

Cardiff Capital Region Skills Partnership

‘Prosperity through Partnership’

Employment and Skills Plan
2022 - 2025



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*Welcome to the second iteration of the Cardiff Capital Region Skills Partnership Skills Plan 2022-2025. Our focus for this Plan has been to ensure ‘**Prosperity through Partnership**’ by fostering and embracing the collective knowledge of representatives from businesses, further and higher education, training and government across the whole Cardiff Capital Region that will both inform and deliver impact whilst providing social and economic prosperity for all age learners, new entrants, and existing workforce.*

The world of work is changing at a dynamic rate because of the Covid pandemic, Brexit and global markets which provides both challenges and opportunities for our region which we must be agile and ready to embrace and act positively upon.

Our region and its businesses operate at a local, national, and global level across its sectors and supports our ‘Prosperity through Partnership’ 3-year skills plan. It informs and influences Welsh Government on its future planning and funding of post 16 learning ensuring we have in place a demand led and sustainable skills system which will lead to increased employability, productivity, and prosperity for all its residents and businesses.

Skills are often the number one issue and priority for business. Throughout the development of this plan we have heard that having a well skilled and able labour market ready to embrace industries of the future is the prerequisite for most businesses. We believe our plan recognises and sets out the actions needed by a wide range of partners to addresses the skills gaps and shortages that are a barrier to growth across the Cardiff Capital Region and will support the objectives outlined in the CCR Industrial and Economic Plan.

We would like to thank all our board members past and present that gift us their time and expertise, all businesses involved in the sector groups; your input and contribution has been invaluable.

Leigh Hughes
Chair, CCR Employment and Skills Board



Executive Summary

The Cardiff Capital Region Regional Skills Partnership (CCRSP) acts as a strategic body to produce and analyse labour market intelligence aligned to economic data. Through the development of an employment and skills plan it provides a mechanism to review regional skills provision and advise Welsh Government on future prioritisation based on employer demand – effectively maximising future available funds and stimulating innovation.

The development of the employment and skills plan has been led by the CCRSP and has involved collaboration with business, education and training providers, key stakeholders, and Welsh Government. It has been informed by the 5 year Programme for Government 2021-26, Stronger, fairer, greener Wales: a plan for employability and skills, the Regional Investment Framework and The Well-being of Future Generations (Wales) Act 2015.

The recommendations contained within the plan will help to shape and influence Welsh Governments approach to funding post 16 learning, and details how actions will support the Cardiff Capital Region (CCR) Industrial and Economic Plan to accelerate economic and inclusive growth in the region.

“Our mission is to identify and respond to the social, economic and skills needs of the Cardiff Capital Region, to engage with employers and other stakeholders to identify current and future skills needs and plan accordingly and to enable an inclusive regional response to both Cardiff Capital Region City Deal and Welsh Government Policy and initiatives”.

The Cardiff Capital Region Skills Partnership has developed the Employment and Skills Plan under seven cross cutting key themes with the aim over the next three years to:

- 1** **STRENGTHEN THE POST-16 EDUCATION OFFER IN PRIORITY SECTORS THROUGH INCREASED SPECIALISATION TO MEET THE DEMAND FROM EMPLOYERS ACROSS THE CITY REGION**
- 2** **BROADEN THE APPRENTICESHIP OFFER AT HIGHER LEVELS BY RESPONDING TO GOVERNMENT POLICY CHANGES**
- 3** **ENGAGE WITH KEY STAKEHOLDERS WHEN DELIVERING WALES' EMPLOYABILITY AGENDA AND TARGET INDIVIDUALS FURTHEST AWAY FROM THE LABOUR MARKET**
- 4** **PROMOTE DIGITAL TECHNOLOGY AS A KEY 'ENABLING' SECTOR AND CREATE A WORKFORCE THAT HAS THE DIGITAL SKILLS, CAPABILITY, AND CONFIDENCE TO EXCEL IN THE WORKPLACE AND IN EVERYDAY LIFE**
- 5** **DEVELOP SKILLS TO SUPPORT THE TRANSITION TOWARDS A LOW CARBON ECONOMY**
- 6** **INFLUENCE THE WORK OF QUALIFICATIONS WALES AND MAXIMISE OPPORTUNITIES TO ENSURE THAT EMERGING QUALIFICATIONS MEET INDUSTRY NEEDS**
- 7** **BUILD ON APPROACHES TO CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE TO ADDRESS ISSUES OF SECTOR PERCEPTION AND PROMOTE THE KEY SECTORS AS VIABLE CAREER OPTIONS**

1. Strengthen the post-16 education offer in priority sectors through increased specialisation to meet the demand from employers across the City Region.

