



Llywodraeth Cymru
Welsh Government

#TalkValleys

Our Valleys, Our Future Delivery Plan

Version 1: November 2017



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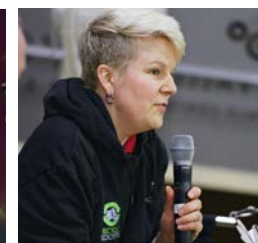
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The taskforce has met; talked to and listened to people living and working in the South Wales Valleys during 2017. These conversations have been lively, insightful and challenging. These discussions and evidence taken by the taskforce members have shaped its priorities for the future.

My local community

- How these priorities will be achieved
- Who will be involved
- The expected benefits
- The timescales for completion.

To make this plan a success, the taskforce must bring all the resources of the Welsh Government and its many partners together to support the Valleys.

To understand how progress is being made against each of the actions in the delivery plan, we will look at progress against the relevant national wellbeing goals in the South Wales Valleys. These are high-level indicators (see Annex A) and it may not always be possible to track progress over the short-term. We will therefore also publish annual updates and monitoring reports against a number of key targets, including our aim of getting 7,000 economically-inactive and unemployed people into fair, secure and sustainable work.

This is the first version of the delivery plan – it will evolve and be updated as progress is made against each action and as the work of the taskforce progresses. This will be done as part of an annual report in July each year.

It has been very important for the taskforce to talk and consult with people who live and work in the South Wales Valleys during the development of *Our Valleys, Our Future* and this delivery plan. This will continue as the taskforce's work progresses. An engagement plan will be published, which will set out how the taskforce will engage and empower people in communities throughout the South Wales Valleys to ensure these plans meet people's needs and expectations.



Priority 1

Good-quality jobs and the skills to do them

By 2021:

We will close the employment gap between the South Wales Valleys and the rest of Wales. This means helping an extra 7,000 people into fair work and that thousands of new, fair, secure and sustainable jobs will be created in the Valleys.

People living in the Valleys will have access to the right skills to gain work.

Businesses will be fully supported to grow and thrive in the South Wales Valleys.



This will be achieved through the delivery of the following:



Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Jobs				
JS1	Seven strategic hubs ² will be created across the South Wales Valleys to focus public money and provide opportunities for the private sector to invest and create new jobs ³ .	The strategic hubs will act as a focus for job creation by attracting private sector investment, allowing existing businesses to grow and promoting business start-ups. This will include realising economic regeneration opportunities through housing delivery and public service provision, while increasing connectivity through the South Wales Metro.	See page 19 for further details. January 2018 – Create a development blueprint for the next 15 years. This will identify priority projects across the seven strategic hubs. April 2018 – Agree initial costed investment programme for each of the seven strategic hubs for the period 2018-21.	Welsh Government; local authorities; two city deals ⁴ ; private sector developers; businesses.

² An additional strategic hub has been included in the delivery plan – *Our Valleys, Our Future* included six strategic hubs. Northern Bridgend has been identified as an important addition as transport challenges can mean communities in northern Bridgend county are isolated from Bridgend and Pencoed. The hub will be close to the M4 corridor and offer opportunities for private sector investment.

³ New jobs will be fair, secure and sustainable.

⁴ The two city deals referred to throughout this document are the Cardiff Capital Region and Swansea Bay.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS2	Relocate more public sector jobs into the Valleys, including at the seven strategic hub locations, where appropriate. For example, Transport for Wales is committed to establishing its new headquarters in Pontypridd.	Public sector bodies and departments will relocate to parts of the South Wales Valleys, helping to support the local economy and provide a basis to develop job opportunities locally.	<p>January 2018 – Develop a pipeline of likely demand and work with local authorities to identify potential sites across the South Wales Valleys.</p> <p>September 2018 – Assess sites and opportunities to relocate and expand, including for:</p> <ul style="list-style-type: none"> • Transport for Wales • Natural Resources Wales • Health Education and Improvement Wales • Other Welsh Government departments <p>September 2018 – Work with the UK Government to scope future opportunities.</p>	Public sector organisations; Welsh Government; UK Government.
JS3	Make more publicly-owned land and property available in the Valleys for development.	Public land will be maximised to offer economic development opportunities.	<p>April 2018 – Following a successful pilot in the Cwm Taf area, the Welsh Government will make £2m available for public service boards to undertake mapping to scope assets.</p> <p>April 2018 – Work with local authorities and the two city deals to assess where there are opportunities to align available land and property against strategic priorities, including links with the seven strategic hubs.</p>	Local authorities; two city deals; UK Government; Welsh Government; NHS; public service boards.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS4	Maximise job opportunities in the local foundational economy – businesses we use every day and see all around us, such as retail, care and the food industry.	<p>The number of jobs in the foundational economy will be increased.</p> <p>The fair work agenda will be embraced to increase the number of jobs in the foundational economy.</p>	<p>Overview details of each sector are presented on page 20–21.</p> <p>March 2018 – Identify and coordinate opportunities to link work undertaken to develop career pathways with careers advice, further/ higher education and employability programmes focusing on a mixture of vocational and academic routes. Initial focus on sectors where there are greatest opportunities for growth, for example health, social care and construction.</p> <p>March 2018 – Work with regional skills partnerships and use labour market intelligence from the Regional Skills Plans through their recently-published plans to begin to address skills shortages in the foundational economy across the Valleys. Identify entrepreneurs and existing businesses in the foundational economy which would benefit from an enhanced support package.</p> <p>July 2018 – Work with the Fair Work Board and engage with employers regarding workforce planning, and employment practices. This will help promote a culture that drives more sustainable and productive workplaces and reinforces the new economic contract to boost productivity and make Wales fairer and more competitive.</p> <p>December 2018 – Produce proposals which provide a flexible solution to areas of the foundational economy, using elements of the qualifications found in apprenticeship frameworks.</p> <p>Every year – Campaigns to be run to develop and promote career aims using apprenticeships that facilitate entry at qualification level two and outcomes at qualification level three.</p>	Welsh Government; Public, third and private sector; Qualifications Wales; schools, further and higher education; Careers Wales; Social Care Wales; social partners; Job Centre Plus; regional skills partnership; Construction Futures Wales.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS5	Support the creation of more digital jobs in the Valleys and develop two entrepreneurship technology hubs to help new business start-ups in the sector.	Opportunities for start-ups will be increased and a thriving digital sector created in the Valleys.	April 2018 – Use labour market intelligence produced in the Regional Skills Plans and work in conjunction with the recently-published regional skills partnerships plans to explore the creation of two new incubator hubs in the Valleys, which will focus on new start-ups, technology, quality jobs and digital exploitation.	Welsh Government; local authorities; two city deals; private sector; Learning, Skills and Innovation Partnership (LSKIP) ⁵ ; South West and Mid Wales Regional Learning and Skills Partnership; Be the Spark.
JS6	Roll-out Better Jobs Closer to Home in the Valleys to create real opportunities and decent jobs ⁶ where the need is greatest. This includes using public procurement to support local businesses and supply chains.	Local jobs will be supported and the use of procurement levers to intervene where local supply chains can create jobs will be tested.	October 2018 – Undertake an initial evaluation of the four commercial pilots in the Valleys to test the concept and support delivery. The pilots are: <ul style="list-style-type: none"> Ebbw Vale – Working with an existing social enterprise which manufactures signage to increase demand leading to job retention and job creation; Ebbw Vale – Establish a garment manufacturing unit to operate as an intermediate labour market; Merthyr Tydfil – Increase demand for an existing social enterprise which collects, sorts and pulps paper ready for recycling, to provide job retention and job creation; Merthyr Tydfil – Re-engineered paint, bringing an existing process from Birmingham to Wales, to recycle paint to be re-used in Wales. 	Welsh Government; NHS; Blaenau Gwent, Merthyr and Rhondda Cynon Taf councils; Blaenau Gwent enterprise zone; WCVA; Wales Co-op; social enterprises responsible for operating the four pilots; Wales TUC.

