

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

Well-being Objective 3	Strong Economy – To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf
Lead Officer	Alyn Owen
Regional Strategic Context:	<p>The Cardiff Capital Region City Deal (CCRC) Strategic Business Plan identifies four key 'Regional Strategic Themes' which are:</p> <ul style="list-style-type: none"> • Skills & Employment • Connecting the Region • Innovation • Regeneration & Infrastructure
Sub Regional Context:	<p>Within the Cwm Taf Well-being Objective of Strong Economy all of the above 'Regional Strategic Themes' are relevant. However, in the first year of the Strong Economy Delivery Plan two strands will be taken forward - 'Workforce Planning' which fits within the 'Skills & Employment' Strategic Theme, and secondly, the tourism economy which is aligned within the 'Regeneration & Infrastructure' Strategic Theme.</p>
Immediate steps:	<p>In order for the PSB partners to improve the economy of the region we need to positively impact Gross Value Added (GVA). By creating a set of replicable products that are agnostic of sector of the economy we can systematically apply a set of actions to aid growth and address issues in identified sectors.</p> <p>In relation to 3.1, 'stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities' we will collectively ensure we have a skilled and sustainable workforce for the future.</p> <p>We will develop a repeatable Workforce Development model to address workforce issues where identified. Whilst this will initially concentrate on Public sector workforce Development in order to develop the model, once developed and tested this model can be applied to other sectors.</p>

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

	<p>With regard to the other three Strategic Regional Themes that are critical for economic growth we will again develop a repeatable model producing a set of products that positively contribute to a strong economy. In order to do this we have identified a growth sector within Cwm Taf, Tourism where these principles can be applied. In order to enable this element of the plan a development phase will simultaneously take place within the sector in preparation for the implementation phase and 3.2 of the wellbeing plan.</p> <p>Three achievable outcomes for the first year are:</p> <ol style="list-style-type: none"> 1. Agree and adopt a Cwm Taf Employability Pledge across all PSB partners (which includes committing to the living wage) 2. Identify the key issues within the Cwm Taf workforce and create an action plan to address these problems. 3. Create a Schools and Further Education (FE)/Higher Education (HE) engagement plan to ensure the skills development and pipeline workforce in the region is available for Public Sector. 4. Develop a short to medium term development plan for the Tourism Sector that allows us to test and develop growth models.
<p>Why do we need to do it?</p> <p><i>To be informed by Well-being plan, Well-being and any other Assessments and Future Trends</i></p>	<p>Analysis from across the Cwm Taf region of its various sectors shows a heavy reliance on public sector and low value employment (defined in this Delivery Plan as being 'entry level employment' such as retail, social care and tourism sectors).</p> <p>Traditional economic development has always assumed that growth and sustainability will occur when there is a particular focus on one or two priorities such growth sectors such as education, enterprise, connectivity, promotion or tourism. However, it has been found that a long term strategy for a region like Cwm Taf needs to combine and sequence multiple interventions that are not in tension with one another but require careful integration.</p>

Cwm Taf Well-being Objectives – Strong Economy Delivery plan

	<p>Wards within the Cwm Taf region amongst the most economically deprived in the whole of the UK and addressing the needs of the residents from within these wards will be crucial if this Work Plan is to be judged as a success. Over many decades the region has experienced a cumulative loss of over 200,000 jobs. Much of the demand for entry-level tourism sector jobs comes from people that reside close to those businesses. Responding to this by strategically linking in with skills and development programmes will be socially and economically imperative.</p> <p>Improving skills is fundamental to increasing productivity, raising income levels and supporting increased labour market participation. Inextricably linked to the skills of the city-region, job creation is also a fundamental element of delivering better opportunities for everyone and improving the city-region economy.</p> <p>The Cwm Taf Well-being Assessment identified that the history and heritage, landscapes and buildings of Cwm Taf should be celebrated and used in the future. The landscape, buildings, natural environment and languages spoken in Cwm Taf are the things that help people feel like they belong and support well-being. The heritage of Cwm Taf can also bring economic benefits to the region through tourism and celebrations within local communities.</p> <p>There is a need to further understand the needs of tourism sector businesses across the Cwm Taf region and solidify a strategic approach to meet the need set by the sector. For instance, the sector employs staff on a seasonal basis with certain opportunities requiring specific qualifications or training. Through undertaking a joint Diagnostic Review exercise across the Cwm Taf region we will be able to ascertain the need of the sector (employment, training, enhancement, diversification etc.) and develop a strategic action plan where businesses are aligned to the right organisations that could potentially assist with employment, training and finance.</p> <p>Long term trends will be used to look at future job opportunities, especially in developing technologies, low carbon industries and care of older people, working with Valleys Task Force</p>
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Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

