

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	Corporate Strategy 2022-27
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Service Area	PPPP	Corporate Lead Officer	Alun Williams	Strategic Director	Barry Rees
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Name of Officer completing the IIA	Rob Starr	E-mail	Rob.starr@cereigion.gov.uk	Phone no	2653
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Please give a brief description of the purpose of the proposal

The previous Corporate Strategy 2017-22 came to an end in March 2022. Best practice and the Well-being of Future Generations (Wales) Act 2015 requires a new Corporate Strategy. The new Corporate Strategy sets out the new Corporate Well-being Objectives and the steps the Council intends to take to deliver the Objectives and maximise its contribution to the National Well-being Goals whilst ensuring that it implements the Sustainable Development Principle.

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).

All citizens and stakeholders in Ceredigion.

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
	<i>e.g. Budget Process, LG, Scrutiny, Cabinet etc.</i>			<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal. Have you considered and applied the sustainable development principle and Well-being Goals?</i>

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Rob Starr	Overview and Scrutiny Coordinating Committee	V1	14/10/2022	To consider the draft Corporate Strategy following consultation and approve for implementation.
COUNCIL STRATEGIC OBJECTIVES: Which of the Council's Strategic Objectives does the proposal address and how?				
Boosting the Economy	<p>This proposal seeks to replace the Council's previous corporate priorities and previous well-being objectives with a new set of four Corporate Well-being objectives. The proposed new Objectives are:</p> <ul style="list-style-type: none"> • Boosting the Economy, Supporting Businesses and Enabling Employment • Creating Caring and Healthy Communities • Providing the Best Start in Life and Enabling Learning at All Ages • Creating Sustainable, Green and Well-connected Communities <p>The Objectives have been identified through extensive analysis of evidence and engagement with residents, including the ambitions of the new political administration, the Ceredigion Assessment of Local Well-being and the recent public consultation on the draft strategy.</p> <p>The objectives have also been identified through the lens of the Wellbeing of Future Generations (Wales) Act 2015. This involved identifying how we could maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p>			
Investing in People's Future				
Enabling Individual and Family Resilience				
Promoting Environmental and Community Resilience				

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*

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- 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?
<p>Long Term Balancing short term need with long term and planning for the future.</p>	<ul style="list-style-type: none"> • This Corporate Strategy seeks to develop and improve the social, economic, environmental and cultural well-being of Ceredigion over the next 5 years and beyond • Medium Term Financial Planning ensures that decisions consider the impact on future generations • Workforce planning will ensure the development of workforce skills for the future • Workforce planning will ensure the Council has a sustainable and qualified workforce for the future • Asset Management will ensure that the new ways of working are implemented and take advantage of the opportunities that exist post COVID-19 to ensure sustainable and high-quality services <p>Boosting the Economy, supporting Business and enabling employment</p>	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<ul style="list-style-type: none"> • Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced. • Full public consultation conducted between 24th August and 30th September 2022. • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.



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

Creating Caring and Healthy Communities

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

Providing the best start in life and enabling Learning at all ages

- The Through Age Model An involves long-term planning to ensure sustainable services for the next 15 years +



	<ul style="list-style-type: none"> • Future Trends, such as demographic change have been utilised in the Model • The recovery from the pandemic is projected to last for a number of years and our plans to improve physical and mental well-being take a long-term approach to support in response <p>Creating sustainable, greener and well-connected communities</p> <ul style="list-style-type: none"> • Long-term planning to reduce carbon emissions will help protect our beautiful landscape for future generations • Future Trend analysis utilised in developing the Council's 5-Year Carbon Management Plan 		
<p>Collaboration Working together with other partners to deliver.</p>	<p>The Council actively supports a variety of partnerships, and is proactive in assessing the benefits of partnerships to the citizens and communities of Ceredigion.</p> <p>Boosting the Economy, supporting Business and enabling employment</p> <ul style="list-style-type: none"> • The Growing Mid Wales Partnership brings together public, private and academic sectors to achieve shared goals • Working with Powys County Council and Welsh and UK Government to maximise use of re-sources and capitalise on opportunities 	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report</p>	<ul style="list-style-type: none"> • Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced. • Full public consultation conducted between 24th August and 30th September 2022. • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development



	<p>Creating caring and healthy communities</p> <ul style="list-style-type: none"> The Council works proactively with partners through the Ceredigion Public Services Board Poverty Sub-Group to tackle the causes and impacts of poverty across the County Working with the Third Sector to provide mental health support to young people following the COVID-19 pandemic <p>Providing the best start in life and enabling Learning at all ages</p> <ul style="list-style-type: none"> The Health Board, Council and Third Sector partners work collaboratively to implement integrated health and social care programmes across west Wales Effective collaboration with the Health Board in responding to the COVID-19 pandemic such as the setting up the two field hospitals and the Mass Vaccination Centres <p>Creating sustainable, greener and well-connected communities</p> <ul style="list-style-type: none"> Collaborative working with partners and stakeholders will help to ensure a coordinated approach to minimising the impact of climate change and that we all focus on more sustainable forms of energy in the future 	<p>Assessment of Local Well-being</p>	<p>principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p>
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	<ul style="list-style-type: none"> We are working in partnership with colleagues on the Ceredigion Public Services Board, for example, in the development of the Penglais District Heating Project where all public sector organisations in the locality will be able to take advantage of green solutions to energy 		
<p>Involvement Involving those with an interest and seeking their views.</p>	<p>The Objectives have been identified through extensive analysis of evidence and engagement with residents, including the recent public consultation on the draft strategy and in 2021 the Regional Well-being Survey that was used to inform the Ceredigion Assessment of Local Well-being. The Council is committed to ensuring that the voices of all Ceredigion citizens and communities are heard and will actively seek the views of those whose voices are seldom heard.</p> <p>Some specific examples of involvement in the production of the draft Strategy are:</p> <ul style="list-style-type: none"> Consideration has been given to the ambitions of the new political administration 2022-27. Development of the draft Strategy has involved Corporate Lead Officers and Corporate Managers who have taken part in workshops and help set the steps for delivering 	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<ul style="list-style-type: none"> Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced. Full public consultation conducted between 24th August and 30th September 2022. All responses to the consultation have been considered and where necessary amendments made. Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.