⁵ It will be important for the Valleys taskforce to be aligned with the work of the regional partnerships. For example, the Learning, Skills and Innovation Partnership has recently published its Employment and Skills Plan which the taskforce has incorporated into this delivery plan – http://www.lskip.wales/downloads/170731_Employment%20_Skills_Plan_eng.pdf

⁶ New jobs will be fair, secure and sustainable.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS7	Exploit the job creation potential from major infrastructure investment, including the South Wales Metro, the M4 and the ongoing work to dual A465 and new affordable housing.	New supply chains will be developed and funding from infrastructure projects in the Valleys will be retained to create local jobs.	Specific actions will be developed as infrastructure investments progress. Linked to JS9 below.	Welsh Government; Transport for Wales; two city deals; LSKIP; private sector.
JS8	Maximise the creation of green jobs ⁷ and business opportunities from investment in energy efficiency through the Welsh Government's Warm Homes programme.	Green jobs and business opportunities will be created.	April 2017 – Start a pilot over the winter to extend eligibility, in limited areas, for free Warm Homes Nest home energy efficiency measures to low income households where an occupant suffers with a respiratory or circulatory health condition. Work with a range of health partners including the community paramedic service in the Cwm Taf University Health Board area to deliver the pilot. February 2018 – Evaluation of the pilot. April 2018 – Roll-out of extended health eligibility throughout Wales. April 2018 – The new Warm Homes scheme will commence. Action will be ongoing as part of scheme contracts.	Welsh Government; Warm Homes scheme managers; local authorities; health boards; small and medium-sized enterprises (SMEs).
JS9	Following the recent announcement to refocus the National Procurement Service and Value Wales, develop a clear plan so procurement investments can be used to develop the right conditions to support jobs and growth as well as improve the resilience of local businesses and their communities.	Procurement will support the local economy and local supply chains will be developed and supply chain voids filled. It will support the Better Jobs Closer to Home initiative (see JS6).	December 2017 – Identify one or more local authorities across the Valleys which will pilot a new approach to procurement with a view to boosting local economy benefits. January 2018 – Baseline of current local authority procurement impact on the local economy. December 2018 – Re-baseline procurement impact to understand improvements and outcomes and identify good practice going forward.	Welsh Government; National Procurement Service/Value Wales; NHS local authorities; two city deals.

⁷ New jobs will be fair, secure and sustainable.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Support for business				
JS10	Improve regional alignment of business support for start-ups and existing businesses, encouraging and providing support for potential entrepreneurs. Improve the conversion of initial enquiries into active support which contributes to generating new business starts by 25%.	Co-ordinated business support will lead to more start-ups and conversions from initial ideas to inception.	<p>March 2018 – Agreement reached between Cardiff Capital Region City Deal and Business Wales on alignment of regional support, including a single entry point and consistent business support. Learning shared with Swansea Bay City Region.</p> <p>June 2018 – Roll-out of regionally-aligned business support.</p> <p>June 2018 – Business Wales and Careers Wales to pilot aligned service delivery for employer engagement.</p> <p>July 2018 – Extend use and reach of entrepreneur role models to raise aspirations for business.</p> <p>Ongoing – Harness best practice from the Regional Entrepreneurship Acceleration Programme. Working with Be the Spark, help to bring together a rich network of people and organisations focused on taking innovation -driven entrepreneurship to the next level.</p>	Welsh Government; Careers Wales; Business Wales; two city deals; higher and further education; private sector; business forums; Be the Spark.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS11	For the Valleys businesses with the greatest growth potential, there will be access to a bespoke, integrated package of recruitment, training and business development support to create jobs ⁸ ; increase skill levels of existing staff and boost productivity.	An expansion of companies will lead to additional employment opportunities in the Valleys.	<p>December 2017 – Hold a Valleys Be the Spark event and launch the South Wales Valleys growth initiative.</p> <p>December 2017 – Identify the most appropriate forum or vehicle to establish an annual Valleys business celebration event.</p> <p>March 2018 – Work with the Fair Work Board to ensure principles of fair work are built into the package of support.</p> <p>March 2018 – Identify those entrepreneurs and existing businesses which would benefit most from an enhanced support package. Leading to the creation of 2,000 jobs in the South Wales Valleys.</p> <p>September 2018 – Hold discussions with those companies with the greatest growth potential and start delivery of bespoke packages to enhance business growth.</p>	Welsh Government; Business Wales; two city deals; local authorities; higher and further education; private sector; business forums; Business Angels; Wales Development Bank; Be the Spark.
JS12	Increase the number of business units to support new start-ups and existing enterprises which have ambitions to grow and expand.	More new and expanding businesses in the Valleys, creating jobs and wealth.	See strategic sites (JS1) and town centre regeneration (VLP2).	Welsh Government; local authorities; two city deals; private sector; social enterprises; business forums; higher and further education.

