



SCRUTINY COMMITTEE REPORT

Date Written	19 th November 2019
Report Author	Chris Long / Deb Ryan-Newton
Service Area	Community Regeneration, Public Protection & Housing
Committee Date	26 th November 2019

To: *Chair, Ladies and Gentlemen*

Working Life / Bywyd Gwaith

1.0 SUMMARY OF THE REPORT

- 1.1 We have set Wellbeing Objectives for Merthyr Tydfil County Borough Council, and how we intend to achieve these objectives is set out in our plan 'Focus on the Future: Wellbeing in our Community'. The focus of this report is on the wellbeing theme Working Life.
- 1.2 The Council is committed to supporting people to live in safe well-connected communities where the developing infrastructure sustaining and improving both the built and natural environment; and where heritage, language and culture are valued and strengthened for future generations. The Council also seeks to support people to develop skills and gain relevant qualifications to secure employment and to meet the changing needs of employers.
- 1.3 Using the most recent performance information, this report establishes the current position for the wellbeing objective: *People feel supported to develop the skills required to meet the needs of businesses, with a developing and safe infrastructure making Merthyr Tydfil an attractive destination.*
- 1.4 An annual review during 2018/19 highlighted the need to further refine and refresh the key outcomes. This ensures that the outcomes clearly describe what the Working Life objective seeks to achieve. Therefore, for 2019/20 it was decided to refocus the outcomes to support a more integrated/collaborative approach being taken to meet these. The key long term outcomes for Working Life are:
- Merthyr Tydfil realises its economic potential, with a skilled workforce and better employment opportunities;
 - We value and enjoy our built and natural environment, protecting and enhancing our heritage and cultural assets for current and future generations; and
 - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

- 1.5 The report also includes information requested by Committee Members focusing on post-16 provision and demonstrates how this links with Cwm Taf Public Services Board. Additionally, an overview of progress made on apprenticeships and partnership working has been included as per member requests.

2.0 RECOMMENDATION(S)

- 2.1 The content of this report to be discussed and performance information scrutinised
- 2.2 Scrutiny Committee Members offer any appropriate feedback to enable officers to consider when undertaking future service planning and delivery discussions.

3.0 INTRODUCTION AND BACKGROUND

Legislative Context

- 3.1 The [Wellbeing of Future Generations \(Wales\) Act 2015](#) specifies that we must work to improve the economic, social, environmental and cultural wellbeing of Wales by maximising our contribution to the seven Wellbeing Goals.
- 3.2 We must do this in accordance with the sustainable development principle, which means that we act in a manner that seeks to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs. There are five ways of working that we need to do adopt in order to show that we have applied the sustainable development principle. The five ways of working are:
- Long Term
 - Prevention
 - Integrated
 - Collaboration
 - Involvement
- 3.3 The [Social Services and Wellbeing \(Wales\) Act 2014](#) specifies that we must seek to improve the wellbeing of people who need care and support, carers who need support and for transforming social services in Wales. The focus of this Act is on what matters to the person and how they can use their own strengths and resources to do those things, which is determined by an assessment that involves the person and the professional(s).

Strategic Context and Service Delivery

The Council is committed to delivering excellent services. It will do this by delivering its key strategies and through joint working with a range of partners. The key strategies that focus on delivering excellent services in Community Regeneration, Public Protection and Housing are:

- Economic Growth Strategy (*pending final approval*);
- Tackling Poverty Strategy (*pending approval*);
- Taf Bargoed Strategy (currently under development);
- Destination Management Plan (currently being refocused);
- Heritage Strategy (draft – currently under development);
- Active Merthyr Plan;
- The Active Travel Plan;
- MTCBC Homelessness Strategy;
- Cwm Taf Community Safety Plan;
- Workforce Development Plan; and
- The Local Development Plan 2016-2023.

A number of further strategic documents and plans are under development over the coming months; these include:

- The Town Centre Master Plan;
- The Crucible Master Plan; and
- The Social Enterprise Strategy.