	<p>the Corporate Well-being Objectives.</p> <ul style="list-style-type: none"> The draft Strategy has taken into account the Ceredigion Public Services Board’s Assessment of Local Well-being, which was produced following extensive engagement during 2021 including those with protected characteristics as defined under the Equality Act 2010. <p>Boosting the Economy, supporting Business and enabling employment</p> <ul style="list-style-type: none"> Private sector businesses, drivers of future economic growth are involved in identifying key priorities and strategies Private, public and third sectors involved in shaping the emerging Growth Deal programme Extensive engagement was undertaken in the development of the Economic Strategy <p>Creating caring and healthy communities</p> <ul style="list-style-type: none"> Supporting the Ceredigion Youth Council as a forum for children and young people ensures the voices of young people across Ceredigion are heard <p>Providing the best start in life and enabling Learning at all ages</p>		
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	<ul style="list-style-type: none"> Public and private sector have been involved in developing the Through Age Model The refreshed Strategic Equality Plan ensures that our actions are fair and inclusive to all Younger people were identified as one of the groups disproportionately affected by the pandemic in Ceredigion, and as a result a range of specific support was put in place <p>Creating sustainable, greener and well-connected communities</p> <ul style="list-style-type: none"> Everyone is involved and encouraged to make choices that will reduce costs now and protect the environment for the future 		
<p>Prevention Putting resources into preventing problems occurring or getting worse.</p>	<p>The Council's Corporate Well-being Objectives have been set in order to prevent problems from occurring or getting worse. These include addressing the effects of poverty, the issues of rurality and improving the wellbeing of people of all ages.</p> <p>Boosting the Economy, supporting Business and enabling employment</p> <ul style="list-style-type: none"> Increased economic opportunities will prevent further out-migration of skilled young people Economic growth will prevent the future negative impact of migration patterns on Welsh language and culture 	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report</p>	<ul style="list-style-type: none"> Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced. Full public consultation conducted between 24th August and 30th September 2022. All responses to the consultation have been considered and where necessary amendments made. Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of



	<ul style="list-style-type: none"> Interventions in the Economic Strategy will prevent further growth in the productivity gap <p>Creating caring and healthy communities</p> <ul style="list-style-type: none"> Supporting all learners helps to provide them with better learning and career opportunities Working to raise income levels across the County will help in the prevention of in-work poverty Supporting people through the Council Tax Reduction Scheme or Discretionary Housing Payments are key components of financial support to households through the cost-of-living crisis and in preventing their situation becoming worse. <p>Providing the best start in life and enabling Learning at all ages</p> <ul style="list-style-type: none"> The Through Age Model provides a coordinated approach to social care in order to prevent, reduce or delay the need for ongoing support, and allow people to remain in their own homes Preventing homelessness and promoting independence remains a priority for the Council and is the most effective way of tackling homelessness Progressing the Well-being Centres supports the ambition to create healthy communities 	<p>Assessment of Local Well-being</p>	<p>the present are met without compromising the ability of future generations to meet their own needs.</p>
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	<p>Creating sustainable, greener and well-connected communities</p> <ul style="list-style-type: none"> • The first objective focuses on preventing further impact on the environment, particularly reducing carbon emissions, but also the impact on biodiversity across the County • Active travel is a key part of Ceredigion’s strategy to improve health and well-being, and thus preventing health related problems in the future • Being connected has come to the fore over the last two years, and investment in connectivity will help to create stronger and more resilient communities 		
<p>Integration Positively impacting on people, economy, environment and culture and trying to benefit all three.</p>	<p>The draft Corporate Strategy has been developed to ensure that all services can make a contribution to the Corporate Well-being Objectives. The draft Corporate Well-being Objectives are interlinked and services will strengthen collaboration in order to work towards delivering them.</p> <p>Boosting the Economy, supporting Business and enabling employment</p> <ul style="list-style-type: none"> • The Economic Strategy provides a shared vision and action for development of the local economy and the interventions contain in it 	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021</p>	<ul style="list-style-type: none"> • Conduct a ‘triangulation’ exercise of the evidence used to ensure that the objectives identified are evidenced • Full public consultation conducted between 24th August and 30th September 2022 • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used



	<p>will be delivered by a variety of partners and stakeholders over the next 15 years</p> <ul style="list-style-type: none"> Economic growth strategies integrated with other service provision, including education, skills, planning and infrastructure <p>Creating caring and healthy communities</p> <ul style="list-style-type: none"> Better skills and jobs increase income levels and therefore allow the local economy to grow The Arfor Programme to support and strengthen the links between economic growth and the Welsh language also strengthen each of the four pillars of well-being (economic, social, environmental and cultural) <p>Providing the best start in life and enabling Learning at all ages</p> <ul style="list-style-type: none"> Public and private working together to maximise contribution to healthier Wales and other goals Supporting people's physical and emotional well-being impacts on all of the national Well-being Goals and helps to build stronger and more resilient communities <p>Creating sustainable, greener and well-connected communities</p> <ul style="list-style-type: none"> Decarbonisation, improving the health of the County through encouraging active travel, and 	<p>Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<p>the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p>
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	improving connectivity has clear benefits for maximising our contribution to all of the well-being goals		
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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?
<p>3.1. A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>	<p>All of the Corporate Well-being Objectives capture the importance of developing the local economy in Ceredigion. In particular, the ambitions under the Boosting the Economy, Supporting Businesses and Enabling Employment aim to grow the local economy, support new and local businesses, create higher paid and skilled jobs, improve connectivity, tackle poverty and support learning. The combination of these will support a prosperous Ceredigion and Wales. Specifically, the ambitions we propose to undertake to achieve this are:</p> <ul style="list-style-type: none"> • Progress the £110m Mid Wales Growth Deal • Support local businesses in the recovery from COVID-19 • Support new and growing businesses in the County • Create new job opportunities for skilled young people • Promote equal opportunities in employment 	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<ul style="list-style-type: none"> • Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced • Full public consultation conducted between 24th August and 30th September 2022 • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.



	<ul style="list-style-type: none"> • Achieve sustainable economic growth • Pursue the Local Development Plan • Prioritise locally sourced produce and supply chains • Improve 4G Broadband • Equitable funding within the Arfor programme • Improve digital, transport and energy connectivity • Tackle poverty in Ceredigion • Support working parents in Ceredigion • Enhance the provision of skills and learning opportunities for people aged 16+ • Further develop apprenticeships in the County 		
<p>3.2. A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change).</p>	<p>All of the Corporate Well-being Objectives capture the importance of sustainability and protecting the environment for future generations. In particular, the Creating Sustainable, Greener and Well-Connected Communities Objective aims to achieve carbon net zero by 2030, improve biodiversity and create the infrastructure to support greener and cleaner means of transportation and energy. The combination of these will support a resilient Ceredigion and Wales. Specifically, the actions we plan to undertake to achieve this are:</p>	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021</p>	<ul style="list-style-type: none"> • Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced • Full public consultation conducted between 24th August and 30th September 2022 • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-