⁸ New jobs will be fair, secure and sustainable.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS13	In support of the Circular Economy, help businesses and social enterprises to become more efficient.	Increased resource efficiency and associated cost savings and new/protected jobs in businesses and the third sector.	July 2018 – Work with stakeholders as part of the consultation on the Routemap for resource efficiency.	Full public consultations to include all relevant parties, including: Businesses and Trade Representative Groups; local authorities and WLGA; third sector; general public.
Careers Advice				
JS14	Provide targeted careers advice, aligned to current and future job opportunities, through the introduction of account executives working with secondary schools in the Valleys. Coordinating careers advice, bringing in specialist support and facilitating the engagement with employers to strengthen employability skills and careers.	<p>Young people will be better supported and informed to make the move into further learning or work.</p> <p>Closer alignment between Careers Wales and Business Wales will facilitate engagement between employers and those in education.</p>	March 2018 – Account executives will be linked to all secondary schools in the South Wales Valleys. They will coordinate careers advice and services, bringing in specialist support and facilitating the engagement with employers to strengthen employability skills in line with the Changing Lives vision for the careers service in Wales.	Welsh Government; Careers Wales; private sector; local authorities; two city deals; business forums; secondary schools; Health Education and Improvement Wales (from April 2018); British Medical Association; Business Wales; further education institutions; students; parents/carers.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS15	Deliver the new education business exchange service to provide information to schools about relevant work experience opportunities and facilitate industry engagement in schools.	Young people will be able to develop work skills ready for employment.	<p>December 2017 – New education business exchange is launched to early-adopters in Blaenau Gwent and Merthyr Tydfil.</p> <p>September 2018 – Full roll-out across the South Wales Valleys, learning lessons from the early-adopters.</p>	Welsh Government; Schools; Careers Wales; local authorities; private sector; parents/carers; students.
Skills				
JS16	<p>Pilot a new approach to the delivery of employability and skills support by simplifying access to and expanding eligibility for existing provision of support before the start of Working Wales in April 2019.</p> <p>People who are unemployed for less than 24 months will be supported to address their barriers to employment including pre-employment training support; on-the-job training and an employment incentive for recruiting employers.</p>	Job-seekers who are out-of-work for less than 24 months in the Valleys taskforce area will have enhanced access to employability support.	<p>October 2017 – The new employability support goes live in the South Wales Valleys.</p> <p>November 2017 – Marketing campaign for the individual skills gateway begins.</p>	Welsh Government; Careers Wales; employability programmes; Better Jobs Closer to Home pilots.
JS17	Deliver the new Working Wales employability programme to replace the current skills programmes (ReACT, Jobs Growth Wales, Traineeships and the Employability and Skills Programme).	Employability support in the Valleys meets the needs of individuals seeking to gain and retain employment.	<p>December 2017 – Publish the cross-Welsh Government Employability Delivery Plan.</p> <p>April 2019 – Working Wales to be delivered.</p>	Welsh Government; providers to be confirmed.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS18	Simplify the route to employment and skills support for people by establishing a common approach to advice and guidance to address barriers, categorise the needs of individuals and streamline referral to the right employability support across multiple agencies.	Address issues around accessibility and consistency of support for people in order to deliver better support to gain and maintain employment.	<p>December 2017 – Publish the cross-Welsh Government Employability Delivery Plan.</p> <p>April 2019 – Implement the new Employment Advice Gateway (EAG). This will streamline and modernise the way in which advisory networks support individuals in Wales. The EAG will provide greater coherence, better access, remove duplication and maximise opportunities to link skills and employment with other support services, including health, social care, childcare, housing and probation.</p>	Shared approach led by Welsh Government and Careers Wales in partnership with Job Centre Plus, Department for Work and Pensions, local authorities.
JS19	Provide support and training for people who are long-term unemployed and economically inactive to gain skills to secure a job. We will ensure employment and skills programmes which support those furthest from work are joined-up and we will work with employers to develop social clauses to ensure this happens.	7,000 unemployed or economically inactive people will be helped into work.	<p>April 2018 – The new Department for Work and Pensions' Work and Health programme, as well as existing programmes such as Communities 4 Work, PACE, Lift, Employability grant, and Out-of-Work Peer Mentoring Service will work closely together in order to support those furthest from the workplace.</p> <p>July 2018 – Pilot new systems both for categorisation and tracking within the Valleys taskforce area. These will seek to improve linkages between community outreach programmes and skills provision to strengthen the journey of participants towards employment.</p>	Welsh Government; Department for Work and Pensions; Remploy; Communities 4 Work; PACE; Lift; local authorities; private and public sector.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS20	Deliver a shared apprenticeship model to stimulate the market in STEM (Science, Technology, Engineering and Maths), health, tourism, hospitality, farming, woodland management and micro-hydro technology.	New opportunities in the market will be stimulated and grown by developing a skills base for people to access current and emergent employment opportunities. The number of apprentices in priority areas will be increased.	December 2017 – Stakeholder consultation about the design of a shared apprenticeship model in Merthyr Tydfil. Recruitment with local schools and local employers covering Blaenau Gwent and Merthyr Tydfil. Consultation with employers on the expansion of the construction shared apprenticeships programme across all Valleys areas. January 2018 – Work with local authorities and key contractors to flex social clauses to support construction recruitment. November 2018 – Have a Go programme deployed to 50% of schools to encourage uptake of apprenticeships. January 2019 – Consult on developments for an environmental and tourism pilot. November 2019 – Have a Go programme extended to 80% of schools to encourage uptake of apprenticeships. September 2019 – Start new pilot in environmental and tourism.	Welsh Government; Welsh Informatics Centre; employers, apprenticeship providers and community groups; Workforce Partnership Council.
JS21	Target investment to support apprenticeship delivery in regional growth and shortage sectors.	Apprenticeship opportunities will be created in regional priority sectors.	February 2018 – Additional regional multimedia/ multiplatform apprenticeship marketing campaigns to promote apprenticeship opportunities in the Valleys.	Welsh Government; private and public sector employers; local authorities; further and higher education institutions; schools; training providers; Social Care Wales; Careers Wales.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS22	Help students in college; work-based learning and university maintain and develop their Welsh language skills to meet demand in key sectors, such as health and social care.	People in the Valleys will be able to receive services in the language of their choice.	<p>January 2018 – Welsh Government will respond to the report reviewing Coleg Cymraeg Cenedlaethol and its future role in supporting the development of Welsh-medium provision within the post-16 sectors.</p> <p>January 2018 – Provide assistance to students in Welsh-medium schools who are considering studying medicine. This includes tailored support to equip students with skills to make a successful application and to prepare for the interview process.</p> <p>April 2018 – Every participating further education college will present their annual delivery plans detailing their Welsh-medium programme provision responding to local area needs. For delivery during 2018/19 the Welsh Government will consider support activities to develop Welsh-medium post-16 provision.</p> <p>April 2018 – All Valleys further and higher education institutions will be offered support to develop the Welsh language skills of its workforce.</p>	Welsh Government; further and higher education institutions; work-based learning providers; students; third sector; private sector; public sector organisations; Coleg Cymraeg Cenedlaethol; Mentrau Iaith; the Urdd.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Childcare				
JS23	Start to deliver and test the Welsh Government's childcare offer in parts of Rhondda Cynon Taf, Caerphilly and throughout Blaenau Gwent, from September 2017.	The childcare offer will be supporting working families.	<p>September 2017 – Early implementation of the offer to begin.</p> <p>September 2018 – Expansion of offer and independent evaluation to report.</p> <p>September 2019 – Further expansion of offer.</p> <p>September 2020 – Full roll-out of offer to all eligible parents in Wales.</p>	Welsh Government; Blaenau Gwent, Rhondda Cynon Taf and Caerphilly councils; family information services; CWLWM (the five lead childcare organisations in Wales); childcare providers; CSSIW; Estyn; parents/ carers.
JS24	Work with the National Day Nurseries Association on a bid to the WCVA's active inclusion fund to encourage people who are economically inactive to take up work placements in day care nurseries.	A number of 18 to 24-year-olds will be supported to gain the necessary skills for careers in childcare.	<p>October 2017 – Childcare works project will begin roll-out on a phased basis. The project will operate in the areas of Rhondda Cynon Taf, Blaenau Gwent and Caerphilly.</p> <p>September 2018 – Project will end and the outcomes will be considered further in taking forward the development of the childcare, play and early years workforce plan.</p>	National Day Nurseries Association.
Digital				
JS25	Strengthen industry-led engagement in schools and local communities to encourage young people to consider careers in digital industries.	Learners will make informed choices on learning and career options with full knowledge of local and regional labour market information.	See PS6 and JS14, which will contribute to this objective.	Careers Wales; schools; employers.

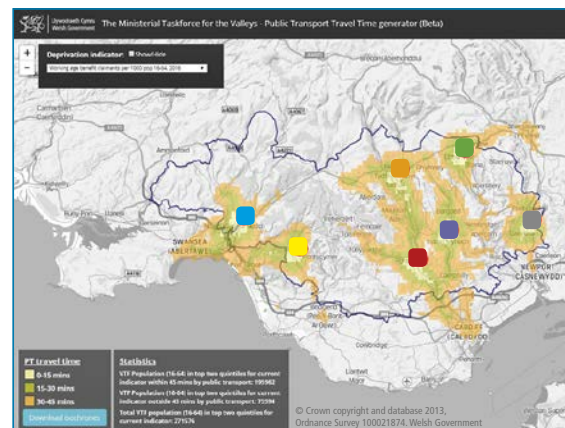
Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
JS26	Work with businesses to understand current and future digital skills needs to ensure skills and apprenticeship schemes meet their needs.	Businesses will maximise digital opportunities through educating and up-skilling the workforce.	March 2018 – Develop a number of apprenticeship frameworks, which include digital options.	Welsh Government; private and public sector employers; local authorities; further and higher education institutions; schools; training providers; Careers Wales.
JS27	Establish a compelling vision for a future digital Valleys, taking into consideration existing work elsewhere.	A vision for a future digital Valleys and the steps that would need to be taken to achieve this will be identified.	January 2018 to April 2018 – Develop a vision for the Valleys, through engagement with communities and key partners. Identify how technology can be used to deliver better outcomes and add value, for example, a community wifi scheme which also focuses on and supports school coding clubs.	Institute of Welsh Affairs; relevant private sector and public sector partners.

Priority Focus: Strategic Hubs

Strategic Hubs are areas of focused public sector investment, which aim to attract private sector investment, creating jobs and opportunities for the local area. Seven areas across the South Wales Valleys have been identified as strategic hubs – these are areas which are most accessible within 45 minutes to people living within Valley communities by public transport (see map). Work is underway – led by local authorities – to identify the priorities for each strategic hub and to maximise the impact of each hub. The identified priorities include housing; employment sites and premises (office space, retail units, business start-up units and industrial units); transport improvements; tourism developments (heritage sites, leisure facilities and green spaces) and energy projects. The top priority proposals will be identified for each hub.

What happens next...

- **January 2018** – A blueprint of priority projects for each of the seven strategic hubs will be developed, which will be designed to attract private sector investment and create local jobs over the next 15 years. When plans are agreed, these will provide a long-term focus for the Welsh Government, local government and the two city deals.
- **April 2018** – All funding sources will be aligned to identify an integrated programme of projects to be funded and delivered in the first phase by 2021. Future funding streams will be prioritised to deliver the next stage of projects by 2026.



