

<b>Well-being Objective 3</b>	Strong Economy – To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf
<b>Lead Officer</b>	Alyn Owen / Chris Long
<b>Regional Strategic Context:</b>	<p>The Cardiff Capital Region City Deal (CCRCD) Strategic Business Plan identifies four key 'Regional Strategic Themes' which are:</p> <ul style="list-style-type: none"> <li>• Skills &amp; Employment</li> <li>• Connecting the Region</li> <li>• Innovation</li> <li>• Regeneration &amp; Infrastructure</li> </ul> <p>The COVID-19 pandemic and economic impact, particularly around furlough, has placed increased importance on this work and the need for PSB bodies to recognise the important Regionally, Cwm Taf and Bridgend PSBs are working with the Centre for Local Economic Strategies (CLES) around progressive procurement and community wealth building to look at how PSB organisations can better work with and support the local supply chain as well as understanding the roles that organisations play as anchors for economic development.</p>
<b>Sub Regional Context:</b>	<p>Economic Recovery                  Building on the launch of the Employability Pledge                  Focus on the Tourism Economy and opportunities                  Local Development Plans (per LA)                  Low carbon / carbon free purchasing (Bridgend)</p>
<b>Immediate steps:</b>	<p>We are not starting from scratch. The pandemic disrupted plans but also created opportunities, shifted priorities and showed what can be possible. With an eye still on the long-term vision for this Objective, foci for the work in 2021-22 are:</p> <ol style="list-style-type: none"> <li>1. Identify the key issues within the Cwm Taf workforce and create an action plan to address these problems (COVID-19 and non COVID-19 related), building on the work started with the Employability Pledge</li> </ol>

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	<ol style="list-style-type: none"> <li>2. Develop a short to medium term development plan for the Tourism Sector that allows us to test and develop growth models.</li> <li>3. Continue working with CLES to harness the power of progressive procurement, linked to the Community Wealth Building work supported by Welsh Government and build resilience in the local supply chain.</li> </ol>
<p><b>Why do we need to do it?</b></p> <p><i>To be informed by Well-being plan, Well-being and any other Assessments and Future Trends</i></p>	<p>The Covid-19 pandemic has hugely impacted on our communities in a wide variety of ways, including the economy. A large number people were furloughed, lost their job or their sense of financial security. Businesses have faced unprecedented challenges, uncertainties, and struggles.</p> <p>We need to work to make sure that the progress and flexibilities in working arrangements that have been utilised during the pandemic are maintained for those enjoying them, whilst recognising that for some staff there is a need to return to an office environment. As we enter a recovery phase, the mix of future requirements needs to be considered, as well as the practicalities of accommodating a changed workforce.</p> <p>The Community Impact Assessment undertaken following the first wave of the pandemic reinforced that as a collection of public services we employ a significant amount of local people, support a large number of local businesses through procurement and play a huge role in the economy of Cwm Taf. As such, we play a significant role in safeguarding and supporting local jobs. The future is still uncertain for a lot of people, not least those still on furlough and businesses working within Covid restrictions.</p> <p>The work with the Centre for Local Economic Strategies (CLES) is using Atamis data to look at how public sector ‘anchors’ procure, and how much spend leaves the region. This is informing the approach we take with CLES around progressive procurement and community wealth building.</p> <p>The Valleys Regional Park Delivery Plan sets an aim of ‘The Valleys landscape underpins a resilient local economy, supporting businesses, community enterprise and development of skills and learning’. Coupled with the aims of building partnership working across all sectors</p>