<p>What difference will delivering this Objective make to the people and communities in Cwm Taf?</p>	<p>Benefits to Cwm Taf PSB:</p> <ul style="list-style-type: none"> • In depth view of the workforce of Cwm Taf PSB partners; • In depth view on the development need of visitor sector businesses; • Better understanding of employment opportunities across the sector (types of jobs, qualifications needed, seasonality of jobs etc.); and • View of types of training required by the sector which can be presented to and used by Cwm Taf Employment Programmes. <p>Benefits to Local People and Communities in Cwm Taf:</p> <ul style="list-style-type: none"> • Provide training / employment / volunteering opportunities for local people; • Build / develop individual confidence and capacity; and • Develop synergy and better awareness between local visitor economy businesses and local people. <p>Benefit to the Visitor Economy Businesses in Cwm Taf:</p> <ul style="list-style-type: none"> • Structured approach to collecting development need information for individual businesses; • Provide an opportunity for those businesses to send staff on training / site visits based on the general consensus of training requirements taken from the Cwm Taf Diagnostic Review exercise; and • Provide a platform where businesses can link directly with employment programmes that encompass banks of trained / qualified people looking for employment / volunteering opportunities.
<p>What are the quick wins that the Partnership can complete in the first year?</p>	<p><i>The quick wins are.....</i></p> <ol style="list-style-type: none"> 1. Strong alignment and support of the existing Workforce Development workstream, build on successes and seek to drive forward actions in conjunction with workstream members. 2. Agree a Cwm Taf Employability Pledge. 3. Joint Training Compendium for the Cwm Taf Public Sector. 4. Full Diagnostic Assessment of the Visitor Economy Businesses in Cwm Taf which will include stats, development needs and key data.

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

<p>Who will be involved in contributing towards this Objective?</p> <p><i>This will include Cwm Taf PSB partners, people and communities, and new contributors who can help</i></p>	<p>Membership of the group working to deliver this objective will evolve as the approach develops. It is imagined that the initial group (first six months) will be quite small but then expand to include more partners, both from within the PSB and beyond.</p> <ul style="list-style-type: none"> • Merthyr Tydfil County Borough Council • Rhondda Cynon Taf County Borough Council • Cwm Taf PSB, in particular the Workforce Development Workstream • Brecon Beacons National Park Authority (BBNPA) • Natural Resources Wales (NRW) • Ten South East Wales Local Authorities (as part of the SE Wales DMG) • Schools and colleges delivering tourism courses • Visit Wales • Post 16 Training Providers • Various community groups / organisations and businesses • Welsh Government – Valleys Taskforce and Landscape Park • Cardiff Capital Region City Deal (Programme Board & Cabinet) • Private Business Representatives
<p>How does this Objective also contribute to the delivery of another Cwm Taf well-being objective?</p>	<p>The work of this objective complements other well-being objectives.</p> <p>We will use the two developing ‘Community Zones’ as new ways to target support and involve our communities will be trialled in these areas, particularly with Communities for Work+ and training opportunities being provided in and around the Hubs.</p> <p>The ongoing and planned work undertaken surrounding 'Active Travel' has a particular focus helping people stay fit and healthy for as long as possible, contributing to the second Well-being Objective of ‘healthy people’ as well as tackling loneliness and isolation through linking with local groups using and around the Taff Trail and other active transport routes.</p> <p>We will also be linking in with volunteering opportunities linked to schools, the Duke of Edinburgh and the Welsh Baccalaureate, the identify opportunities to develop skills needed now, and in the future, and how these can also contribute towards tackling loneliness and isolation.</p>