Caerphilly/ Ystrad Mynach proposals include

1. Strategic employment and residential site
2. Employment hubs linked to strategic transport infrastructure improvements
3. Town centre redevelopment
4. Tourism and cultural development
5. Residential development

Neath proposals include

1. Strategic employment sites
2. Town centre retail development
3. Transport infrastructure improvements
4. Housing and energy project

Northern Bridgend proposals include

1. Employment sites
2. Energy projects
3. Residential developments
4. Tourism and culture development

Ebbw Vale proposals include

1. Technology park, as announced on October 1, 2017
2. Employment sites
3. Digital infrastructure
4. Residential developments
5. Energy project

Pontypridd/Treforest proposals include

1. A major office development
2. Residential developments
3. Employment and industrial developments
4. Town centre redevelopments
5. Transport infrastructure improvements

Merthyr Tydfil proposals include

1. Transport infrastructure improvements
2. Strategic residential and employment sites
3. Tourism development
4. Wellbeing centre
5. Town centre regeneration

Cwmbran proposals include

1. Life sciences park and The Grange University Hospital
2. Strategic employment sites
3. Transport infrastructure improvements
4. Town centre employment sites
5. Residential-led mixed use developments

Priority Focus: The Foundational Economy

We want to increase opportunities in the foundational economy across the South Wales Valleys and create new jobs in a range of sectors by:

- 1. Improving awareness of careers**
- 2. Improving skills provision and training**
- 3. Improving employment practices**
- 4. Enhancing career pathways**
- 5. Increasing jobs and fair work opportunities**

Food

- Develop a greater understanding of the skills requirements of food and drinks businesses and ensure schools and colleges are responding to this.
- Promote career options available in the food industry.

Tourism

- Invest in product development and place building by using opportunities through tourism funding streams.
- Develop businesses in the tourism and hospitality sector and highlight the importance of training and skills to the industry.
- Raise awareness of the variety of career opportunities in the tourism and hospitality industry.

Retail

- Develop a modern regulatory framework to ensure competitiveness.

Energy

- Identify sites suitable for renewable energy development and conduct initial feasibility studies, in partnership with local communities, by the end of December 2017. Viable sites will progress onto next stage.
- Work with local authorities to explore where energy generation could be identified and supported within existing development plans.
- Maximise local job opportunities through the Welsh Government Warm Homes programme which is investing £104m over the next four years to improve the energy efficiency of up to 25,000 homes, focusing on deprived areas and low income households.



Priority Focus: The Foundational Economy

Construction

- Develop bespoke support services targeted at micro and small sector businesses in the Valleys, recognising that support needs to be tailored to ensure sustainability of businesses in the Valleys and not just growth.
- Promote construction as a career to increase numbers in the sector and meet the future skills shortage.

Social care

- **December 2017** – Review the Small Business Rate Relief scheme consultation⁹ outcome for opportunities to support care providers.
- Work underway with the Business Wales relationship manager to create a social care provider business network, which provides the opportunity for one-to-one and group business support. First workshops due early 2018 with evaluation of pilot by end July 2018.
- **July 2018** – Develop bespoke care provider business communications to raise awareness of opportunities, expertise and support available alongside good practice examples.
- **September 2018** – Work with Social Care Wales to adapt existing requirements to achieve a level two qualification in care to increase access to the social care sector alongside the apprenticeships available.
- **December 2018** – Work with Careers Wales, Social Care Wales, local authorities and care providers to ensure up-to-date information is available about roles and careers in social care and consider how opportunities to experience social care work should be facilitated.

Childcare

- As part of the implementation of the Welsh Government's childcare, play and early years workforce plan, which is intended to be published this autumn, we will aim to support the childcare sector through targeting three key elements of: raising skills and standards; attracting high quality new entrants into the sector; and investing in building capacity and capability across the sector.
- Some of the actions under development within the plan will include:
 - Working with Social Care Wales and Qualifications Wales to develop a new suite of qualifications for the sector to be introduced in 2019, including management of childcare settings.
 - In partnership with Business Wales and others, help the sector to build capacity and capability and support it to take advantage of the roll-out of the 30 hours childcare offer.
 - Support the sector to meet the aspirations of the workforce plan using apprenticeships and other employability opportunities.
 - Under the development of the childcare, play and early years workforce plan, we have developed the Progress for Success (PFS) ESF-funded programme to help provide support for existing practitioners to up-skill. Moving forward, we will be considering how best to build on its achievements and make best use of our investment to support training and development for practitioners aligned to the wider employability support under development.

Health

- Discuss with health boards and others the opportunities for the future and what that means for the workforce and the education and training programmes required.
- Explore the development of a comprehensive work experience programme for people interested in developing a career in healthcare.
- Review the healthcare support worker framework in light of models of care to ensure it is flexible enough to meet the needs of the community.
- Conclude discussions about priorities for apprenticeships in health in Wales.

⁹ <https://consultations.gov.wales/consultations/delivering-tax-cut-small-businesses-new-small-business-rates-relief-scheme-wales>

Priority 2

Better public services

By 2021:

Public services will be working with the third sector and local communities to respond to people’s needs.

Support will be available to help people lead healthier lifestyles, improving their physical and mental wellbeing and addressing health inequalities.

Public transport will be joined-up, affordable and help people get to work, school or training and to leisure facilities.

We will improve education outcomes for all children and close the attainment gap.



This will be achieved through the delivery of the following:

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Joined-up Public Services¹⁰				
PS1	Valleys Pathfinder Project – see priority focus on page 35.			

¹⁰ The Welsh Government will work with the Workforce Partnership Council to ensure any impact on employment and terms and conditions as a result of changes to public services is recognised and discussed in line with Wales’ social partnership model.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS2	The Welsh Government will work with local councils to develop a joined-up, responsive early years system, which puts the unique needs of each child at its heart. This will build on the integrated service approach of programmes such as Flying Start.	Every service which families and young children come into contact with will be clear about how they can best support child development in the broadest sense.	<p>March 2018 – Fact-finding to map the local early years system.</p> <p>December 2018 – Partners identify improvements in service integration and provide clear pathways for parents to access early years services.</p> <p>March 2019 – Partners address identified gaps and barriers to a joined-up responsive system.</p> <p>November 2018 to March 2019 – Examples of good practice shared with local authorities and health boards across Wales.</p>	Welsh Government; public service boards; local authorities; health boards; health visitors; parents/ carers.
PS3	Explore how any new duty of quality might sit alongside the existing duties set out in the Wellbeing of Future Generations Act and Social Services and Wellbeing Act.	Improved collaboration across NHS bodies to ensure person-centred care.	November 2017 – Outcome of White Paper consultation on duty of quality for the population of Wales ¹¹ to be considered and any further actions for partners to be agreed.	Welsh Government; health boards and NHS trusts; local authorities; third sector; public service boards.

¹¹ <https://consultations.gov.wales/consultations/services-fit-future>

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Facilities for communities				
PS4	Use existing – and create new – community hubs, in which the NHS, social services, schools and job centres work together with the third sector to provide services for local communities. We will work with local communities and local councils to develop these and decide where these will be based.	Public services will be more responsive to people's needs.	<p>December 2017 – Existing hubs mapped against services in each local authority area and opportunities for improvements identified.</p> <p>January 2017 – A community hub network established to share best practice and working knowledge, focusing on specific themes such as funding and employability, where needed.</p> <p>April 2018 – Community connectors; school business managers; local area coordinators linked to the network to support the work of the community hubs. Identify and share best practice.</p> <p>July 2018 – Facilitate business engagement with community hubs to support their development.</p> <p>July 2018 – Skills gaps identified and training and mentoring developed, including encouraging the growth and sustainability of social enterprises.</p> <p>December 2018 – Work with local authorities and communities to fill the identified gaps, informed by best practice.</p>	Welsh Government; public service boards; community connectors and local area coordinators; local authorities; health boards; schools; Department for Work and Pensions; Careers Wales; Wales Council for Voluntary Action (WCVA); public service boards; community groups; third and private sectors.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS5	Build on the Welsh Government's 21st Century Schools programme to co-locate services and focus on the community use of school buildings. This will allow schools to be used in a more flexible way so they offer a wide range of public services outside school hours ¹² .	Community use of schools will increase and the range of public services delivered from school buildings will widen.	<p>November 2017 – Confirm indicative budget allocations for Band B of the 21st Century Schools and Education Programme.</p> <p>By July 2018 – Welsh Government work with partners on proposed projects and identify opportunities for flexible use of assets and co-location.</p> <p>By July 2018 – Opportunities sought to link with other taskforce actions, including the use of existing – and the creation of new – community hubs in which the NHS, social services, schools and job centres work together with the third sector to provide services for local communities (See PS4).</p>	Welsh Government; public service boards; local authorities; schools; NHS; further education institutions; third sector; Job Centre Plus.
PS6	Expand the use of highly-skilled business managers to support and increase connections between local communities and schools.	Engagement of schools with community partners will increase and schools will provide a wider range of enriched learning experiences.	<p>January 2018 – A minimum of three pilots of community-focused school business managers to start working across Valleys schools.</p> <p>2020 – A range of exemplar case studies to be available to share with schools.</p>	Welsh Government; schools; local authorities; regional consortia; community partners; third sector.
Health services				
PS7	Test new approaches to improve access to mental health services and personal wellbeing support. This will enable GPs, nurses and other primary care professionals to refer people to a range of local services, provided by community and voluntary sector organisations, which meet a person's needs.	See PS11.		