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	<ul style="list-style-type: none"> • Prioritising the reduction of carbon emissions and pursue our goal of becoming a Net Carbon Zero Council by 2030 • Build on Ceredigion's excellent performance in waste management and recycling • Transition towards an Ultra-Low Emission Vehicle corporate fleet • Press for an urgent resolution to the phosphates issue that is preventing building in the Teifi Valley • Find solutions to flooding in the Teifi Valley • Pursue funding for coastal defences at Aberaeron and Aberystwyth and develop proposals for the next phase of the Borth coastal defence scheme and for the frontage at Llangrannog • Enhancing and protecting biodiversity for future generations • Deliver schools investment across the County, including the net carbon zero 3-storey extension at Cardigan Secondary School 	<p>Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<p>being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p>
<p>3.3. A healthier Wales People's physical and mental wellbeing is maximised and health impacts are understood.</p>	<p>All of the Corporate Well-being Objectives capture the importance of improving people's physical and mental health and well-being in Ceredigion. The Council aims to improve well-being through the following ambitions in the Creating Caring and Healthy</p>	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan</p>	<ul style="list-style-type: none"> • Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced • Full public consultation conducted between 24th August and 30th September 2022



	<p>Communities and in the Providing the Best Start in Life:</p> <ul style="list-style-type: none"> • Provide for the nursing care needs of our population • Deliver the Through Age Well-being Programme • Launch Well-being Centres across the County • Pursue initiatives to train and recruit social care staff • Progress Cylch Caron extra care facility at Tregaron • Welcome and support refugees • Develop carers' breaks/ respitality and support the aspiration of creation of a National Care Service for Wales • Support community mental health facilities • Encourage people to get physically active so they can benefit from positive health and wellbeing • Develop an improvement plan for the strategic provision of facilities to increase physical activity levels in the county • Enhance the role of Community Connectors to support the development of resilient communities • Further develop participation events to ensure communities have a voice 	<p>Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<ul style="list-style-type: none"> • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
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	<ul style="list-style-type: none"> • Support the Ceredigion Youth Council as a forum for children and young people • Developing Children and Young People's skills, knowledge and confidence to be physically active • Support the provision of Free School Meals for primary school pupils • Support the provision of free childcare for all two-year-olds • Support the development of Theatr Felinfach's facilities • Ensure that all learners' identified Additional Learning Needs are supported appropriately to become independent and fulfilled individuals • Provide support for schools to successfully implement the new curriculum for Wales • Develop a Culture Strategy and Equity Strategy to support school and community wellbeing • Enhance the range of care and support options for looked after children and young people • Support increased provision for walking and cycling 		
<p>3.4. A Wales of cohesive communities Communities are attractive, viable, safe and well connected.</p>	<p>The Council is acutely aware of the need to continue to strengthen the cohesiveness of communities and contains a number of actions to help</p>	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy</p>	<ul style="list-style-type: none"> • Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced



	<p>deliver this, particularly in relation to connecting communities. These are:</p> <ul style="list-style-type: none"> • Working with stakeholders to support and sustain the public transport network, and identify funding/improvement where appropriate • Continue to inspect, maintain and repair the highway network subject to available funding • Securing increased funding for the delivery of a wide range of active travel improvements • Campaigning for active travel routes alongside the whole length of our trunk roads • Pushing for our smaller towns and rural areas to be included in Welsh Government's criteria for funding active travel routes. • Make it easier for people to leave their cars at home, thereby reducing carbon emissions by pushing for our smaller towns and rural areas to be included in Welsh Government's criteria for funding active travel routes. • Support the Bwcabus on-demand service in our rural communities • Make the case strongly for any Welsh Government ambitions to franchise public transport routes to 	<p>Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<ul style="list-style-type: none"> • Full public consultation conducted between 24th August and 30th September 2022 • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
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	<p>include small locally based bus companies</p> <ul style="list-style-type: none"> • Enhance the role of Community Connectors to support the development of resilient communities 		
<p>3.5. A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p>	<p>In developing the Corporate Well-being Objectives the Council has taken into account of the Ceredigion Assessment of Local Well-being to ensure that we can make a positive contribution to global well-being. The most visible actions the Council plans to take is to continue to move towards becoming a carbon net zero Council by 2030 and the draft Strategy contains a number of steps that will be taken to achieve that.</p> <ul style="list-style-type: none"> • Pursue our goal of becoming a net carbon zero council by 2030 by • All new schools built to achieve BREEAM Excellent • Rationalise the Council's building stock in order to further save carbon and resources • Enhancing and protecting biodiversity for future generations • Develop Leadership skills within our Children and Young People at the earliest opportunity 	<p>Draft Corporate Strategy Medium Term Financial Strategy Workforce Plan Economic Strategy Ceredigion's Welsh in Education Strategic Plan Asset Management Plan Ceredigion County Council Capital Programme Through Age Well-being Strategy Carbon Management Plan Census 2021 Ceredigion Draft Self-Assessment Report Assessment of Local Well-being</p>	<ul style="list-style-type: none"> • Conduct a 'triangulation' exercise of the evidence used to ensure that the objectives identified are evidenced • Full public consultation conducted between 24th August and 30th September 2022 • All responses to the consultation have been considered and where necessary amendments made. • Develop the objectives through the lens of the Wellbeing of Future Generations Act, in particular identify how we can maximise our contribution to the national well-being goals and also ensure that we used the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

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<p>3.6. A more equal Wales People can fulfil their potential no matter what their background or circumstances.</p> <p><i>In this section you need to consider the impact on equality groups, the evidence and any action you are taking for improvement.</i> <i>You need to consider how might the proposal impact on equality protected groups in accordance with the Equality Act 2010?</i> <i>These include the protected characteristics of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or beliefs, gender, sexual orientation.</i> Please also consider the following guide: Equality Human Rights - Assessing Impact & Equality Duty</p>	<p>Describe why it will have a positive/negative or negligible impact.</p> <p><i>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.</i></p>	<p>What evidence do you have to support this view?</p> <p><i>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 <u>data</u> or <u>engage</u> 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.</i></p>	<p>What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?</p> <p><i>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.</i></p>																
<p>Age Do you think this proposal will have a positive or a negative impact on people because of their age? (Please tick ✓)</p> <table border="1" data-bbox="76 995 786 1469"> <thead> <tr> <th></th> <th>Positive</th> <th>Negative</th> <th>None/ Negligible</th> </tr> </thead> <tbody> <tr> <td>Children and Young People up to 18</td> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> <tr> <td>People 18-50</td> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> <tr> <td>Older People 50+</td> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> </tbody> </table>		Positive	Negative	None/ Negligible	Children and Young People up to 18	✓			People 18-50	✓			Older People 50+	✓			<p>The new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.</p> <p>All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity, sexual orientation or gender reassignment.</p> <p>Some of the most visible steps that will have a positive impact</p>	<p>Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010</p>	<ul style="list-style-type: none"> • Full public consultation conducted between 24th August and 30th September 2022 • Analysis of the public consultation by protected characteristic • Regular assessment of the delivery of the Corporate Well-being Objectives through the new Self-Assessment Report • Regular assessment of Business Plans through the Quarterly Performance Board
	Positive	Negative	None/ Negligible																
Children and Young People up to 18	✓																		
People 18-50	✓																		
Older People 50+	✓																		