The department works collaboratively with other departments both within the Council, with external partners via the Public Service Board (PSB) and the Strategic Partnership Board (SPB); with other local authorities on regional projects such as Cardiff and the Capital City Deal; as well as with multiple partner organisations across both the third and private sectors.

- 3.4 The Council's contribution to achieving the seven wellbeing goals is outlined in our plan [[Focus on the Future: Wellbeing in our Community](#)]. On the 4th April 2018, Full Council approved a revised version of the Plan, which reduced the number of wellbeing objectives from 9 to 4. The new objectives can be found in **Appendix 1**.
- 3.5 The Chief Officer for Community Regeneration, Public Protection and Housing reports on the wellbeing theme *Working Life*. The purpose of this report is to coordinate the performance information for this wellbeing objective and offer insights in the change of working practice linked to the wellbeing objective: ***People feel supported to develop the skills required to meet the needs of businesses; with a developing, safe infrastructure making Merthyr Tydfil an attractive destination.***

4.0 WHERE WE WERE

- 4.1 At the end of 2017/18 the Council published its [Annual Performance Report](#), which evaluated performance across all 9 wellbeing objectives at the end of year 1 of the corporate wellbeing plan *Focus on the Future*.
- 4.2 The Chief Officer for Community Regeneration, Public Protection and Housing team has the lead for Working Life, which at that time had two wellbeing objectives; these were:
- WL1: Making skills work for Merthyr Tydfil: developing the workforce of the future; and
 - WL2: Developing the environment and infrastructure for business to flourish.
- 4.3 Our evaluation of performance in 2017 was **Adequate**. The rationale for this judgment reflected the positive outcomes were achieved (e.g.) both employment levels and business births were above the Welsh average, whilst progress continues to link targeted employment opportunities for economically inactive residents, further developing the local workforce. Additionally, the proportion of young people who are categorised as NEET (not in education, employment or training) was been sustained as for 2017/18; Merthyr Tydfil had the joint lowest level of NEETs in Wales.
- 4.4 There were issues identified where improvement needed to be made (e.g.) the gross weekly pay for full-time workers in Merthyr Tydfil remains below the Welsh average; the direct impact the Council has had on the overall post-16 education qualifications was limited because of the numbers of people engaged with etc. Plans are under development to make improvements where required. Other affecting factors beyond the Council's control which would impact on progress being made were also considered (e.g.) governmental changes, the impact of Brexit etc.

5.0 WHERE WE ARE NOW

- 5.1 Following a review of year 1 of *Focus on the Future*, the 9 wellbeing objectives were reduced to 4. The re-focused themes and objective can be found in **Appendix 1**.
- 5.2 The 'Working Life' working group continues to meet to collaboratively plan how key tasks and activities will be tackled. This group is made up of officers across a number of service areas across the Council both within the Chief Officers directorate and includes officers from other services areas. This group also provides a platform for planning discussions, officer led constructive challenge around activities delivered, targets set whilst also opening the doorway to exploring new opportunities, joint working relationships and making more meaningful service connections and evidence shows this change in working practice is already proving to be a catalyst for new joint working opportunities being developed.
- 5.3 The Working Life Strategy on a Page (SOAP) contains performance data for the selected local performance indicators over time (where available) to offer an opportunity to identify trends. The Working Life SOAP is attached as **Appendix 2**.
- 5.4 The Annual Performance Report (APR) 2018/19 was recently presented at Full Council; this provided an overview of the key corporate performance indicators. The judgement allocated for 2018/19 was **Adequate**; this judgment relates to the **impact** of the Council's services/activities (the effect); rather than the effort put in to achieving impact (which we would judge as **good**).
- 5.5 We have included the data as it appears in the Annual Performance Report in Table 1 (below), along with the reported data from the previous year for context. We had updated the table to show whether the indicator is national or local; this amendment aims to provide greater clarity on where the work undertaken by MTCBC *contributes* to the national position; or where the outcomes achieved are as result of MTCBC's activity only (i.e.) MTCBC controls the project/programme.