¹² The Welsh Government will work with the Workforce Partnership Council to ensure any impact on employment and terms and conditions as a result of changes to public services is recognised and discussed in line with Wales' social partnership model.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS8	Develop training opportunities and career pathways for people living in the Valleys in a range of key health and social services roles, including dental care workers, nursing and health and care support workers. This will help identify where bespoke solutions are needed to address local recruitment challenges.	Dental healthcare workers from the community will be employed in dental practices in the South Wales Valleys.	<p>March 2018 – Review the current training opportunities and career pathways available in the Valleys.</p> <p>March 2018 – Develop content required to augment the healthcare support worker framework to accommodate a programme of dental support through greater skill mix.</p> <p>June 2018 – Agree key areas for development in consultation with key stakeholders.</p> <p>June 2018 – Work with key stakeholders to identify the educational content to support new dental support modules. This will include detailed plans for implementation of dental support pathways. The timings will be subject to work undertaken between January and June 2018.</p>	Welsh Government; health boards; dental contract managers; dental practitioners; Designed to Smile teams; further education institutions; Public Health Wales; Consultant in Dental Public Health; Community Dental Service Clinical Directors; “Baby Teeth DO Matter” programme leads.
PS9	Develop a widening access programme for young people from the Valleys who want a career in health and social care, including medicine. This will build on the Seren network.	An increase in the number of local individuals pursuing careers in the local health system.	<p>March 2018 – Identification of requirements for easy to use awareness raising materials and detailed plan for production and dissemination.</p> <p>March 2018 – Identify key areas for development of work experience/apprenticeships and other appropriate education and training programmes for local delivery. Implementation timescales will be dependent on development discussions.</p> <p>Linked to JS14 and JS22.</p>	Link this widening access to dental HCA work.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS10	Prioritise the Valleys for the Wellbeing Bond to be rolled out – a new initiative designed to help increase physical activity and mental wellbeing.	Improvements in mental and physical health, along with reductions in sedentary lifestyles, poor nutrition and excessive alcohol consumption. The Wellbeing Bond will help reduce demand on NHS services through greater investment in preventative action.	December 2017 – Launch of the Wellbeing Bond. January 2018 onwards – Promote and encourage applications to the Bond. April 2018 onwards – Development of Wellbeing Bond pilots.	Welsh Government; public service boards; local authorities; health boards; Public Health Wales; third sector; local communities.
PS11	Promote social prescribing, including piloting new ways to connect people with mental health support, for example, through the arts and culture; sports and active recreation; community choirs and the use of green spaces.	Individuals will be supported to take greater control of their own mental health and wellbeing. Demand for health services will reduce, through better preventative care and better management of long-term conditions.	December 2017 – Further details about the pilot programme will be developed. Further milestones will depend on the delivery partner(s) and details of the pilot.	Welsh Government; WCVA; Public Health Wales; public service boards; health boards; primary care clusters; third sector.
PS12	As part of a Clean Air Plan for Wales, actions will be taken to tackle the serious risks to the health of people in Valleys communities from poor air quality caused by emissions from industry, traffic and domestic houses.	People in local communities are fully aware of the dangers of air pollution and of the measures they can take to prevent and/or avoid it. Improved levels of health over time and a reduction in cardiovascular and respiratory problems attributable to or exacerbated by air pollution.	December 2017 – Cabinet Secretary for Environment and Rural Affairs Ministerial Statement on Air Quality, initiating ongoing work to raise awareness of air quality issues and launching web-based awareness raising and tools for local schools to use. May 2018 – Work commences to establish a National Air Quality Assessment and Monitoring Centre, providing national and local data for local authorities and members of the public to act on. December 2018 – Launch of a Clean Air Zone Framework to drive and enable local action on air quality.	Welsh Government; cross sectoral input and academic advice from the Environment and Rural Affairs Air & Climate Working Group; Public Health Wales and other key stakeholders.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Quality of housing and empty homes				
PS13	Work with Valleys councils to improve public support for energy conservation and home improvement measures. This will build on work the taskforce heard about from people living in Rhondda Cynon Taf, where home improvement loans of up to £25,000 are available to home-owners, landlords and developers. This has helped to reduce the number of empty homes in the area.	There will be fewer empty homes. There will be more local construction/ trade jobs.	April 2018 – Work with Caerphilly Council on a pilot scheme to examine feasibility and community response . July 2018 – Develop outline business case to support case for additional investment. April 2018 – Complete mapping of existing energy conservation schemes in the Valleys. July 2018 – Develop outline business case to support case for additional investment.	Welsh Government; Caerphilly Council (initial partner).
PS14	Use the opportunities provided by the South Wales Metro to reinvigorate housing in the Valleys through cross-government working to support housing provision around transport networks.	Brownfield sites will be regenerated. Housing provision, which addresses specific housing needs in local areas, close to services such as transport networks, will be increased.	See PS15.	Welsh Government; Network Rail; local authorities; registered social landlords; housing providers.
PS15	Widen housing choice by unlocking stalled housing sites through joint working with the city deal partnerships.	Unused land will be regenerated. Increase in mixed tenure homes, business properties and providing/creating local jobs in construction.	March 2018 – Finalise list of potential housing sites around the South Wales Metro and the strategic hubs. September 2018 – Develop business case in order to examine the case for public investment.	Welsh Government; local authorities in two city deal regions.
PS16	Support local builders to build the homes people need through a new partnership between Valleys councils and Wales Development Bank.	This will promote the concept of registered social landlords pre-buying parts of small and medium-sized enterprise (SME) developments at a reduced margin for low-cost home ownership properties (rent-to-own and shared ownership). This model will be replicated across Wales if successful.	September 2017 – Launch of new Property Development Fund. From October 2017 – Promote the Rhondda Cynon Taf sponsored public land availability platform designed to attract SME builders.	Rhondda Cynon Taf Council (initial partner); SME developers; registered social landlords; Welsh Government Wales Development Bank.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS17	Explore new housing options in the most disadvantaged communities through joint working between registered social landlords in the Valleys following work by the Joseph Rowntree Foundation.	This will help us to understand the potential impact of welfare reform changes.	<p>The research project is now underway supported by ongoing discussions between the Joseph Rowntree Foundation and housing associations in the South Wales Valleys.</p> <p>November 2017 – A baseline report will be published, setting out what is likely to happen to housing markets in the Valleys over the next 10 years.</p> <p>March 2018 – Work with residents and stakeholders to develop clear tenant perspective. Develop initial proposals for change.</p>	Joseph Rowntree Foundation; housing associations; local authorities; Community Housing Cymru; Welsh Government.
Transport				
PS18	Ensure the proposed South Wales Metro hubs act as key community points, providing a focus for housing, health, education and other public service investments.	<p>Better capacity and quality of travel and improved frequency of travel.</p> <p>Integrated transport hubs will be placed in the top 20 busiest stations in the Metro area (including Bridgend, Treforest, Pontypridd, Caerphilly, Merthyr Tydfil, Aberdare, Treherbert, Pengam and Cwmbran).</p>	March 2018 – Welsh Government is funding the post of a Metro bus coordinator, based in Newport Council, working on behalf of the 10 local authorities in South East Wales. The post-holder will be the main point of contact for the local authorities and will ensure a coordinated approach to the implementation of the integrated transport hubs.	Transport for Wales; local authorities; local bus service providers; community transport operators; Network Rail; Welsh Government.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS19	Work with rail and bus providers to ensure public transport throughout the Valleys is more frequent and affordable and that it links to active travel – cycling and walking – as part of the development of the South Wales Metro.	More frequent and affordable rail and bus routes will be provided across the Valleys through partnership working between operators and public authorities to reflect the current legislation.	<p>March 2018 – Contract awarded for rail service provision (the ongoing procurement exercise includes consideration of frequency and fare levels).</p> <p>October 2018 – Implementation of the contract. Opportunities will be considered for the local transport fund to support the seven strategic hubs.</p> <p>From April 2019 – Bus services, supported by the Bus Services Support Grant, will need to be part of a voluntary or statutory bus Quality Partnership Scheme. This will set maximum fares and service frequencies.</p> <p>By March 2020 – As per the Welsh Government Budget agreement with Plaid Cymru, the strategic outline case for the Swansea Bay and Western Valleys Metro will be developed.</p>	Transport for Wales; Welsh Government; local authorities; Bus Users Cymru; local bus service providers; community transport operators; rail franchise holder.
PS20	Improve public transport services to better reflect the needs of local communities and businesses, including people who work irregular and part-time hours.	Public transport will reflect and serve the needs of each community.	<p>From 1 April 2018 – The Welsh Government will work in partnership with key stakeholders, through the new (South Wales) Metro bus coordinator, to identify networks of more relevant local bus services.</p> <p>By March 2020 – As per the Welsh Government Budget agreement with Plaid Cymru, the strategic outline case for the Swansea Bay and Western Valleys Metro will be developed.</p>	Transport for Wales; local authorities; local bus service providers; community transport operators; the new rail franchise holder; Welsh Government.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS21	Explore the feasibility of expanding a young person's discounted fare scheme across public transport.	More affordable transport for young people which will lead to better access to jobs and public services.	<p>The Welsh Government will launch a new, improved and more attractive discounted bus travel scheme for younger people in 2018. A consultation was launched in October 2017 which considers the scope for wider eligibility.</p> <p>October 2018 – New rail franchise in place, subject to the outcome of the Wales and Borders franchise exercise.</p> <p>By March 2020 – As per the Welsh Government Budget agreement with Plaid Cymru, the strategic outline case for the Swansea Bay and Western Valleys Metro will be developed.</p>	Welsh Government; Bus Users Cymru; Traveline Cymru; Transport for Wales; the new rail franchise holder; local bus service providers; community transport operators; local authorities.
P22	Pilot new bus routes and expand the availability of community transport across the Valleys. This will build on work in the Cynon Valley, where volunteer-led community transport is helping disabled people.	Public transport will reflect and serve the needs of each community.	<p>October 2018 – The new (South Wales) Metro bus co-ordinator will work with local authorities to identify the potential for new bus routes and community transport services.</p> <p>From 2019 – Once work has been completed, services will be encapsulated within a statutory bus quality partnership scheme.</p>	Transport for Wales; local authorities; local bus service providers; community transport operators; Community Transport Association Cymru.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS23	Improve the availability of travel information using digital technology, such as apps, as well as traditional methods. This will help people to plan their journeys more effectively.	People across the Valleys will be able to access live, accurate travel information to help plan their journeys. Amongst other things, this will help people access employment opportunities.	March 2018 – Traveline Cymru is Wales' one-stop-shop for public transport information, including journey planning. It will recommend costed measures to improve the availability of travel information as part of its business plan submission for 2018-2019.	Traveline Cymru; Sustrans; local authorities; local bus service providers; community transport providers; traffic commissioner; universities and colleges.
Improving Educational outcomes:				
PS24	With the support of £2.7m funding, trial a new collaborative school-based supply cluster arrangement to employ 50 recently-qualified teachers to work in clusters of schools to cover teacher absence, build capacity and ensure consistency of teaching and learning.	Consistent and transparent absence management arrangements will support supply teachers, schools and learner outcomes to provide absence cover across school communities within the South Wales Valleys, supporting educational attainment.	Academic year 2017-18 – Up to 50 recently-qualified teachers will be involved in the trial which will continue into 2018-2019 and 2019-2020 academic years. The pilot will be evaluated and best practice shared with a view to it becoming a viable alternative model for managing teacher absence while building support.	Local authorities, schools and regional consortia.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS25	Raise awareness of the impact of adverse childhood experiences (ACEs) on long-term health and wellbeing, educational outcomes and economic prosperity for individuals and communities.	Build resilient communities which will help to prevent and protect children from ACEs.	<p>April 2018 – A pilot will be undertaken in the Llynfi Valley. Bridgend Council will develop training tools for schools so all teachers and staff in schools and supporting schools are ACE-informed. The pilot will be evaluated by Liverpool University.</p> <p>April 2018 – Develop training tools as part of a pilot for the ACE – informed community workforce – for example the police and third sector housing providers. This will also be in Bridgend Council area and be evaluated by Liverpool University.</p>	<p>For the pilots – Bridgend Council; housing associations; Flying Start; Families First; Valleys to Coast; Sola; police; Public Health Wales; schools.</p> <p>For the wider work on ACEs: Welsh Government; local authorities; health boards; Public Health Wales; public service boards; Cymru Well Wales; ACE Support Hub; housing associations; third sector organisations.</p>