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

<p>How does this Objective align with the delivery of other local or national plans or strategies?</p>	<p>This work strategically aligns itself a range of strategies and programmes, all of which have a positive effect on developing a strong economy and well-being. These are as follows:</p> <ul style="list-style-type: none"> • Prosperity for All • Well-being of Future Generations Act • Partnership for Growth Strategy (Visit Wales) • Growth & Competitiveness Repot (CCR City Deal) • South east Wales Regeneration Strategy • Our Valleys, Our Future (Valley's Task Force) • South East Wales Destination Investment Plan • Merthyr Tydfil Destination Management Plan 2016-18 • RCTCBC Destination Management Plan 2019-21
<p>How have you considered the Sustainable Development principles i.e. five ways of working in delivering this objective:</p> <ul style="list-style-type: none"> • Thinking and planning for the Long term • Preventing problems before they happen • Integrating with other strategies • Collaborating with others • Involving people and communities 	<p>Thinking long term, by tackling the source of the ‘wicked problems’ associated with the economy we can actively contribute to creating a stronger workforce, both now and in the future. Through identifying skills shortages and linking with training opportunities, we can look to ‘grow our own’ and prevent employment or skills gaps, and potential shortfalls in service provision. Investing in and developing our workforce will also boost the aspirations. We can also ensure that our current and future workforce is able to meet the evolving needs of our diverse citizens and visitors. We will also provide those living, working and visiting Cwm Taf to have more options for active and sustainable travel – the Well-being Assessment identified the opportunities to build on Cwm Taf’s potential as a premium cycling destination and the region has over 800km of public rights of way.</p> <p>By working together and integrating our approach we will collectively make a difference to the workforce of each PSB member, as well as the identified growth sector of tourism, and contribute towards the seven national well-being goals, as set out below. There is a natural link to the Capital City Region Deal and work of the Valleys Taskforce that we will be looking to capitalise on.</p> <p>In order to understand our workforce and our economy, we recognise that we need to work differently and actively seek to collaborate. We will be creating a steering group for this work based on the list of parties identified in collaborating on achieving this objective as listed above.</p> <p>The approach in involving local businesses and communities will support this work. The joint training compendium will help to identify gaps, both in terms of the workforce and</p>

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

	<p>the training opportunities, and we will work with our communities and businesses to address these. We will work to understand the economic needs of our existing and potential workforce and labour market, with particular regards to language, culture and heritage.</p>
<p>How will work towards this Objective contribute towards the seven national well-being goals:</p> <ul style="list-style-type: none"> • A prosperous Wales • A resilient Wales • A healthier Wales • A more equal Wales • A Wales of more cohesive communities • A Wales of vibrant culture and thriving Welsh language • A globally responsible Wales 	<p>This approach, as set out in the Cwm Taf Well-being Plan will contribute towards a prosperous Wales as we are working to develop a skilled and well educated population in an economy which generates wealth and provides employment opportunities. Through working with PSB partners, particularly Natural Resources Wales, we will be protecting and promoting the beautiful natural landscape of Cwm Taf, improving access and facilities around the our extensive Rights of Way network. All of this will contribute towards a more resilient Wales.</p> <p>We know that being in employment, and feeling valued through workforce development, contributes towards better physical and mental well-being. Having a higher disposable income (GDHI) makes it easier for people making healthier choices. Along way promoting active travel and encouraging people to use the green spaces around Cwm Taf will contribute towards a healthier Wales.</p> <p>Developing the workforce across Cwm Taf and working closely with HE/FE and training providers across the region will help to enable people to fulfil their potential. Through stimulating and boosting the aspirations and skills of people to meet public and private sector career opportunities will contribute towards a more equal Wales.</p> <p>Working to create well-connected communities and build on the work of the City Deal will create cohesive communities, creating and improving access to employment opportunities across the region.</p> <p>Developing the growth area of tourism and use it as an approach for the private sector workforce development will promote and protect culture and heritage, contributing towards a Wales of vibrant culture and thriving Welsh language.</p> <p>Consistently promoting active travel and working to create more skilled jobs, linked to the capacity of our developed and future workforce within Cwm Taf, will result in fewer residents travelling outside of the area for employment and contribute to a globally responsible Wales.</p>