				<p>on people because of their age are:</p> <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Enhance the provision of skills and learning opportunities for people aged 16+ • Further develop apprenticeships in the County • Create new job opportunities for skilled young people • Provide for the nursing care needs of our population • Progress Cylch Caron extra care facility at Tregaron • Deliver schools investment across the County, including the net carbon zero 3-storey extension at Cardigan Secondary School • Ensure that pupils are confident communicators in both Welsh and English by the end of Key Stage 2 (year 6) • Support the Ceredigion Youth Council as a forum 		<ul style="list-style-type: none"> • Publish the new Engagement and Participation Strategy • Proactively engage with protected characteristics in corporate consultations
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				<p>for children and young people</p> <ul style="list-style-type: none"> • Developing Children and Young People's skills, knowledge and confidence to be physically active • Develop Leadership skills within our Children and Young People at the earliest opportunity • Support the provision of Free School Meals for primary school pupils • Support the provision of free childcare for all two-year-olds • Tackle poverty in Ceredigion 		
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Disability Do you think this proposal will have a positive or a negative impact on people because of their disability? (Please tick ✓)				The new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.	Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010	Full public consultation conducted between 24 th August and 30 th September 2022
Hearing Impairment	Positive ✓	Negative	None/ Negligible			
Physical Impairment	Positive ✓	Negative	None/ Negligible			
Visual Impairment	Positive ✓	Negative	None/ Negligible			
Learning Disability	Positive	Negative	None/ Negligible			
				All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity, sexual orientation or gender reassignment.		

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	✓					
Long Standing Illness	Positive	Negative	None/ Negligible	Some of the most visible steps that will have a positive impact on people because of their disability are: <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Tackle poverty in Ceredigion • Provide for the nursing care needs of our population • Deliver the Through Age Well-being Programme • Launch Well-being Centres across the County • Progress Cylch Caron extra care facility at Tregaron • Support community mental health facilities • Ensure that all learners' identified Additional Learning Needs are supported appropriately to become independent and fulfilled individuals 		
	✓					
Mental Health	Positive	Negative	None/ Negligible			
	✓					
Other	Positive	Negative	None/ Negligible			
	✓					

Transgender	The new Corporate Strategy	Draft Corporate Strategy	Full public consultation
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Do you think this proposal will have a positive or a negative impact on transgender people? (Please tick ✓)				aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics. All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity, sexual orientation or gender reassignment. Some of the most visible steps that will have a positive impact on people are: <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Launch Well-being Centres across the County 	Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010	conducted between 24 th August and 30 th September 2022
Transgender	Positive	Negative	None/ Negligible			
	✓					
Marriage or Civil Partnership Do you think this proposal will have a positive or a negative impact on marriage or Civil partnership? (Please tick ✓)				The new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.	Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010	Full public consultation conducted between 24 th August and 30 th September 2022
Marriage	Positive	Negative	None/ Negligible			
	✓					

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Civil partnership	Positive	Negative	None/ Negligible	<p>All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity, sexual orientation or gender reassignment.</p> <p>Some of the most visible steps that will have a positive impact on people because of their marriage or civil partnership:</p> <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Launch Well-being Centres across the County 		
	✓					
Pregnancy or Maternity Do you think this proposal will have a positive or a negative impact on pregnancy or maternity? (Please tick ✓)				The new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.	Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010	Full public consultation conducted between 24 th August and 30 th September 2022
Pregnancy	Positive	Negative	None/ Negligible			
	✓					
Maternity	Positive	Negative	None/ Negligible			
	✓					
				All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability,		

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				<p>nationality, marital status, pregnancy and maternity, sexual orientation or gender reassignment.</p> <p>Some of the most visible steps that will have a positive impact on people because of pregnancy/maternity:</p> <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Launch Well-being Centres across the County 		
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Race				<p>The new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.</p> <p>All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity, sexual orientation or gender reassignment.</p>	<p>Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010</p>	<p>Full public consultation conducted between 24th August and 30th September 2022</p>
Do you think this proposal will have a positive or a negative impact on race? (Please tick ✓)						
White	Positive	Negative	None/ Negligible			
	✓					
Mixed/Multiple Ethnic Groups	Positive	Negative	None/ Negligible			
	✓					
Asian / Asian British	Positive	Negative	None/ Negligible			
	✓					
Black / African / Caribbean / Black British	Positive	Negative	None/ Negligible			
	✓					

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Other Ethnic Groups	Positive	Negative	None/ Negligible			
	✓			<p>Some of the most visible steps that will have a positive impact on people because of their age are:</p> <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Launch Well-being Centres across the County • Develop a Culture Strategy and Equity Strategy to support school and community wellbeing • Welcome and support refugees 		

Religion or non-beliefs 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 new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.	Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010	Full public consultation conducted between 24 th August and 30 th September 2022
Christian	Positive	Negative	None/ Negligible			
	✓					
Buddhist	Positive	Negative	None/ Negligible			
	✓					
Hindu	Positive	Negative	None/ Negligible			
	✓					
Humanist	Positive	Negative	None/	All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity,		

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			Negligible			
	✓					
Jewish	Positive	Negative	None/ Negligible	sexual orientation or gender reassignment. Some of the most visible steps that will have a positive impact on people because of their religion, belief are: <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Launch Well-being Centres across the County • Develop a Culture Strategy and Equity Strategy to support school and community wellbeing 		
	✓					
Muslim	Positive	Negative	None/ Negligible			
	✓					
Sikh	Positive	Negative	None/ Negligible			
	✓					
Non-belief	Positive	Negative	None/ Negligible			
	✓					
Other	Positive	Negative	None/ Negligible			
	✓					

Sex						
Do you think this proposal will have a positive or a negative impact on men and/or women? (Please tick ✓)				The new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.	Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010	Full public consultation conducted between 24 th August and 30 th September 2022
Men	Positive	Negative	None/ Negligible			
	✓					
Women	Positive	Negative	None/ Negligible	All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity,		
	✓					