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
PS26	Children First pioneer areas – Caerphilly and Cwm Taf areas. As local need is identified – in partnership with the local community, children and young people – a collaborative approach will be developed, bespoke to the local area, to improve outcomes for children and young people.	The pioneer areas will help ensure early identification of ACEs and support effective intervention. They will also help to build community resilience.	<p>December 2017 – Draft theory of Change developed by pioneer areas.</p> <p>July 2018 – Five pioneer areas initial report on progress to date.</p> <p>December 2018 – Review the pioneer areas to assess whether they should be rolled-out more widely.</p>	Welsh Government; Caerphilly, Merthyr Tydfil and Rhondda Cynon Taff councils; public service boards; health boards; Public Health Wales; other public sector bodies; third sector organisations and local communities.
PS27	Food and fun clubs to provide vulnerable children in the Valleys with two nourishing meals each day during the school summer holidays and engage with a range of agencies to collaboratively provide enriching, stimulating educational activities.	Help to address attainment loss experienced over the summer holidays by vulnerable learners; provide information and skills in food nutrition; mitigate social isolation; increase physical activity, and increase consumption of fruit and vegetables among those pupils who are eligible for free school meals.	Ongoing – In 2017-2018, almost two-thirds of local authorities in the South Wales Valleys were involved in the school holiday enrichment programme. The Welsh Government will work with the Welsh Local Government Association (WLGA) to encourage further take-up among local authorities and schools.	Welsh Government; local authorities; health boards; Public Health Wales; third sector organisations; WLGA.
PS28	Strengthening mental health support to schools through the mental health in-reach pilots.	A stronger relationship between child and adolescent mental health services (CAMHS) and schools will help children and young people receive the help they need at the earliest opportunity.	July 2020 – Pilots will be delivered in Blaenau Gwent and Torfaen over two academic years.	Welsh Government; health boards; local authorities; schools.
PS29	Narrowing the attainment gap in the Valleys by supporting action to deliver Turning Heads – a strategy for the Heads of the Valley 2020, which identified low attainment as a particular issue in the south Wales Valleys.	Oracy will be improved for Valleys children, helping to raise the attainment and aspirations of children in Valley communities.	<p>Schools have received training in action research and oracy development.</p> <p>December 2017 – a case study, oracy tool kit and assessment tool, will be produced and shared across the Valleys area.</p>	Welsh Government; regional education consortia; schools.



Priority Focus: Pathfinders

- November 2017** Community reports for each pathfinder area will be produced following the initial findings from Cynefin.
- December 2017** Local delivery plans will be formed for each pathfinder area to drive forward priorities.
- March 2018** A pathfinder report will be published to identify priorities and recommendations for next steps.
- December 2018** Update report on implementation of recommendations.

Pathfinders

The availability of good-quality, coordinated and integrated public services is a priority for the taskforce. A senior Welsh Government official is working with three Valleys communities – pathfinder areas – to look at ways that services can be better integrated and coordinated.

Cynefin

The taskforce is working with the Cynefin Centre at University of Wales Trinity St David to establish citizen journalists in the three pathfinders. They will tell their stories or journal their observations with images, voice and written word. We are giving them tools to interpret that story themselves, deepening insight and involvement of the storyteller. A software tool called SenseMaker® will put together decision support, research, monitoring and knowledge management. This will identify actions for communities to drive change.