Table 1

Type of Indicator	Key Performance Indicators	2017/18	2018/19
National	% of working age population in employment (Year ending March 2018)	74%	72.2%
National	% of working age population who are qualified to NVQ level 2 and above	66.2%	57.4%
National	% of population with no qualification	16.4%	14.1%
National	% of 16-18 year olds not in education, employment or training	1.3%	1.1%
National	Number of business births	255	220
National	Number of business deaths	165	190
Local	% of participants in employment upon leaving the EU funded programmes	12.8%	23%
Local	% of participants who gain a qualification on completion of an 'out of work' training programme	28.4%	22%
Local	% of participants who gain a qualification on completion of an 'in work' training programme	81.9%	87%

- 5.5 To complement the “Working Life’ working group, which focuses on departmental operational issues, there has been an exercise to refocus the membership and reporting structure of the Strategic Economic Regeneration and Tourism Board. This Board has now evolved into the Community Regeneration, Public Protection and Housing Board which focuses on strategic developments and encourages and promotes linkages between departments.
- 5.6 The Welsh Audit Office initiated an examination process in November 2018 where together with our strategic partners; we were required to offer evidence how we use the five ways of working. This exercise focused on the component ‘Making skills work for Merthyr Tydfil: developing the workforce of the future’. This examination visit was seen as an opportunity to showcase the maturity of the partnership and more specifically the role of MTCBC in its direct co-ordination of learning / training / employment for local people. The Council has recently received the final report from WAO. This was presented to Members of the Regeneration & Public Protection scrutiny committee on 22 October 2019.

6.0 RESPONSE TO INFORMATION REQUEST OUTLINED BY THE COMMITTEE

- 6.1 The Committee outlined in its Work Programme a requirement for officers to provide specific information on “post-16 provision; how this links with Cwm Taf Public Services Board (PSB); and offer details of progress made in relation to apprenticeships and partnership working”. This section of the report will offer Committee Members an overview of the key developments in respect these areas.
- 6.2 On establishment of the Public Service Board’s Wellbeing Plan in 2018; the Chief Officer of Community Regeneration, Public Protection & Housing was requested to become the operational lead for the ‘Strong Economy’ theme within this Plan. In this capacity; the Chief Officer was required to report directly to both the PSB and Strategic Partnership Board (SPB).
- 6.3 On taking up this role; it was agreed that a key focus would be connecting the workforce development work with the ongoing tourism development. Through the workforce development strand, the introduction of the **Employability Pledge** became a key focus. This pledge covers joining forces to provide local people with more opportunities in the world of work and key themes:
- Apprenticeships;
 - Work Experience Placements;
 - Employability Programmes;
 - Volunteering opportunities; and
 - Working with Schools, colleges and universities.

The Employability Pledge was signed off by PSB members at their last meeting. It is planned that the Pledge will be formally launched at the next scheduled PSB meeting; though this launch is still subject to confirmation from a number of key stakeholders. Following this launch, a series of meetings will be scheduled to establish ‘fit for purpose’ development to scope out the individual intentions of each organisation in relation to the five key focuses listed above. The main reason for this is to ensure development is practical and that its real development and not something we are doing anyway.

- 6.4 In relation specifically to Merthyr Tydfil; the following updates are provided:

Apprenticeships	The Aspire Shared Apprenticeship programme is in the third year of delivery. This focuses on private sector development focusing on advanced manufacturing and engineering which forms the basis to learn internally on apprenticeships. A recent celebratory event took place to
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	<p>mark the third year of the programme; with a video outlining some of the outcomes achieved during this period.</p> <p>Positive steps are being taken to develop a paper that will make a pitch to Welsh Government to advocate for a Tourism Shared Apprenticeship Programme which we plan link with the PSB's Strong Economy theme. The paper will include recent information presented at the destination management day.</p> <p>As part of the ongoing development, we are:</p> <ul style="list-style-type: none"> • linking in with colleagues in Social Services and building on links with RCT Council's Children Looked After (CLA) team to explore opportunities to secure agreement to recruit a person using Intermediate Care Funding (ICF) until March 2021. If this opportunity is realised, this officer will be located directly within the Employability Team and would work with an existing CLA Employability Mentoring and Support Officer to make internal connections and work with work based learning providers to secure opportunities such as traineeships, apprenticeships, work experience and volunteering opportunities. • meeting to hold initial discussions with Councillor Lisa Mytton at her request regarding an additional resource to support the development of apprenticeships. Again, if realised, this resource would sit within the Employability Team.
Work Experience Placements	<ul style="list-style-type: none"> • A DRAFT policy has been developed around the required process to oversee work experience opportunities. This has been passed to Human Resources for review.
Employability Programmes	<ul style="list-style-type: none"> • The Employability Programmes continue to develop bespoke approaches to support recruitment and new inward investors (a recent example of this would be Morgan Sindall). • We are looking at developing a new approach to the promotion of self-employment as an option – this is very new. This approach connects to some collaborative work currently underway with colleagues in the Early Years and Childcare department focusing on the development, training etc. of childminding as a career path. This would actively aim to address an identified shortfall in affordable, accessible and quality childcare across the County Borough.
Working with Schools, colleges and universities	<ul style="list-style-type: none"> • Strong links have been established with some schools to date. • In the summer, the employability team hosted a pilot 'have a go' day to allow Penydre Year 8 pupils to interact with sector specific equipment which introduced them to different sectors. They also had the opportunity to take part in activities associated to

	<p>Manufacturing and Production with the support from staff from Tennaco Walker. The event was held in Merthyr Tydfil College, which allowed pupils to have a fully guided tour of the facility to encourage thoughts on future areas of learning that they might be interested in.</p> <ul style="list-style-type: none"> • Working with Morgan Sindall, the current developer of the Merthyr Bus Station we have agreed to host a 'have a go' day with Caedraw and St Marys schools. This will take place very early in the new year. • Morgan Sindall have been introduced to Merthyr Tydfil College. A range of activities have been identified to explore and is really encouraging for future interaction. • Members of the Employability Team have been invited to all future deputy head meetings which are hosted and held at Merthyr Tydfil College.
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7.0 WHERE WE WANT TO BE

7.1 By 2022, our ambition is for:

- MTCBC to improve the pace of change/recovery in relation to the local economy, recognising that this cannot be achieved without the support and participation of key partners and businesses.
- To develop Merthyr's extended landscape and built heritage into an international quality visitor destination and experience.
- To have developed a well-connected Economic Growth partnership where information and outcomes are jointly owned and shared. By achieving this goal, we aim to maximise the positive connections to produce positive results.
- To develop the Town Centre as a Strategic Hub as part of the Cardiff City Region Metro focusing on transport infrastructure, physical regeneration and place-making.

8.0 WHAT WE NEED TO DO NEXT

- 8.1 Further develop the Community Regeneration, Public Protection and Housing Board ensuring departmental connectivity is at the forefront of its development
- 8.2 Conclude the staged development of the strategic documents and plans over the coming months including the Town Centre Masterplan and the Cyfarthfa Heritage Area Masterplan.
- 8.3 Following two successful workshop sessions; we will further develop the Economic Growth Partnership ensuring partnership ownership and engagement.
- 8.4 Further consider feedback received from WAO following their examination visit and refocus the draft Action Plan which has been developed to respond to suggested areas for development to ensure this can be actioned.

9.0 CONTRIBUTION TO WELLBEING OBJECTIVES/WELLBEING GOALS

- 9.1 The improvement activities identified in this report directly contribute to our wellbeing objective:

Best Start to Life: Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals.

9.2 The planned next steps for *Focus on the Future* and Tackling Poverty will ensure that the activities of the Learning Department will more robustly impact on the wellbeing objective:

Best Start to Life: Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals.

Living Well: People are empowered to live independently within their communities, where they are safe and enjoy good physical and mental health.

9.3 With regards to the Council's contribution to the national wellbeing goals; this has been captured via a series of case studies which can be found in the Annual Performance Report 2018-19 which was recently published in line with the statutory deadline.