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				<p>sexual orientation or gender reassignment.</p> <p>Some of the most visible steps that will have a positive impact on people because of their sex:</p> <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Launch Well-being Centres across the County • Develop a Culture Strategy and Equity Strategy to support school and community wellbeing 		
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Sexual Orientation				<p>The new Corporate Strategy aims to improve the well-being and quality of life for all residents in the County, and reduce inequality for all protected characteristics.</p> <p>All service users will be treated with respect irrelevant of their race, colour, religion, ethnicity, sex, age, disability, nationality, marital status, pregnancy and maternity,</p>	<p>Draft Corporate Strategy Economic Strategy Ceredigion Draft Self-Assessment Report Assessment of Local Well-being Equality Act 2010</p>	<p>Full public consultation conducted between 24th August and 30th September 2022</p>
Do you think this proposal will have a positive or a negative impact on people with different sexual orientation? (Please tick ✓)						
Bisexual	Positive	Negative	None/ Negligible			
	✓					
Gay Men	Positive	Negative	None/ Negligible			
	✓					
Gay Women / Lesbian	Positive	Negative	None/ Negligible			
	✓					
Heterosexual	Positive	Negative	None/			



/ Straight	✓		Negligible	<p>sexual orientation or gender reassignment.</p> <p>Some of the most visible steps that will have a positive impact on people because of their sexual orientation are:</p> <ul style="list-style-type: none"> • Develop and publish Ceredigion Strategic Equality Plan 2024-2028 • Promote equal opportunities in employment • Launch Well-being Centres across the County • Develop a Culture Strategy and Equity Strategy to support school and community wellbeing 		
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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

All of the Corporate Well-being Objectives seek to establish a more Equal Ceredigion and Wales by ensuring equal opportunities for employment, housing, education, healthier lifestyles and sustainable communities, regardless of protected characteristic. The Council's Strategic Equality Plan sets out how it will ensure that residents and stakeholders in Ceredigion have a voice to influence the development of policies and strategies that will affect their lives. One of the steps in the draft Corporate Strategy under Creating Caring and Healthy Communities is to update the Strategy for 2022-24 which will set out the actions we plan to take to achieve our equality objectives. There are a number of other steps in the draft Corporate Strategy that will also help to eliminate or minimise disadvantage and these are:

- Develop and publish Ceredigion Strategic Equality Plan 2024-2028
- Promote equal opportunities in employment



- Enhance the provision of skills and learning opportunities for people aged 16+
- Further develop apprenticeships in the County
- Create new job opportunities for skilled young people
- Provide for the nursing care needs of our population
- Progress Cylch Caron extra care facility at Tregaron
- Deliver schools investment across the County, including the net carbon zero 3-storey extension at Cardigan Secondary School
- Ensure that pupils are confident communicators in both Welsh and English by the end of Key Stage 2 (year 6)
- Support the Ceredigion Youth Council as a forum for children and young people
- Developing Children and Young People's skills, knowledge and confidence to be physically active
- Develop Leadership skills within our Children and Young People at the earliest opportunity
- Support the provision of Free School Meals for primary school pupils
- Support the provision of free childcare for all two-year-olds
- Tackle poverty in Ceredigion
- Launch Well-being Centres across the County
- Develop a Culture Strategy and Equity Strategy to support school and community wellbeing
- Welcome and support refugees

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 impeded you in making reasonable adjustments*

The draft Corporate Strategy and the proposed Corporate Well-being Objectives set out a series of steps to eliminate unlawful discrimination, harassment and victimisation. There is no evidence yet of their success as the Corporate Strategy has not been approved. However, if approved, the delivery of these steps will be reviewed and reported on annually through the new Self-Assessment Report, and adjustments made, where necessary, to ensure that the Council meets its Equality Duty and eliminates unlawful discrimination. One of the key steps to this will be updating and delivering the new Strategic Equality Plan for 2022-24.

3.6.4. How could/does the proposal impact on advancing/promoting good relations and wider community cohesion?

You should consider whether the proposal will help you to: ● *Tackle prejudice* ● *Promote understanding*

The draft Corporate Strategy and the proposed Corporate Well-being Objectives set out a series of steps to promote good relations and wider community cohesion. One of the key steps to this will be updating and delivering the new Strategic Equality Plan for 2022-24, but there are steps across the four proposed Corporate Well-being Objectives that seek to eliminate inequality, tackle prejudice and promote understanding. There is no evidence yet of their success as the Corporate Strategy has not been approved. These steps are:



- Develop and publish Ceredigion Strategic Equality Plan 2024-2028
- Promote equal opportunities in employment
- Enhance the provision of skills and learning opportunities for people aged 16+
- Further develop apprenticeships in the County
- Create new job opportunities for skilled young people
- Deliver schools investment across the County, including the net carbon zero 3-storey extension at Cardigan Secondary School
- Ensure that pupils are confident communicators in both Welsh and English by the end of Key Stage 2 (year 6)
- Support the Ceredigion Youth Council as a forum for children and young people
- Developing Children and Young People's skills, knowledge and confidence to be physically active
- Develop Leadership skills within our Children and Young People at the earliest opportunity
- Support the provision of Free School Meals for primary school pupils
- Support the provision of free childcare for all two-year-olds
- Tackle poverty in Ceredigion
- Launch Well-being Centres across the County
- Develop a Culture Strategy and Equity Strategy to support school and community wellbeing
- Welcome and support refugees

Having due regard of the Socio-Economic Duty of the Equality Act 2010.

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 Corporate Strategy and the Corporate Well-being Objectives have been developed to specifically tackle socio-economic disadvantage and reduce inequality as part of the Council's duty under the Equality Act 2010. The Objectives have been developed by drawing on evidence such as the Assessment of Local Well-being that highlighted poverty, including in-work poverty and child poverty, as a key local and regional issue across West Wales. The new Objectives have been set with this in mind and contain a number of actions to reduce socio-economic disadvantage and

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reduce inequality in all of its forms, and therefore contribute to a more equal Wales National well-being goal. These actions are listed below for reference.

The main source of evidence is the Ceredigion Assessment of Local Well-being published in March 2020 by the Ceredigion Public Services Board. This document sets out a comprehensive picture of the state of well-being in Ceredigion according to the four pillars of well-being (Economic, Social, Environmental and Cultural). The Assessment considers socio-economic disadvantage and poverty and made the following conclusions:

- The cost of living is increasing and there is a strong link between poverty and longer-term health.
- 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. This is key a regional issue affecting Carmarthenshire and Pembrokeshire as well.
- The data available suggests that in-work poverty is increasing and remains a key challenge for households, particularly in Aberystwyth North, Cardigan & Aberporth and Aberystwyth South.
- 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.

It is important to note tackling poverty was already a council priority prior to the development of the new Corporate Strategy, and as part of the Ceredigion Public Services Board the Council is a contributor to the Poverty Sub-Group that is tasked with delivering the Tackling Hardship Strategy that was developed in July 2020 and monitoring trends in poverty to help guide the work of the Group and the actions that need to be taken. This has been an ongoing workstream for several years.