The CCRSP has worked with Welsh Government to ensure that the funding of post-16 provision is better aligned the needs of industry. The CCRSP has also worked with regional providers of further and higher education to steer the curriculum planning process and to ensure that skills gaps can be addressed when driving economic growth. Through an endorsement process, the CCRSP has also ensured that qualifications funded through the Personal Learning Account Programme (PLA) meet industry demand.

Moving forward the CCRSP will:

- Drive regional priorities for post-16 provision through robust labour market intelligence and expand the PLA regional offer.
- Develop skills and talent pipelines through Academy / Bootcamp models and promote collaboration between industry, education, stakeholders and government.
- Work with Welsh Government and the proposed Commission for Tertiary Education and Research (CTER) to deliver the ambition of a joined up post-compulsory education and training system.

2. Broaden the Apprenticeship offer at higher levels by responding to government policy changes.

The CCRSP is fully supportive of Welsh Governments ambition to create 125,000 apprenticeships over the Senedd term and the desire to increase opportunities for people of all ages and background to develop transferable skills in the workplace and increase their life chances. The CCRSP has influenced the content of refreshed Apprenticeship Frameworks and has mapped the regional offer related to Degree Apprenticeships to showcase the breadth of available opportunities.

Moving forward the CCRSP will:

- Use evidence to influence the development of new Apprenticeship frameworks at all levels.
- Increase Apprenticeship uptake across priority sectors (including Higher and Degree Apprenticeships) and build on the successful Aspire, Y Prentis and Sgil Cymru Shared Apprenticeships models.
- Increase the recruitment of trainers and assessors to ensure capacity within post-16 work based learning.

3. Engage with key stakeholders when delivering Wales' employability agenda and target individuals furthest away from the labour market.

The CCRSP is fully aware of the potential impact of Brexit and the loss of EU funding for projects and programmes that support employability and skills across the region. The CCRSP will continue to work with Welsh Government, DWP and key stakeholders to improve the employment prospects for economically inactive people and align with the needs of employers. Informed by the CCRSP, the CELT project has been successfully delivered across the region, with provision directly supporting individuals to gain employment in a priority sector.

Moving forward the CCRSP will:

- Influence the direction of emerging Shared Prosperity Fund activities, particularly those related to ‘People and Skills’, and maximise opportunities across South East Wales.
- Support Welsh Governments delivery of the Young Persons Guarantee (YPG), which gives everyone under 25 the offer of support into work, education, training, or self-employment to ensure no lost generation across Wales.
- Produce robust Labour Market Intelligence (LMI) to inform the development and delivery of emerging projects and programmes.

4. Promote digital technology as a key ‘enabling’ sector and create a workforce that has the digital skills, capability, and confidence to excel in the workplace and in everyday life.

The digital technology industry develops, designs, and implements technologies that are enabling and transforming industries across the SE Wales region and revolutionising the way people live and work. The CCRSP has collaboratively produced marketing collateral to promote significant developments across the sector which is being used as a mechanism to attract inward investment. More recently, the CCRSP has provided in principle support for the potential development of an employer led National Technology Institute within the region.

Moving forward the CCRSP will:

- Further develop industry National Occupational Standards (NOS) to ensure vocational qualifications keep pace with industry need.
- Address critical skills shortages and promote vendor training provision offered through the Personal Learning Account (PLA) programme.
- Increase the uptake of Apprenticeships including Shared and Degree Level.

5. Develop skills to support the transition towards a low carbon economy.

The CCRSP has worked collaboratively when delivering a research project to help identify emerging ‘green’ jobs and has assessed associated skills gaps and shortages. Initial findings have suggested that there are a broad range of challenges surrounding the green revolution including inconsistent definitions, scope and priorities. Through the PLA, the CCRSP has also increased the volume of funded qualifications to support employers to transition towards a low carbon economy.

Moving forward the CCRSP will:

- Empower employers to transition towards net zero and influence the development of NOS to reflect new and emerging roles.
- Report on the barriers to meet net zero requirements and explore opportunities to develop Apprenticeships and deliver qualifications to meet aspirations.
- Develop collaborative approaches with key stakeholders including SWIC and the Wales TUC and progress mutual programmes of work.

6. Influence the work of Qualifications Wales and maximise opportunities to ensure that emerging qualifications meet industry needs.

Through the Employment and Skills Board, and underpinning cluster groups, the CCRSP has supported a broad range of sector reviews undertaken by Qualifications Wales including those focussed on Construction and the Built Environment, Engineering and Advanced Manufacturing and Travel, Tourism, Hospitality and Catering. The CCRSP has also advocated for the development of new and refreshed industry NOS which provide the building blocks for the sector driven vocational qualifications accredited by Qualifications Wales.

