under this clause; and

(ii)   keep a copy of any such amendment with this Scheme.

30. <u>Questions under Scheme</u>. Any question as to the construction of this Scheme or as to the regularity or the validity of any acts done or about to be done under this Scheme shall be determined by the Commissioners upon such application made to them for the purpose as they think sufficient.

S C H E D U L E

Land situate in the parish of Llandysul in the County of Ceredigion being the land comprised in a conveyance made the 23rd January 1930 between Edward Crawford Lloyd Fitzwilliams of the one part and Thomas Davies and three others of the other part excluding the land sold under the authority of an Order of the Commissioners dated the 15th February 1983.

Sealed by Order of the Commissioners this 10th day of January 1997.

S. Tonley.

ASSISTANT COMMISSIONER

L.S.

CDT186.96(x1) 29.08.96 JA

Ebrill / April 2023

CYNGOR SIR CEREDIGION COUNTY COUNCIL
2022/2023

CYNGHORWYR BLAENLLAW / PROMINENT COUNCILLORS

Arweinydd y Cyngor /
Leader of the Council   **Cyng./** Cllr. Bryan Davies

Dirprwy Arweinydd y Cyngor /
Deputy Leader of the Council   **Cyng./** Cllr. Alun Williams

Cadeirydd y Cyngor /
Chairman of the Council   **Cyng./** Cllr. Ifan Davies

Is-Gadeirydd y Cyngor /
Vice-Chairman of the Council   **Cyng./** Cllr. Maldwyn Lewis

GRWP Y WEITHREDIAETH / EXECUTIVE GROUP:

Plaid Cymru / The Party of Wales (**20 Aelod** / Members)

GRWPIAU ANWEITHREDOL / NON EXECUTIVE GROUPS:

Aelodau Annibynnol / Independents (**9 Aelod** / Members)

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (**7 Aelod** / Members)

Heb-Grŵp / Un-Grouped (2 **Aelod** / Member)

AELODAETH Y CABINET A PHWYLLGORAU'R CYNGOR / MEMBERSHIP OF THE CABINET AND COMMITTEES OF THE COUNCIL

Y CABINET / THE CABINET

Y Cynghorwyr / Councillors	Portffolio / Portfolio
Cyng./Cllr. Bryan Davies	**Gwasanaethau Democrataidd, Polisi, Perfformiad a Phobl a Threfniadaeth** Democratic Services, Policy, Performance and People and Organisation
Cyng./Cllr. Alun Williams	**Gydol Oes a Llesiant** Through Age and Wellbeing
Cyng./Cllr. Catrin M.S. Davies	**Diwylliant, Hamdden a Gwasanaethau Cwsmeriaid** Culture, Leisure and Customer Services
Cyng./Cllr. Clive Davies	**Yr Economi ac Adfywio** Economy and Regeneration
Cyng./Cllr. Gareth Davies	**Gwasanaethau Cyllid a Chaffael** Finance and Procurement Services
Cyng./Cllr. Keith Henson	**Priffyrdd a Gwasanaethau Amgylcheddol a Rheoli Carbon** Highways and Environmental Services and Carbon Management
Cyng./Cllr. Wyn Thomas	**Ysgolion, Dysgu Gydol Oes a Sgiliau** Schools, Lifelong Learning and Skills
Cyng./Cllr. Matthew Vaux	**Partneriaethau, Gwasanaethau Tai, Cyfreithiol a Llywodraethu a Diogelu'r Cyhoedd** Partnerships, Housing, Legal and Governance and Public Protection

PWYLLGORAU / COMMITTEES

PWYLLGOR RHEOLI DATBLYGU / DEVELOPMENT CONTROL COMMITTEE (15)

Cadeirydd / Chairman: **Cyngh./**Cllr. Rhodri Davies
Is Gadeirydd / Vice Chairman: **Cyngh./**Cllr. Ifan Davies

Plaid Cymru / The Party of Wales (7)
Gethin Davies, Rhodri Davies, Chris James, Ceris Jones, Maldwyn Lewis, Mark Strong, Carl Worrall.