What evidence do you have to support this view?

The evidence is taken from the draft Corporate Strategy. The specific ambitions of the Strategy in relation to tackling poverty and wider hardship are listed below. These are all aimed to have a positive impact on socio-economic disadvantage and there are no anticipated negative effects.

Action	How the action will help tackle poverty/hardship
Boosting the economy, supporting businesses and enabling employment	



<ul style="list-style-type: none"> • Progress the £110m Mid Wales Growth Deal • Support local businesses in the recovery from COVID-19 • Support new and growing businesses in the County • Achieve sustainable economic growth • Create new job opportunities for skilled young people • Further develop apprenticeships in the County • Promote equal opportunities in employment • Equitable funding within the Arfor programme • Tackle poverty in Ceredigion • Support working parents in Ceredigion • Enhance the provision of skills and learning opportunities for people aged 16+ 	<ul style="list-style-type: none"> • Growing the local economy will help to create job opportunities, attract new businesses and encourage existing businesses to expand. • Increase higher paid jobs and household incomes. • Provide opportunities for local people to stay and live in their local area. • Provide increased opportunities for young people to stay and live in their local area rather than move away in search of better career opportunities. • Investment in projects to deliver economic resilience and growth over the next ten years. Represent the region's interests and priorities for improvements to our local economy. • Deliver the Tackling Hardship Strategy and coordinate the work of the Poverty Sub-Group in tackling poverty in Ceredigion. • Reduce inequalities that exist in employment • Provide support for working parents to enter or return to the workforce, helping to boost confidence, income and well-being. • Develop the skills and opportunities for adults in the local economy.
<ul style="list-style-type: none"> • Creating Caring and Healthy Communities • Launch Well-being Centres across the County • Welcome and support refugees from Ukraine • Develop carers' breaks/ respitality and support the aspiration of creation of a National Care Service for Wales • Enhance the role of Community Connectors to support the development of resilient communities 	<ul style="list-style-type: none"> • Provides welcoming environment for the delivery of a range of support services to local people in the North, Mid and South areas of Ceredigion. Well-being Centres provide a facility that enhances the Council's core offer of leisure provision with areas for meeting, consultation and treatment to contribute to improving the physical, mental and social well-being of the County's residents • Provides additional support to local people to access support opportunities in their area that can maintain and improve their wellbeing. Community Connectors can work with people and families to identify targeted solutions that meet their needs, such as accessing advice and assistance that is provided by the third sector, as well as identify appropriate services and groups, within their own communities, such as social groups that could help contribute to their wellbeing.

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<ul style="list-style-type: none"> • Providing the best start in life and enabling learning at all ages 	
<ul style="list-style-type: none"> • Ensure that all learners' identified Additional Learning Needs are supported appropriately to become independent and fulfilled individuals • Enhance the range of care and support options for looked after children and young people • Support the Ceredigion Youth Council as a forum for children and young people • Support the provision of Free School Meals for primary school pupils • Support the provision of free childcare for all two-year-olds 	<ul style="list-style-type: none"> • Provide the support needed for all of Ceredigion's residents to lead independent and healthy lives. • Provide the education and training to support people at all ages in their working lives and meet their career aspirations. • Ensures that the voices of younger people are recorded and used in the development of future services and support. • Provides regular healthy and nutritious meals to primary pupils from September 2022, important giving the rising cost of living which includes food. • Provides support to parents to help enable them to return or enter the workforce.
<ul style="list-style-type: none"> • Creating sustainable, greener and well-connected communities 	
<ul style="list-style-type: none"> • Work with local Housing Associations to increase our stock of social housing • Discourage the ownership of second homes in the county • Enable more young people to build their lifetime home • Press for an urgent resolution to the phosphates issue that is preventing building in the Teifi Valley 	<ul style="list-style-type: none"> • Provide more affordable housing opportunities to meet the needs of local people • Increase the housing stock to help relieve the pressure in the housing market and provide additional housing options for local people • Support younger people to live and stay in their local area rather than having to move away to seek affordable accommodation
<p>What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts?</p>	
<p>As the Corporate Strategy is intended to reduce socio-economic disadvantage and inequality, there are no negative impacts of the Strategy identified at this stage. However, there are some key actions that will be taken to better contribute to positive impacts. These actions are to monitor the delivery of the Corporate Strategy and Corporate Well-being Objectives to assess their impact and adjust or add to them if necessary. These actions will provide crucial feedback on the effectiveness of the Corporate Strategy in reducing socio-economic disadvantage and inequality, and directing future actions put in place. Specifically, these are:</p> <ol style="list-style-type: none"> 1) The delivery of the Corporate Well-being Objectives is assessed annually as part of the Self-Assessment Report in November as required by the Well-being of Future Generations (Wales) Act 2015. 	



- 2) Part of the process of conducting the annual Self-Assessment includes a desktop analysis of a variety of evidence, including internal performance reports, external inspection reports and the results of consultation. This helps to provide essential feedback and independent views on the Council's performance and on progress with the delivery of its Corporate Well-being Objectives.
- 3) The delivery of business plans is assessed quarterly through the internal Corporate Performance Board Meetings. The business plans align with the Corporate Strategy and the Corporate Well-being Objectives and contribute the National Well-being Goals.
- 4) The annual business planning process seeks to strengthen the Golden Thread and ensure that business plans support the delivery of the Corporate Well-being Objectives and national well-being goals.
- 5) Ongoing public consultation/engagement with protected groups will provide important feedback on Council services and where inequalities may exist.

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3.7. A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh Language are promoted and protected. <i>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.</i>				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 draft Corporate Strategy is available bilingually.	<ul style="list-style-type: none"> • These will be the Council's priorities for delivery over the next five years and will be reviewed annually in the Council's Self-Assessment Report which will include reviewing progress. • The Council conforms to the requirements of the Welsh Language Standards and further actions to promote bilingualism and the Welsh language are an integral part of the new Corporate Well-being Objectives • "Sustainable bilingual public services" are also part of the 	<ul style="list-style-type: none"> • Full public consultation conducted between 24th August and 30th September 2022. • Develop Corporate Well-being Objectives based on evidence as identified in key document such as the Assessment of Local Well-being. • Review the delivery of the Corporate Well-being Objectives annually in the Self-Assessment Report and adjust as appropriate. • Review the delivery of Business Plans through the Quarterly Performance Board.
	✓			<p>The steps and services to deliver the Corporate Well-being Objectives will be delivered bilingually.</p> <p>The specific steps in the Strategy to promote a vibrant culture and thriving Welsh Language are:</p> <ul style="list-style-type: none"> • Deliver the Welsh in Education Strategic Plan (WESP) 2022 to 2032 • Ensure that pupils are confident communicators in both Welsh and 		