Moving forward the CCRSP will:

- Work with Qualifications Wales through their sector reviews and collaborate as part of implementation processes.
- Influence Colegau Cymru, NTFW and training providers to ensure that practitioners are suitably skilled to deliver against new requirements.
- Engage with 'Qualified for the Future' to reshape the qualifications landscape through the new Curriculum for Wales, utilising priority sector cluster groups.

7. Build on approaches to careers education, information, advice and guidance to address issues of sector perception and promote the key sectors as viable career options.

The CCRSP has worked with Careers Wales to map the employer directed Careers Education, Information, Advice and Guidance (CEIAG) activities across regional priority sectors. Findings from this research project has informed the development of a joint Careers Wales – CCRSP Action Plan. As a key regional stakeholder, the CCRSP has also worked with Cardiff Commitment to enhance learning opportunities for teachers and through the Experience of Work pilot and has raised awareness of regional priority sector opportunities.

Moving forward the CCRSP will:

- Collaborate with Careers Wales when delivering the joint CEIAG Action Plan.
- Promote careers related initiatives including the CCR Venture scheme, local authority programmes such as the Cardiff Commitment initiative and national programmes such as Education Business Exchange and Valued Partner Initiative.
- Inspire business to engage with schools as part of the introduction of the new Curriculum for Wales and the Careers and Work Related Experiences (CWRE) cross cutting theme.



Policy Context

The [Programme for Government 2021-2026](#) sets out ambitious commitments that will help tackle the challenges and improve the lives of peoples across Wales. Through the programme, focus has been placed on driving a stronger, more competitive Welsh economy by narrowing the skills divide and tackling fairness and inequality - to boost good jobs and lift people out of poverty.

Through the programme, a commitment was made to strengthen Regional Skills Partnerships (RSPs). RSPs advise Welsh Government on the strategic direction of travel for skills and make recommendations on areas of growth or decline, based on robust evidence and strong engagement with employers and stakeholders. Four Regional Skills Partnerships (RSPs) operate across the regions of Wales (North, Mid, South West, and South East) who are each tasked by Welsh Government to fulfil roles which are articulated through 'Stronger, Fairer, Greener Wales: a plan for employability and skills'.

Hosted by Newport City Council, the Cardiff Capital Region Skills Partnership (CCRSP) undertakes the role of the RSP across the 10 Local Authorities within South East Wales and leads the delivery of a Welsh Government grant funded programme of work.

Stronger, Fairer, Greener Wales: a plan for employability and skills >>>

Welsh Government is committed to a regional approach to skills with an ambition to stimulate demand through flexible approaches that address local and regional need. As Wales emerges from the pandemic, and faces the challenges of Brexit and Climate Change, the ability to learn, train and progress in work have never been so important.

[Fairer, Stronger, Greener Wales](#) compliments the priorities set out in The Framework for Regional Investment in Wales and details how Welsh Government will address key challenges related to people and skills. To deliver the Plan, Welsh Government has prioritised 5 key areas for action:

1. Future Generations: Invest in young people to enable them to realise their potential.
2. Economic Equality: Activate and support adults struggling to find work to enter and progress in employment.
3. Fair Work For All: Improve pay, quality and availability of employment in Wales.
4. Healthy Work, Healthy Wales: Support disabled people and those with health conditions in work.
5. Learning For Life: Improve skills and qualification levels, and mobility of people in and out of work.

Welsh Government is committed to creating a Wales where individuals of all ages can receive a high quality education, with jobs for all, where businesses can thrive in a net zero economy that champions fairness and equality. RSPs will play a key role in delivering this aspiration. The CCRSP will continue to act as a vital interface to represent the skills and occupational demands of employers and deliver robust labour market intelligence which will inform Welsh Government priorities.



SKILLS



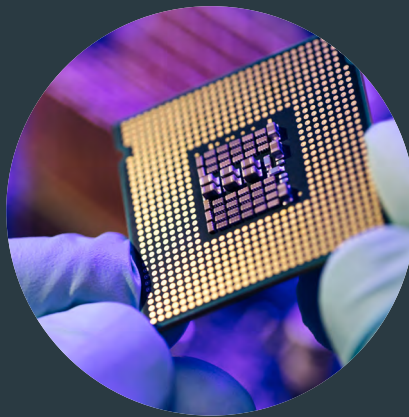
Priority Sectors

Following sectoral analysis of the regional economy, the 2022-2025 Employment and Skills Plan focusses on six key sectors, which with some intervention we believe are able to make the greatest impact on boosting productivity, accelerating economic growth and improving social prosperity.