ALYN OWEN
CHIEF OFFICER FOR COMMUNITY
REGENERATION, PUBLIC PROTECTION
& HOUSING

COUNCILLOR GERAINT THOMAS
CABINET MEMBER FOR
REGENERATION & PUBLIC
PROTECTION

BACKGROUND PAPERS		
Title of Document(s)	Document(s) Date	Document Location
Does the report contain any issue that may impact the Council's Constitution?		No

Corporate Wellbeing Plan Focus on the Future:

Confirmed themes and wellbeing objectives for 2018/19

Theme	Wellbeing Objective
Best Start	Children and young people have the best start to life and are equipped with the skills they need to be successful learners and confident individuals.
Working Life	People feel supported to develop the skills required to meet the needs of businesses, with a developing safe infrastructure making Merthyr Tydfil an attractive destination
Environmental Wellbeing	Communities protect, enhance and promote our environment and countryside
Living Well	People are empowered to live independently within their communities, where they are safe and enjoy good physical and mental health.

CHIEF OFFICER: COMMUNITY REGENERATION

Contributions From:
 Employability
 Physical Regeneration
 Heritage & Culture
 Licensing
 Housing
 EU & External Funding

Business Support/Development
 Destination Development
 Trading Standards
 Transport
 Environmental Health

Working Life

People feel supported to develop the skills required to meet the needs of businesses with a developing, safe infrastructure making Merthyr Tydfil an attractive destination

How will Merthyr Tydfil CBC work?

Integration Collaboration Long term Involvement Prevention



Appendix 2

Merthyr Tydfil realises its potential with a skilled workforce and better employment opportunities

We value and enjoy our built and natural environment, protecting and enhancing our heritage and cultural assets for current and future generations

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Key Performance Indicators (KPIs)	2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	2021/22
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Target
Participants who are in employment after leaving a programme					81	100	241	198	210	84	13	16
Participants who gain a qualification at the end of an 'out of work' programme					119	119	212	166	34	85	48	49
Participants who gain a qualification at the end of an 'in work' programme					185	281	184	241	171	110	176	168
Number of buildings developed as part of the business start-up project					3	4	4	4	3	0	4	4
Percentage of inward investment enquiries which become active businesses					5	5	5	8	5	1	5	5
Number of social enterprises where growth/development opportunities are identified					50%	66%	50%	60%	50%	0%	50%	50%
Number of visits to the 5 key attractions within Merthyr Tydfil							618,000	825,501	636,540	495,130	655,636	675,305
Restore 9 buildings within the Pontmorlais Heritage Area							3	0	3	0	3	N/A
Number of community enterprises supported in asset transfer opportunities					2	3	2	2	3	0	3	3
Percentage of people feeling safe (at home, walking in their local area, and travelling) (data provided by South Wales Police)			N/A	63%	N/A	Data not available	N/A	Data not available				
NEW INDICATOR FOR 2018-19 Percentage of ASB perpetrators who re-offend within a 6-month period reaching Stage 2									Establishing baseline	13.6% (41/302)	TBC	TBC
NEW INDICATOR FOR 2019/20 Number of people attending or participating in arts, culture or heritage activities at least 3 times a year									Establishing baseline	Available at year end	TBC	TBC
NEW INDICATOR FOR 2019-20 Value of fraud detected and resolved									Establishing baseline	Available at year end	TBC	TBC
The percentage of those who present as homeless who are relieved of their homelessness	N/A	3.6% (8/225)	N/A	S73 – 178 S75 – 5*	N/A	33%	34%	31%	34%	26%	34%	34%
Percentage of households threatened with homelessness successfully prevented from becoming homeless (PAM/012)	N/A	31.5%	N/A	61%	60%	53%	60%	57%	61%	36%	62%	63%
Percentage of empty private sector properties brought back into use during the year through direct action by the local authority (PAM/013)	N/A	6.47%	N/A	6.86% (40/583)	N/A	6.6%	3%	7%	6%	Available at year end	6%	6%
The percentage of food businesses that are broadly compliant with food hygiene	N/A	93.38%	N/A	93.49%	N/A	92.46%	93.11%	93%	93.02%	Available at year end	92.86%	92.96%