				<p>English by the end of Key Stage 2 (year 6)</p> <ul style="list-style-type: none"> • Ensure that the principles of the Welsh Language Standards underpin the way the Council deliver its services to the public, so that service users are able to access services through the language of their choice naturally • Enhance the bilingual culture and ethos of the organisation, providing training and social opportunities for our staff to work in Welsh and increase their confidence in using the language in the workplace. • Develop the Ceredigion Welsh Language Strategy 2023-28, in order to promote and support the vitality of the Welsh language within the County, to help meet the Welsh Government's 	<p>Council's overall vision in the new Strategy.</p>	
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				<p>‘Cymraeg 2050: A million Welsh speakers’ strategy.</p> <ul style="list-style-type: none"> Continue to push for the protection of Welsh-language house and place names 		
Will the proposal have an effect on opportunities for persons to use the Welsh language?	Positive	Negative	None/ Negligible	<p>The steps in the Strategy to promote a vibrant culture and thriving Welsh Language will contribute to creating opportunities to use the Welsh Language by:</p> <ul style="list-style-type: none"> Deliver the Welsh in Education Strategic Plan (WESP) 2022 to 2032 Ensure that pupils are confident communicators in both Welsh and English by the end of Key Stage 2 (year 6) Ensure that the principles of the Welsh Language Standards underpin the way the Council deliver its services to the public, so that service users are able to access services 	<ul style="list-style-type: none"> These will be the Council’s priorities for delivery over the next five years and will be reviewed annually in the Council’s Self-Assessment Report which will include reviewing progress. The Council conforms to the requirements of the Welsh Language Standards and further actions to promote bilingualism and the Welsh language are an integral part of the new Corporate Well-being Objectives “Sustainable bilingual public services” are also part of the Council’s overall vision in the new Strategy. 	<ul style="list-style-type: none"> Full public consultation conducted between 24th August and 30th September 2022. Develop Corporate Well-being Objectives based on evidence as identified in key document such as the Assessment of Local Well-being. Review the delivery of the Corporate Well-being Objectives annually in the Self-Assessment Report and adjust as appropriate. Review the delivery of Business Plans through the Quarterly Performance Board.
	✓					



				<p>through the language of their choice naturally</p> <ul style="list-style-type: none"> • Enhance the bilingual culture and ethos of the organisation, providing training and social opportunities for our staff to work in Welsh and increase their confidence in using the language in the workplace. • Develop the Ceredigion Welsh Language Strategy 2023-28, in order to promote and support the vitality of the Welsh language within the County, to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy. • Work in conjunction with Welsh Government to ensure capital investment to replace Theatr Felinfach with a new theatre and Centre for the Arts in Dyffryn 		
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				<p>Aeron as approved by Cabinet.</p> <ul style="list-style-type: none">• Develop a comprehensive Culture Strategy to include Theatr Felinfach and Museum infrastructure.• We want Ceredigion to continue to be a place where people want to live, work and visit. We will work to understand the changing needs of its residents, workers, visitors, as well as the challenges represented by climate change to adapt in a changing World in the wake of the Covid 19 pandemic and Brexit. Young people who wish to stay in Ceredigion, as well as those who may want to return to live and work here or move here for the first time, will see Ceredigion as a place of opportunity.		
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				<p>This will ensure our communities remain vibrant places where our culture and Welsh language can thrive.</p> <ul style="list-style-type: none"> Continue to push for the protection of Welsh-language house and place names 		
<p>Will the proposal increase or reduce the opportunity for persons to access services through the medium of Welsh?</p>	Positive	Negative	None/ Negligible	<p>The Corporate Strategy will increase the opportunities for people to access services through Welsh. The Council is committed to its vision of 'sustainable bilingual' public services and the draft Strategy contains a number of actions to promote and create opportunities to access services in Welsh:</p> <ul style="list-style-type: none"> Increase recruitment in in-house Welsh speaking foster carers Ensure that the principles of the Welsh Language Standards underpin the way the Council delivers its services to the public, so that service users are able 	<ul style="list-style-type: none"> These will be the Council's priorities for delivery over the next five years and will be reviewed annually in the Council's Self-Assessment Report which will include reviewing progress. The Council conforms to the requirements of the Welsh Language Standards and further actions to promote bilingualism and the Welsh language are an integral part of the new Corporate Well-being Objectives "Sustainable bilingual public services" are also part of the Council's overall vision in the new Strategy. 	<ul style="list-style-type: none"> Full public consultation conducted between 24th August and 30th September 2022. Develop Corporate Well-being Objectives based on evidence as identified in key document such as the Assessment of Local Well-being. Review the delivery of the Corporate Well-being Objectives annually in the Self-Assessment Report and adjust as appropriate. Review the delivery of Business Plans through the Quarterly Performance Board.
	✓					

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				<p>to access services through the language of their choice naturally</p> <ul style="list-style-type: none"> • Enhance the bilingual culture and ethos of the organisation, providing training and social opportunities for our staff to work in Welsh and increase their confidence in using the language in the workplace • Develop the Ceredigion Welsh Language Strategy 2023-28, in order to promote and support the vitality of the Welsh language within the County, to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy. 		
How will the proposal treat the Welsh language no less favourably than the English language?	Positive ✓	Negative	None/ Negligible	The Corporate Strategy seeks to promote and increase the use of Welsh in all walks of life and at all ages. It will do this by:	<ul style="list-style-type: none"> • These will be the Council's priorities for delivery over the next five years and will be reviewed annually in the Council's Self-Assessment Report 	<ul style="list-style-type: none"> • Full public consultation conducted between 24th August and 30th September 2022. • Develop Corporate Well-being Objectives based on evidence as identified