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	<p>and influencing public policies, this provides a strong foundation for closer working with VRP colleagues.</p> <p>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>
<p><b>What difference will delivering this Objective make to the people and communities in Cwm Taf?</b></p>	<p>A strong economy underpins personal and community well-being. A resilient workforce is a huge asset, beyond individual financial security and the sense of purpose brought about through employment, and there is no doubt that the changes in the last 18 months have had a huge impact on our employees. Delivering on this Objective will ensure that the progress and lessons of the pandemic are not lost.</p> <p>Working with VRP regionally to promote gateway sites within Cwm Taf and beyond will deliver many positive benefits, as well as promoting the unique opportunities on offer in RCT and Merthyr Tydfil for tourists. For those that live in Cwm Taf, there will be improved awareness of (and potential use) of green spaces for people of all ages and benefits that this brings for personal and mental well-being. There is also volunteering, and employment opportunities brought about through visitor attractions and uptake.</p> <p>Beyond Cwm Taf, attracting more visitors to the region represents the chance to increase spend in the area, and investment in the hospitality and tourism sector and develop training and employment opportunities.</p> <p>The CLES work will improve resilience in the local supply chain, confidence in and awareness of local businesses and ensure that as much spend and contract is kept within the region as possible. This will have a positive impact on local employment, businesses and the environment as the carbon footprint is reduced.</p>
<p><b>What are the quick wins that the Partnership can complete in the first year?</b></p>	<p><b><i>The quick wins are.....</i></b></p> <ol style="list-style-type: none"> <li>1. Regional approach and cross promotion of Valleys Gateways sites in the region: Cyfarthfa Park, Ynysangharad Park and Dare Valley Park.</li> <li>2. Looking at how the Employability Pledge can be implemented to support economic recovery in the region</li> </ol>

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	<p>3. Progressing on the work started with the Centre for Local Economic Strategies and getting buy-in / long term commitment regarding changing procurement practices. Using Atamis information from CLES looking at local spend and leakage.</p> <p>4. Considering and preparing for the impact of furloughing in the Region</p>
<p><b>Who will be involved in contributing towards this Objective?</b></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, with the membership changing /being flexible to reflect this. Invitations will be extended, as and when appropriate, to:</p> <ul style="list-style-type: none"> <li>• Merthyr Tydfil County Borough Council</li> <li>• Rhondda Cynon Taf County Borough Council</li> <li>• Brecon Beacons National Park Authority (BBNPA)</li> <li>• Natural Resources Wales (NRW)</li> <li>• Valleys Regional Park (VRP)</li> <li>• Ten South East Wales Local Authorities (as part of the SE Wales DMG)</li> <li>• Schools and colleges delivering tourism courses</li> <li>• Visit Wales</li> <li>• Post 16 Training Providers</li> <li>• Various community groups / organisations and businesses</li> <li>• Welsh Government</li> <li>• Cardiff Capital Region City Deal (Programme Board &amp; Cabinet)</li> <li>• <b>Corporate Joint Committees</b></li> <li>• Private Business Representatives</li> </ul>
<p><b>How does this Objective also contribute to the delivery of another Cwm Taf well-being objective?</b></p>	<p>The work complements other well-being objectives.</p> <p>We will use the Community Hub network 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 focus on workforce and progressing the Employability Pledge will improve physical and mental well-being, encouraging access to green spaces, active travel and social prescribing, contributing to the work of the Healthy People objective.</p>

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	<p>Volunteering has long been identified as a way upskilling and accessing employment routes as well as benefits to well-being, and this Objective will help to improve and promote volunteering in the public sector.</p>
<p><b>How does this Objective align with the delivery of other local or national plans or strategies?</b></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"> <li>• Prosperity for All</li> <li>• Well-being of Future Generations Act</li> <li>• Partnership for Growth Strategy (Visit Wales)</li> <li>• Growth &amp; Competitiveness Repot (CCR City Deal)</li> <li>• South east Wales Regeneration Strategy</li> <li>• Our Valleys, Our Future (Valley's Task Force)</li> <li>• South East Wales Destination Investment Plan</li> <li>• Merthyr Tydfil Destination Management Plan 2016-18</li> <li>• RCTCBC Destination Management Plan 2019-21</li> </ul>
<p><b>How have you considered the Sustainable Development principles i.e. five ways of working in delivering this objective:</b></p> <ul style="list-style-type: none"> <li>• Thinking and planning for the <b>Long term</b></li> <li>• <b>Preventing</b> problems before they happen</li> <li>• <b>Integrating</b> with other strategies</li> <li>• <b>Collaborating</b> with others</li> <li>• <b>Involving</b> people and communities</li> </ul>	<p>Thinking <b>long term</b>, 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 <b>prevent</b> employment or skills gaps, and potential shortfalls in service provision particularly in the context of recovery from the pandemic.</p> <p>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 <b>integrating</b> 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 Regional Park 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 <b>collaborate</b>. We will be creating a steering group for</p>