Llanhilleth

What we are doing:

- Developing a code club for women at Llanhilleth Institute.
- Supporting collaboration and joint planning between local organisations on activities for young people in Llanhilleth.
- Developing a stronger cultural offering as part of the Valleys Landscape Park work.

How it will impact on the Valleys:

The pathfinder in Llanhilleth Institute provides an opportunity to look at how we sustain local services, which focus on people when multiple funding streams are involved. This includes exploring the role of a community hub and how services can work together to create joint outcomes for the communities they serve, including a range of statutory and third sector services.

Glynneath and Banwen

What we are doing:

- Strengthening partnership working to support and sustain the DOVE workshop and Glynneath Training Centre, focusing on skills, employability and digital inclusion.
- Exploring how we promote social prescribing and preventative healthcare to enable GPs and other primary care professionals to refer people to services provided by the community and third sector.

How it will impact on the Valleys:

The pathfinder is exploring how we encourage greater collaboration between the public and third sector to meet the community's needs. This includes exploring the importance/sustainability of community anchor organisations in the local delivery of shared public service objectives.

Ferndale

What we are doing:

- Developing guidance and training for third sector organisations and social enterprises about governance, responsibilities and setting up a business.
- Identifying factors which impact on the sustainability of third sector organisations.

How it will impact on the Valleys:

The pathfinder focuses on how we can use local leadership from schools to align support services around children. It also provides the opportunity to learn more about how the Welsh Government's funding and target structures can help drive better collaboration and co-ordination to drive place-based decision making.

Priority 3

My local community

By 2021:

A Valleys Landscape Park will have been set up to help local communities celebrate and maximise the use of the natural resources and heritage.

Valleys town centres will be vibrant places, with attractive green spaces, which support local economies.

The Valleys will be a recognised tourist destination, attracting visitors from across the UK and beyond.



This will be achieved through the delivery of the following:



Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Valleys Landscape Park				
VLP1	Explore the development of a Valleys Landscape Park (VLP) – See Priority Focus on page 42.			

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Town Centres				
VLP2	Ensure national and local government regeneration strategies challenge the traditional model of the town centre, based on what communities want and need. Support initiatives which promote a mixture of housing, retail, business and green spaces.	<p>More commercially-sustainable town centres.</p> <p>In association with other funding interventions the Targeted Regeneration Investment Programme will aim to deliver improved prosperity and resilience across all our Welsh regions.</p>	<p>February 2018 – Regional regeneration strategies submitted to Welsh Government.</p> <p>April 2018 to March 2021 – Ongoing receipt of regionally-endorsed local authority project proposals by Welsh Government.</p> <p>Approved Targeted Regeneration Investment Programme schemes to be implemented by their respective local authorities.</p>	Welsh Government; local authorities operating as regional partnerships across the Valleys; public service boards; WLGA; housing associations; community groups; health boards and other appropriate local social, environmental and economic organisations; city deals.
VLP3	Explore the impact of free car parking on town centres in the Valleys – you told us that Cwmbran Shopping has free car parking every day and this can encourage trade and help town centres compete with out-of-town retail parks.	Town centres in the Valleys will be more vibrant and viable.	By March 2018 – Funding available to all local authorities to explore and pilot free car parking strategies in their areas, supported by case studies and best practice.	Welsh Government; local authorities.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
Renewable energy				
VLP4	Support the development of locally-owned community renewable energy schemes in the Valleys. We will identify the best opportunities by bringing together local and national agencies to deliver projects.	More renewable energy schemes ¹³ .	<p>January 2018 – Identify suitable sites for renewable energy development and conduct initial feasibility studies. This will involve working with Natural Resources Wales to identify any potential sites for development on Welsh Government estate.</p> <p>Sites that have been identified as a viable proposition will be supported to progress to the next stage of development.</p> <p>January 2019 – Explore with Natural Resources Wales the potential on public land for larger-scale shared ownership renewable developments.</p>	Welsh Government; local authorities; local energy service providers; Natural Resources Wales; Community Energy Wales; Renew Wales; Western Power Distribution.
VLP5	Develop new mechanisms for managing and using energy generated through renewable schemes with the ultimate aim of the Valleys powering its own communities.	Provision of local energy supply. This will aim to empower communities to be in control of their energy supply.	Consider the feasibility of different supply models which may make sites cost effective to develop. Innovative models are emerging but currently at very early stages of development. Further actions will be developed.	Welsh Government; local energy service; Community Energy Wales; Western Power Distribution; local authorities; Renew Wales; Natural Resources Wales.
VLP6	Increasing the scale of investment in home energy efficiency by identifying opportunities to encourage and support people who can invest in improving the energy efficiency of their homes.	Increased number of homes which are more energy efficient, improving the health and wellbeing of occupants, creating jobs and business opportunities and reducing carbon emissions.	April 2018 – Start of new Welsh Government Warm Homes scheme targeted at low income homes and deprived areas.	Welsh Government; local authorities; energy suppliers; third sector.

¹³The exact number of renewable energy schemes will be determined through a feasibility study. The development of schemes is likely to take several years.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
VLP7	Promote the support available through the Welsh Government's Warm Homes programme to improve the energy efficiency of the homes of people on low incomes or living in the most deprived communities in the Valleys.	Energy efficiency of low income homes will be improved, improving the health and wellbeing of occupants, reducing energy bills and reducing carbon emissions.	<p>April 2018 – New Warm Homes schemes to commence.</p> <p>Action will be ongoing as the schemes will run until at least 2021.</p> <p>Scheme managers will produce marketing strategies, with input from Welsh Government.</p>	Welsh Government; Warm Homes schemes manager; local authorities; third sector.
Tourism				
VLP8	Develop a new, positive narrative for tourism in the Valleys and identify projects to meet current and future tourism demand, focusing on the landscape, heritage and people.	Number of visitors to Valleys destinations and the visitor spend will increase.	<p>Deliver the following key tourism infrastructure projects:</p> <ul style="list-style-type: none"> - Rock UK (2018) - Monmouth and Brecon Canal (2020) <p>November 2017 – Announce a number of further tourism infrastructure projects to support the ambitions of the Valleys Landscape Park.</p> <p>Ongoing support and commitment to take forward a number of key private sector-led tourism developments in the Valleys.</p> <p>December 2017 – Welsh Government tourism officials are investigating the destination management set up within the Valleys and will report back with options for future delivery. This will also support VLP9.</p>	Welsh Government; local authorities; tourism sector; third sector; Visit Wales.
VLP9	Identify opportunities to attract new events to the Valleys – sporting events, such as mountain biking and orienteering, and develop existing events, such as the Steelhouse Festival, in Ebbw Vale.	<p>The number of visitors to Valleys destinations and visitor spend will increase.</p> <p>The profile of the Valleys as an area for sporting and cultural events will be raised.</p>	<p>Support the development of the Merthyr Rising Festival in 2018.</p> <p>March 2018 – Engage proactively with key partners in the Valleys to understand future opportunities for hosting events in the destination.</p>	Welsh Government; local authorities; Sports Wales; Arts Council for Wales; Visit Wales; tourism sector.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
The physical environment				
VLP10	Improve the physical environment of communities by investing in green infrastructure.	High-quality green infrastructure will provide green growth and job opportunities ¹⁴ . It will help improve physical and mental wellbeing; increases community action; volunteering opportunities and social capital and reduces antisocial behaviour.	Delivering the natural resources policy in the context of local wellbeing plans and the area statements to be produced by Natural Resources Wales. 2019 – Area statements will identify the key opportunities for action.	Natural Resources Wales; local authorities; public service boards; others including Groundwork, Keep Wales Tidy, Wildlife Trusts.
VLP11	Increase the use of the services and products from the existing Welsh Government Woodland Estate (approx. 26,000 hectares of woodland, 15% of the total Our Valleys, Our Future area), develop a local timber industry and carry out assessment of services provided by existing tree stock, through initiatives such as I-Tree Eco.	Use of timber in construction both for new builds and retro-fitting of existing housing stock, and creation of local timber industry providing employment and training opportunities ¹⁵ to the local community will be increased.	Completion of applications for funding I-Tree Eco projects for each local authority involved from the Green Infrastructure Fund.	Natural Resources Wales; Welsh Government; local authorities; and others including Coed Cymru, Llais y Goedwig, Woodland Trust

^{14/15} Jobs created will be fair, secure and sustainable.