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			<ul style="list-style-type: none"> • Deliver the Welsh in Education Strategic Plan (WESP) 2022 to 2032 • Ensure that pupils are confident communicators in both Welsh and English by the end of Key Stage 2 (year 6) • Ensure that the principles of the Welsh Language Standards underpin the way the Council delivers its services to the public, so that service users are able to access services through the language of their choice naturally • Enhance the bilingual culture and ethos of the organisation, providing training and social opportunities for our staff to work in Welsh and increase their confidence in using the language in the workplace • Develop the Ceredigion Welsh 	<p>which will include reviewing progress.</p> <ul style="list-style-type: none"> • The Council conforms to the requirements of the Welsh Language Standards and further actions to promote bilingualism and the Welsh language are an integral part of the new Corporate Well-being Objectives • “Sustainable bilingual public services” are also part of the Council’s overall vision in the new Strategy. 	<p>in key document such as the Assessment of Local Well-being.</p> <ul style="list-style-type: none"> • Review the delivery of the Corporate Well-being Objectives annually in the Self-Assessment Report and adjust as appropriate. • Review the delivery of Business Plans through the Quarterly Performance Board.
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				Language Strategy 2023-28, in order to promote and support the vitality of the Welsh language within the County, to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy.		
Will it preserve promote and enhance local culture and heritage?	Positive	Negative	None/ Negligible	Yes. The Corporate Strategy seeks to promote and enhance local culture and heritage by: <ul style="list-style-type: none"> Enhance the bilingual culture and ethos of the organisation, providing training and social opportunities for our staff to work in Welsh and increase their confidence in using the language in the workplace Develop the Ceredigion Welsh Language Strategy 2023-28, in order to promote and support the vitality of the Welsh language within the County, to 	<ul style="list-style-type: none"> These will be the Council's priorities for delivery over the next five years and will be reviewed annually in the Council's Self-Assessment Report which will include reviewing progress. The Council conforms to the requirements of the Welsh Language Standards and further actions to promote bilingualism and the Welsh language are an integral part of the new Corporate Well-being Objectives "Sustainable bilingual public services" are also part of the 	<ul style="list-style-type: none"> Full public consultation conducted between 24th August and 30th September 2022. Develop Corporate Well-being Objectives based on evidence as identified in key document such as the Assessment of Local Well-being. Review the delivery of the Corporate Well-being Objectives annually in the Self-Assessment Report and adjust as appropriate. Review the delivery of Business Plans through the Quarterly Performance Board.
	✓					



				<p>help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy.</p> <ul style="list-style-type: none"> • Work in conjunction with Welsh Government to ensure capital investment to replace Theatr Felinfach with a new theatre and Centre for the Arts in Dyffryn Aeron as approved by Cabinet. • Develop a comprehensive Culture Strategy to include Theatr Felinfach and Museum infrastructure. • We want Ceredigion to continue to be a place where people want to live, work and visit. We will work to understand the changing needs of its residents, workers, visitors, as well as the challenges represented by climate change to 	<p>Council's overall vision in the new Strategy.</p>	
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				<p>adapt in a changing World in the wake of the Covid 19 pandemic and Brexit. Young people who wish to stay in Ceredigion, as well as those who may want to return to live and work here or move here for the first time, will see Ceredigion as a place of opportunity. This will ensure our communities remain vibrant places where our culture and Welsh language can thrive.</p> <ul style="list-style-type: none">• Continue to push for the protection of Welsh-language house and place names		
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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
Integrate the delivery of the Corporate Well-being Objectives into service business plans, i.e. ensure the business plans align and contain the steps in order to deliver the Corporate Well-being Objectives and maximise our contribution to the National Well-being Goals. (This is the Golden Thread).	Every year during the business planning process (January - March)	Corporate Lead Officers, Corporate Managers and Service Managers when setting business plans	The Business Planning process was successfully relaunched following the COVID-19 pandemic with a new streamlined process. Overall, it has been a positive start to the performance journey, business plans align with Corporate Well-being Objectives, but further work is needed to develop and strengthen this further this further. There is also further work on strengthening some of the methods of monitoring their delivery such as the development of new performance measures. This work is in progress and will be an ongoing task annually as new business plans are developed.
Monitor the delivery of service's business plans regularly	Quarterly through the Performance Board	Corporate Lead Officers, Corporate Managers and Service Managers	The Performance Board meetings have been restarted following the COVID-19 pandemic. Overall, it has been a positive start to the performance journey but there is further work to be done on developing them and the dashboards further. This is an ongoing action.
Review the Corporate Well-being Objectives and the progress in implementing them annually to adjust them where appropriate, and amend or add new steps towards their delivery if necessary in service's business plans	Annually as part of the requirements of the Well-being of Future Generations (Wales) Act 2015 and Local	Performance and Research Team and sign off from Leadership Group	Progress against the previous Corporate Priorities and Well-being Objectives has taken place through the Council's Annual Report published in October each year. The last Annual



	<p>Government and Elections (Wales) Act 2021</p>	<p>Report received an unqualified opinion in its compliance certificate in 2021. However, following changes to the legislation (the end of the Local Government Measure 2009 and the implementation of the Local Government and Elections (Wales) Act 2021) this duty will be discharged through the new Self-Assessment Report in November each year. The first of these is in the process of being completed. This report reviews the progress made and identifies opportunities for improvement. The learning from the Self-Assessment Report is used to help review the Corporate Well-being Objectives and make amendments as necessary.</p>
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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).

There are key actions in place to mitigate any negative impacts highlighted in section 4.1 above.

4.3. Monitoring, evaluating and reviewing.
How will you monitor the impact and effectiveness of the proposal?

There are both local and statutory processes in place for monitoring the Corporate Strategy, the Corporate Well-being Objectives and the delivery of the individual steps to ensure the Corporate Well-being Objectives are delivered and our contribution to the National Well-being Goals is maximised. These are:

- 1) The delivery of the Corporate Well-being Objectives is assessed annually as part of the Self-Assessment Report in November as required by the Local Government and Elections (Wales) Act 2015.
- 2) Part of the process of conducting the annual Self-Assessment includes a desktop analysis of a variety of evidence, including internal performance reports, external inspection reports and the results of consultation. This helps to provide essential feedback and independent views on the Council's performance and on progress with the delivery of its Corporate Well-being Objectives.

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- 3) The delivery of business plans is assessed quarterly through the internal Corporate Performance Board Meetings. The business plans align with the Corporate Strategy and the Corporate Well-being Objectives and contribute the National Well-being Goals.
- 4) The annual business planning process seeks to strengthen the Golden Thread and ensure that business plans support the delivery of the Corporate Well-being Objectives and national well-being goals.
- 5) Ongoing public consultation/engagement with protected groups will provide important feedback on Council services and where inequalities may exist.

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
The new Corporate Strategy/ Corporate Well-being Objectives are not approved	3		3		9
Not all priorities are covered by the steps to deliver the Corporate Well-being Objectives	4		3		12

Does your proposal have a potential impact on another Service area?

Yes – the new Corporate Strategy and Corporate Well-being Objectives impact on all council services as they are required to deliver the steps in the Corporate Strategy in order to achieve the Corporate Well-being Objectives. All future strategies/policies of the Council will also need to take into account the new Corporate Well-being Objectives in their development and ensure they align. Similarly, the development of the annual Business Plans will also need to ensure they align.

6. SIGN OFF

Position	Name	Signature	Date
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Service Manager	Diana Davies		
Corporate Lead Officer	Alun Williams		
Strategic Director	Barry Rees		
Portfolio Holder	Cllr Bryan Davies		