Cwm Taf Well-being Objectives – Strong Economy Delivery plan

Actions that will deliver this Objective

Actions (from first year plan)		Milestones		Delivery date	Lead
Ref	Description	Ref	Description		
3.1	<p>Stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities:</p> <p>Develop a repeatable Workforce Development model to address Workforce issues.</p> <p>Outcome: To develop future generations and create a more resilient and agile Public Sector Workforce for Cwm Taf strengthening this employment sector and a workable model of WFD to apply to other Sectors. E.g. Manufacture, tourism etc.</p>	3.1.1	<p>Cwm Taf SPB Workforce Plan & Recruitment</p> <p>This will present a baseline and overview analysis of one public sector at Cwm Taf, to identify the current workforce composition. It will identify the occupational groups that are in large demand and limited supply (<i>i.e. engineers, social workers, fire fighters, etc.</i>), and will help to predict future vacancy levels across the SPB.</p>	1 June 2019	Joanne Davies / Beth Winder (CTLHB)
		3.1.2	<p>Building an External Workforce : College & School Engagement</p> <p>The Public Sector is the largest employer within Cwm Taf. We will promote it as a sector of choice schools and colleges, through focus groups, school engagement, work placement opportunities and developing talent pipeline opportunities. This will ensure that the SPB has a skilled external labour market in place.</p>	1 June 2019	Paul Gray (TT)
		3.1.3	<p>Building an External Workforce : Employability</p> <p>The Cwm Taf Commitment Pledge will help to identify the numbers of job opportunities that will become available. The SPB will work with the National Training Federation Wales to maximise its investment on the apprenticeship levy to build employability skills and talent pipelines through shared apprenticeship programmes, internship, graduate, job trial opportunities.</p>	1 June 2019	Deb Ryan-Newton Maria Price (MTCBC)

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

Actions (from first year plan)		Milestones		Delivery date	Lead
Ref	Description	Ref	Description		
		3.1.4	Building an Internal Workforce : Training The SPB training compendium will bring financial savings whilst increasing opportunities for training simultaneously. It will also support the consistency of Leadership and Management courses, and in ensuring that there are consistent arrangements to retain and develop Welsh Language Capacity.	1 June 2019	Deb Hughes (RCT)
		3.1.5	Building a Future Workforce : Retention The SPB is keen to build its relationship with Academi Wales, particularly with the graduate programme. This will assist in the development of a holistic approach to performance management and succession planning, encouraging colleagues to embrace change as an opportunity for continuous development.	1 June 2019	Fran Donnelly (MTCBC)
3.2	Growth and promotion of tourism using the assets of our beautiful natural environment, heritage and culture for the health, prosperity and benefit of the whole community and alongside the development of the Valleys Landscape Park: Undertake a full diagnostic assessment of the Visitor Economy Businesses in Cwm Taf, including statistics, development needs and key data.	3.2.1	Amalgamate recent STEAM figures for Merthyr Tydfil and RCT in order to fully understand the economic impact of tourism on the Cwm Taf economy.	Aug 2018	Ryan Barry (MTCBC) Ian Christopher (RCT)
		3.2.2	Mapping tourist 'hot spots' across Cwm Taf	Aug 2018	Ryan Barry (MTCBC) Ian Christopher (RCT)
		3.2.3	Full Diagnostic Review of hospitality provision (including business need) in Cwm Taf	Nov 2018	Ryan Barry (MTCBC) Ian Christopher (RCT)
		3.2.4	Full Diagnostic Review of accommodation provision (including business need) in Cwm Taf	Nov 2018	Ryan Barry (MTCBC) Ian Christopher (RCT)
		3.2.5	Undertake 'gap analysis' based on findings of the above, including identifying new partners or information sources	Nov 2018	Ryan Barry (MTCBC) Ian Christopher (RCT)