Aelodau Annibynnol / Independents (4)
Ifan Davies, Marc Davies, Rhodri Evans, Gareth Lloyd.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (3)
Meirion Davies, Geraint Hughes, Sian Maehrlein.

Aelod Ddi-Grŵp / Un-Grouped Member (1)
Hugh Hughes

PWYLLGOR TRWYDDEDU / LICENSING COMMITTEE (11)

Cadeirydd / Chairman: **Cyngh./Cllr.** Paul Hinge
Is Gadeirydd / Vice Chairman: **Cyngh./**Cllr. Gwyn James

Plaid Cymru / The Party of Wales (6)
Amanda Edwards, Endaf Edwards, Eryl Evans, Ann Bowen Morgan, Caryl Roberts, 1 sedd wag/vacant seat.

Aelodau Annibynnol / Independents (3)
Keith Evans, Wyn Evans, Gwyn James.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (2)
Paul Hinge, John Roberts.

PWYLLGOR LLYWODRAETHU AC ARCHWILIO / GOVERNANCE AND AUDIT
COMMITTEE (6)

Cadeirydd / Chairman: Alan Davies
Is Gadeirydd / Vice Chairman: Andrew Blakemore

Plaid Cymru / The Party of Wales (3)
Endaf Edwards, Maldwyn Lewis, Mark Strong.

Aelodau Annibynnol / Independents (2)
Gareth Lloyd, Wyn Evans.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (1)
Elizabeth Evans.

Aelod Lleyg / Lay Member
Alan Davies, Andrew Blackmore, Caroline Whitby.

PWYLLGOR GWASANAETHAU DEMOCRATAIDD / DEMOCRATIC SERVICES
COMMITTEE (6)

Cadeirydd / Chairman: **Cyngh.** / Cllr. Elizabeth Evans
Is Gadeirydd / Vice Chairman: **Cyngh.** / Cllr. Gareth Lloyd

Plaid Cymru / The Party of Wales (3)
Endaf Edwards, Caryl Roberts, Mark Strong.

Aelodau Annibynnol / Independents (2)
Gwyn James, Gareth Lloyd.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (1)
Elizabeth Evans.

PWYLLGOR IAITH / LANGUAGE COMMITTEE (7)

Cadeirydd/ Chairman: **Cyngh./**Cllr. Catrin M.S. Davies
Is Gadeirydd / Vice Chairman: **Cyngh./**Cllr. Chris James

Plaid Cymru / The Party of Wales (3)
Catrin M.S. Davies, Rhodri Davies, Chris James.

Aelodau Annibynnol / Independents (2)
Gwyn Wigley Evans, Gareth Lloyd.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (2)
John Roberts, 1 sedd wag/vacant seat.

PWYLLGOR RHESTR FER / SHORTLISTING COMMITTEE (8)
(AD HOC)

PWYLLGOR MOESEG & SAFONAU / ETHICS & STANDARDS COMMITTEE (9)
Cadeirydd / Chairman: Caroline White
Is-Gadeirydd/ Vice Chairman: John Weston

Aelodau Annibynnol / Independent Members (5):
Alan Davies, Caryl Davies, Carol Edwards, John Weston, Caroline White.

Aelodau Etholedig / Elected Members (2):
Y Cynghorwyr / Councillors Gwyn Wigley Evans, Caryl Roberts.

Aelodau Etholedig (Cynrychiolwyr y Cynghorau Cymuned) / Elected Members (Community Council Representatives) (2):
Y Cynghorwyr / Councillors Delyth James, Jan Culley.