Ref	Action – based on those published in <i>Our Valleys, Our Future</i>	Expected outcome	Key milestones	Partners
VLP12	Co-ordinate action with local communities and businesses in areas affected by littering and fly-tipping to achieve a rubbish-free environment.	The amount of littering and fly-tipping in the most affected areas across the Valleys will reduce.	<p>March 2018 – Establish pilot project in one Valleys location.</p> <p>Spring 2018 – Project work undertaken on the Gurnos Estate, Merthyr Tydfil. The project will be led by external partners and the community.</p> <p>April 2018 – Continue to improve the reporting and recording of fly-tipping incidents by extending the use of the FlyMapper data capture system.</p> <p>April 2018 – Improve data sharing on fly-tipping incidents among local authorities to target resources and support enforcement action.</p> <p>September 2018 – Support community programmes aimed at improving local environment quality through the Environment and Sustainable Development Core grant to third sector organisations such as Keep Wales Tidy and Groundwork Wales to ensure that the wider benefits of the plan are achieved.</p>	Welsh Government; Merthyr Valleys Homes; Fly-tipping Action Wales; Keep Wales Tidy; Groundwork; local authorities.



Priority Focus: Valleys Landscape Park

The vision

- **The Valleys is a place where people are proud to call home and businesses choose to operate.**
- **Communities are empowered and show pride in their environment which is easily accessible and widely used.**
- **The natural environment is at the heart of Valleys life.**

Measuring success:

The Valleys Landscape Park (VLP) will:

- Build on the Valleys as a place for leisure, tourism and wider public sector investment;
- Be driven by local communities;
- Enhance the role of the Valleys at the heart of the city regions.

Opportunities include:

- Developing a more sustainable approach to the management and use of natural resources, including uplands, water and woodland;
- Creating local sustainable jobs through green growth and more efficient use of resources, supported by education and training;
- Using nature to improve physical and mental wellbeing and connect communities;
- Improving access and awareness through the development of industrial heritage sites;
- Addressing fuel poverty through community-owned renewable energy schemes;
- Increasing prosperity through tourism and recreation opportunities from positively promoting the Valleys as a destination;
- Creating 21st century homes and local jobs by using sustainable materials, such as local sources of timber;
- Reducing fly-tipping and create a cleaner environment reflecting pride and changing perceptions;
- Joining-up and promoting arts, culture and the Welsh language.

Milestones

A team will work with communities to ensure activity across public sector organisations supports the delivery of community-based benefits. We will support the sharing of good practice; encourage stronger working links and promote the landscape park across the Valleys.

- **December 2017** – Secure European funding for the creation of a small co-ordination team to develop and deliver the support services needed to deliver a consistent approach to the development of the park.
- **December 2017** – The Welsh Government will work with Natural Resources Wales and local authorities to agree the support for the VLP.
- **January 2018** – Natural Resources Wales and local authorities to map the public land available for community development across the Valleys and to promote these opportunities through community networks.
- **January 2018** – Welsh Government, Natural Resources Wales and local authorities to identify mechanisms to overcome the barriers associated with land access and ownership.
- **April 2018** – Identify and work with existing projects in a co-ordination role to ensure they are provided with access to the VLP support.

Delivery of the plan

This plan contains initial proposals for more than 60 actions to be delivered in the three priority areas. As these actions are implemented this plan will be amended and further details will be added, allowing people to monitor progress.

Many of these actions are interconnected and will only be achieved if communities are fully involved in their design and delivery. This underlines the need for continued engagement with people living and working in the South Wales Valleys and the importance of working collaboratively across the region.

Working with people living and working in the South Wales Valleys, the taskforce is key to shaping the work of the Welsh Government, particularly in changing and setting government policy in relation to the Valleys.

To make this plan a success, the taskforce must bring all the resources of the Welsh Government and its many partners together to support the Valleys.

A wide number of public sector organisations – including the Welsh Government; local authorities; the two city deals; the NHS; schools and universities – third sector partners and private businesses will need to work together to deliver the actions outlined in this plan.

The taskforce has also established close working links with the two city deal delivery teams to ensure the overall ambitions of the taskforce are achieved as the actions are delivered.

Members of the taskforce will oversee the ongoing progress of the plan. Working groups have been set up to look at specific areas of the plan and each is led by a member of the taskforce. This method of working will be kept under review.

The workstream leads are:

Business growth and start-ups – Andrew Diplock

Employability – Fiona Jones

Foundational economy – Martin Mansfield

Strategic hubs – John Howells

Community hubs – Andrew Morgan

Valleys Landscape Park – Jocelyn Davies

Digital – Ann Beynon



Annex A – Measuring Progress

Wellbeing indicators

1. Percentage of live single births with a birth weight of under 2,500g.
2. Healthy life expectancy at birth including the gap between the least and most deprived.
3. Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines).
4. Levels of nitrogen dioxide (NO₂) pollution in the air.
5. Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, eat fruit/vegetables daily, never/rarely drink and meet the physical activity guidelines).
6. Measurement of development of young children.
7. Percentage of pupils who have achieved the level 2 threshold, including English or Welsh first language and Mathematics, including the gap between those who are eligible or are not eligible for free school meals. (To be replaced from 2017 by the average capped points score of pupils).
8. Percentage of adults with qualifications at the different levels of the National Qualifications Framework.
9. Gross Value Added (GVA) per hour worked (relative to UK average).
10. Gross Disposable Household Income per head.
11. Percentage of businesses which are innovation-active.
12. Capacity (in MW) of renewable energy equipment installed.
13. Concentration of carbon and organic matter in soil.
14. The Ecological Footprint of Wales.
15. Amount of waste generated that is not recycled, per person.
16. Percentage of people in employment, who are on permanent contracts (or on temporary contracts and not seeking permanent employment) and who earn more than two-thirds of the UK median wage.
17. Gender pay difference.
18. Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age.
19. Percentage of people living in households in material deprivation.
20. Percentage of people moderately or very satisfied with their jobs.
21. Percentage of people in employment.
22. Percentage of people in education, employment or training, measured for different age groups.
23. Percentage who feel able to influence decisions affecting their local area.
24. Percentage of people satisfied with their ability to get to/ access the facilities and services they need.
25. Percentage of people feeling safe at home, walking in the local area, and when travelling.
26. Percentage of people satisfied with local area as a place to live.
27. Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect.
28. Percentage of people who volunteer.
29. Mean mental wellbeing score for people.
30. Percentage of people who are lonely.
31. Percentage of dwellings which are free from hazards.
32. Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea.
33. Percentage of dwellings with adequate energy performance.

34. Number of households successfully prevented from becoming homeless per 10,000 households.
35. Percentage of people attending or participating in arts, culture or heritage activities at least three times a year.
36. Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh.
37. Percentage of people who can speak Welsh.
38. Percentage of people participating in sporting activities three or more times a week.
39. Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards.
40. Percentage of designated historic environment assets that are in stable or improved conditions.
41. Emissions of greenhouse gases within Wales.
42. Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales.
43. Areas of healthy ecosystems in Wales.
44. Status of biological diversity in Wales.
45. Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status.
46. The social return on investment of Welsh partnerships within Wales and outside of the UK that are working towards the United Nations Sustainable Development Goals.

Specific targets in the plan

- 7,000 economically-inactive and unemployed people into fair, secure and sustainable work.
- 2,000 of those jobs to be created by an enhanced support package for entrepreneurs and existing businesses with the greatest growth potential.

Annex B – Related Documents

- *Our Valleys, Our Future* –
<http://gov.wales/docs/dsjlg/publications/comm/170720-our-valleys-our-future-env2.pdf>
- Context paper –
<http://gov.wales/docs/dsjlg/publications/comm/170720-context-paper-en.pdf>
- Wellbeing of Future Generations (Wales) Act 2015 –
<http://www.legislation.gov.uk/anaw/2015/2/contents/enacted>
- Prosperity for All: the National Strategy –
<http://gov.wales/docs/strategies/170919-prosperity-for-all-en.pdf>