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

Actions (from first year plan)		Milestones		Delivery date	Lead
Ref	Description	Ref	Description		
3.4	Align the employment and training needs of the sector to the Cwm Taf Employment Programmes in the respective local authority areas.	3.4.1	Undertake a mapping exercise of local Employment Programmes and providers	Sep 2018	Deb Ryan-Newton
		3.4.2	Compile the results of mapping exercise into a training compendium to be shared with staff	Dec 2018	Paul Gray
		3.4.3	Work with local businesses, providers and commissioning services to address any identified gaps in training requirements	Jan 2019	Paul Gray
		3.4.4	Look for opportunities for 'informal' upskilling through on- the-job training or corporate volunteering	Jan 2019	Deb Ryan-Newton
	Develop leisure/tourism as an employment and training opportunity	3.4.5	Liaise with schools and HE in Cwm Taf around opportunities for links between tourism courses and training opportunities	Feb 2019	Deb Ryan-Newton Paul Gray
		3.4.6	Explore links between 'suitable' volunteering for the Welsh Baccalaureate Qualification and leisure/tourism	Feb 2019	Deb Ryan-Newton Paul Gray
		3.4.7	Explore potential apprenticeships in the leisure and tourism sector	Feb 2019	Deb Ryan-Newton Paul Gray
		3.4.8	Create links with (corporate) marketing and communication teams to create a young person's guide to Cwm Taf promoted and shared through social media	Mar 2019	Deb Ryan-Newton Paul Gray

Cwm Taf Well-being Objectives – Strong Economy Delivery plan

Information that will help to monitor the delivery of this Objective

Quantitative Evidence – including Performance Indicators

PI ref	Local/ National	PI description	Direction of travel	Frequency	Responsible partner
	Local	Development of one Cwm Taf SPB workforce plan		Annually	MTCBC
	Local	Calculation of Training spend per head – pre and post training compendium		Annually	MTCBC
	Local	Predicted employee labour turnover across the partnership organisations aligned to the age profile		Annually	MTCBC
	Local	X40 accommodation providers assessed as part of the Cwm Taf Diagnostic Review process.		Annually	MTCBC
	Local	X12 key attractions assessed as part of the Cwm Taf Diagnostic Review process.		Annually	MTCBC
	Local	Growth in Tourism across Cwm Taf annually (utilising STEAM Figures)		Annually	MTCBC

Data and targets will be required for all identified Performance Indicators

Qualitative Evidence

Activity	What will/does it demonstrate?	When/how often will this be available?
7X2 New Destination Management Plans	Two new DMP's written which reference the importance of key stakeholders and regional working across the Cwm Taf and wider South East Wales regions.	Usually every three years
Cwm Taf Diagnostic Review Report on Accommodation Providers	Report outlining accommodation sector needs, stats, opportunities and training requirements	Annually
Cwm Taf Diagnostic Review Report on Attractions Providers	Report outlining attractions sector needs, stats, opportunities and training requirements	Annually
Tourism Training Plan / Compendium	Demonstrate the training need of the tourism sector based on the two Diagnostic Review exercises completed across the Cwm Taf region	Annually

Cwm Taf Well-being Objectives – **Strong Economy Delivery plan**

Risks that will affect the delivery of this Objective

Risk	Ref to existing action above, if relevant	Other mitigating actions if required
Participation and commitment of partners If tourism sector business don't immediately engage in the Diagnostic Review process then other alternatives / approaches may need to be considered If.....then.....	ALL	PSB to own Key officers from both local authorities engage with tourism sector businesses prior to the Diagnostic Review taking place.
If.....then.....		

Support required to progress this Objective, including any associated financial contributions

From PSB support Team	In respect of engagement/involvement	In respect of data or analyses
Support in making strategic links across Cwm Taf	To be discussed	Support in analysing data and developing various reports / plans.