PWYLLGORAU TROSOLWG A CHRAFFU / OVERVIEW and SCRUTINY COMMITTEES

PWYLLGOR CYMUNEDAU FFYNIANNUS / THRIVING COMMUNITIES COMMITTEE (13)

Cadeirydd / Chairman: **Cyngh./**Cllr. Gwyn Wigley Evans
Is Gadeirydd / Vice Chairman: **Cyngh./**Cllr. Marc Davies

Plaid Cymru / The Party of Wales (7)
Gethin Davies, Rhodri Davies, Steve Davies, Chris James, Maldwyn Lewis, Ann Bowen Morgan, Carl Worrall.

Aelodau Annibynnol / Independents (3)
Marc Davies, Gwyn Wigley Evans, Rhodri Evans.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (3).
Meirion Davies, Sian Maehrlein, John Roberts.

PWYLLGOR CYMUNEDAU IACHACH / HEALTHIER COMMUNITIES COMMITTEE (13)

Cadeirydd/ Chairman: **Cyngh/**Cllr. Caryl Roberts
Is-Gadeirydd/ Vice-Chairman: **Cyngh/**Cllr. Ceris Jones

Plaid Cymru / The Party of Wales (7)
Amanda Edwards, Eryl Evans, Ceris Jones, Maldwyn Lewis, Ann Bowen Morgan, Caryl Roberts, Carl Worrall.

Aelodau Annibynnol / Independents (3)
Keith Evans, Gwyn James, Wyn Evans.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (3)
Elaine Evans, Sian Maehrlein, John Roberts.

PWYLLGOR CYMUNEDAU SY'N DYSGU / LEARNING COMMUNITIES COMMITTEE (13)

Cadeirydd/ Chairman: **Cyngh./**Cllr. Endaf Edwards
Is Gadeirydd/Vice Chairman: **Cyngh./**Cllr. Chris James

Plaid Cymru / The Party of Wales (7)
Rhodri Davies, Amanda Edwards, Endaf Edwards, Eryl Evans, Chris James, Ann Bowen Morgan, Mark Strong.

Aelodau Annibynnol / Independents (3)
Euros Davies, Marc Davies, Gareth Lloyd.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (3)
Meirion Davies, Paul Hinge, Elizabeth Evans.

PWYLLGOR ADNODDAU CORFFORAETHOL / CORPORATE RESOURCES COMMITTEE (13)

Cadeirydd / Chairman: **Cyngh./**Cllr. Rhodri Evans
Is-Gadeirydd / Vice Chairman: **Cyngh./**Cllr. Geraint Hughes

Plaid Cymru / The Party of Wales (6)
Endaf Edwards, Eryl Evans, Ceris Jones, Ann Bowen Morgan, Caryl Roberts, Carl Worrall.

Aelodau Annibynnol / Independents (3)
Euros Davies, Ifan Davies, Rhodri Evans.

Democratiaid Rhyddfrydol / Welsh Liberal Democrats (3)
Elaine Evans, Paul Hinge, Geraint Hughes.

Aelod Ddi-Grŵp / Un-Grouped Member (1)
Hugh Hughes

PWYLLGOR CYDLYNU TROSOLWG A CHRAFFU / OVERVIEW AND SCRUTINY COORDINATING COMMITTEE (10)

Cadeirydd /Chairman: **Cyngh/**Cllr. Keith Evans
Is Gadeirydd / Vice Chair: **Cyngh/**Cllr. Wyn Evans

Ynghyd â / together with:
Marc Davies, Endaf Edwards, Gwyn Evans, Rhodri Evans, Geraint Hughes, Chris James, Ceris Jones, Caryl Roberts,

(Cadeiryddion ac Is-Gadeiryddion y Pwyllgorau Trosolwg a Chraffu
Chairmen and Vice-Chairmen of the Overview and Scrutiny Committees)

Mae'r Cynghorwyr uchod hefyd yn aelodau o'r Pwyllgor Ymddiriedolwyr Elusennau / The Councillors above are also members of the Charity Trustee Committee.