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	<p>this work based on the list of parties identified in collaborating on achieving this objective as listed above.</p> <p>The approach in <b>involving</b> local businesses and communities will support this work. The joint training compendium will help to identify gaps, both in terms of the workforce and 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><b>How will work towards this Objective contribute towards the seven national well-being goals:</b></p> <ul style="list-style-type: none"> <li>• <b>A prosperous Wales</b></li> <li>• <b>A resilient Wales</b></li> <li>• <b>A healthier Wales</b></li> <li>• <b>A more equal Wales</b></li> <li>• <b>A Wales of more cohesive communities</b></li> <li>• <b>A Wales of vibrant culture and thriving Welsh language</b></li> <li>• <b>A globally responsible Wales</b></li> </ul>	<p>This approach, as set out in the Cwm Taf Well-being Plan will contribute towards a <b>prosperous Wales</b> as we are working to develop a skilled and well educated population in an economy looking to restore and improve its pre-pandemic position.</p> <p>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 extensive Rights of Way network. All of this will contribute towards a more <b>resilient</b> 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 with promoting active travel and encouraging people to use the green spaces around Cwm Taf will contribute towards a <b>healthier Wales</b>.</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 <b>more equal Wales</b>.</p> <p>Working to create well-connected communities will create <b>cohesive communities</b>, 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 <b>Wales of vibrant culture and thriving Welsh language</b>.</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 <b>globally responsible Wales</b>.</p>

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### Actions that will deliver this Objective

Actions		Milestones		Delivery date	Lead
Ref	Description	Ref	Description		
3.1	Stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities.		Align the employment and training needs of the sector to the Cwm Taf Employment Programmes in the respective local authority areas.		
			Covid context of furlough, unemployment and volunteering.		
			Developing priorities under the Employability Pledge.		
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.		Continue to develop leisure/tourism as an employment and training opportunity		
			Work with VRP to develop and promote the 'Cwm Taf' offer building on the Gateway Sites of Ynysangharad Park, Dare Valley Park and Cyfarthfa Park.		
			Build on and support success of tourism ventures such as Zip World, Bike Park Wales and Rock UK in considering recovery from the pandemic		
			Long term vision: A vibrant tourist industry attracting people from near and far, enjoying our natural environment, history, and culture		
3.3	To make the most of the investment and return opportunities of the £1.229 billion City Deal locally within Cwm Taf		This is beyond the control of the PSB. Potential opportunities for the region resulting from City Deal will be maximised however the Board is unable to influence the work and therefore set a programme of work		It is felt this is not something for the PSB to drive / deliver given it is controlled by external factors

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Actions		Milestones		Delivery date	Lead
Ref	Description	Ref	Description		
3.4	Further explore the opportunities for sustainable housing and renewable energy developments with associated community funds		Retrofitting and green developments are for the considerations of local development plans. RCT LDP is being revised 2020-2030 with broad representation making up the Forum, including colleagues from PHW.		
3.5	Develop a Progressive Procurement / Community Wealth Building approach with the Centre for Local Economic Strategies		This work has been developed regionally (with Bridgend) through work with Welsh Government looking at foundational economy and the role of public sector bodies as anchor organisations.  A work plan is being developed for the region that will be integrated into this delivery document.		CLES and the existing working group

**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

*Data and targets will be required for all identified Performance Indicators*

**Qualitative Evidence**



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Activity	What will/does it demonstrate?	When/how often will this be available?

**Risks that will affect the delivery of this Objective**

Risk	Ref to existing action above, if relevant	Other mitigating actions if required
If participation and commitment of partners is missing then this Objective will not be realised.	ALL	PSB to own
Covid-19 has severely impacted on every aspect of life and the economy, including workforce and business resilience. Readiness, capacity and ability.	ALL	

**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.