To support engagement activity and to promote positive working relationships with employers, the CCRSP continues to support six industry sector groups whilst FinTech has been identified as a new sector, Digital Tech will cut across all six. The sector groups directly align with those that have been deemed as priority for the region and the relevant sector champion drives each group:



**ADVANCED MATERIALS
& MANUFACTURING**



**COMPOUND
SEMICONDUCTORS**



CONSTRUCTION



CREATIVE



FINTECH



**HUMAN
FOUNDATIONAL
ECONOMY**



Advanced Materials and Manufacturing >>>

Advanced Materials and Manufacturing (AMM) has a long tradition in South East Wales and today several strong hi-tech employers are based in the region. The sector utilises innovative new processes and technology to produce high value-added products, for example, within aerospace, automotive, pharma and includes other sub sectors such as food manufacturing. As with other parts of the regional economy, micro to medium sized employers are dominant across the sector. It should also be noted that while AMM is an important sector, it contains several individually significant sectors namely Compound Semiconductors and Transport Engineering.



Skills Issues and Challenges

Our engagement with the sector has demonstrated that although the industry appears to be 'holding up' reasonably well in the current environment, it is facing some very real challenges on the back of Brexit, Covid-19 and the developing energy crisis.

According to the CCRSP Skills Survey, around 73% of respondents from the AMM sector cited skills shortages as a major challenge. This suggests that a relatively large proportion of the current workforce do not possess the skills to meet current needs and very much aligns with the sectors own research. Sector recruitment and economic / financial challenges are also highlighted as being significant.

In terms of the current skills shortages experienced among employers, leadership and management, problem solving, and digital technology skills are regularly reported as a challenge. Looking towards the future, employers anticipate that specialist engineering skills, smart manufacturing skills, digital technology skills and renewable energy skills will be more challenging in the future.

Research conducted by SEMTA has previously demonstrated that Mechanical Engineering is the most in demand skill amongst Welsh AMM employers. However, Project Management and Project Development are the second and third most in demand skills.

Reviewing job postings analytics through EMSI, the labour market information tool that can measure the demand for talent across the region, the most prevalent occupations in the region are production managers and directors, process operatives, and production and maintenance engineers. Engagement with the sector also demonstrates that roles are increasingly becoming multifaceted with workers having to combine traditional roles with new responsibilities such as project management.

The sector has experienced a long-term problem with industry perceptions and stakeholders often report that the sector is seen as being "dirty" as opposed to the technologically advanced, clean industry it is. This problem seems to stem from various sources including misconceptions of parents, poor careers advice, and poor links between schools and colleges at further education transitional age groups. There are also known issues recruiting women into the sector which can partly be attributed to STEM subjects wrongfully being perceived as being male dominated.

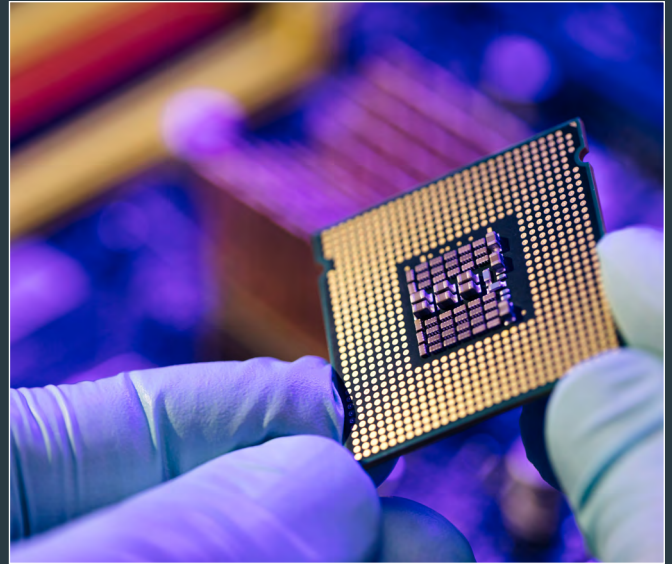
Sector Challenges and Opportunities

- 1** PROMOTE APPRENTICESHIPS AND WORK TO ENSURE THAT FRAMEWORKS ARE FIT FOR PURPOSE AND OFFER PARITY WITH THE APPRENTICESHIP STANDARDS IN ENGLAND.
- 2** SUPPORT THE IMPLEMENTATION OF THE QUALIFICATIONS WALES SECTOR REVIEW FOR ENGINEERING, ADVANCED MANUFACTURING AND ENERGY AND MAXIMISE OPPORTUNITIES TO ENSURE THAT DEVELOPMENTS MEET INDUSTRY NEEDS.
- 3** SUPPORT TRAINING PROVIDERS TO RECRUIT AND TRAIN ASSESSORS FOR APPRENTICESHIPS AT LEVEL 4.
- 4** WORK WITH WELSH GOVERNMENT TO ENSURE FUNDED SUPPORT FOR TRAINING IS ALIGNED TO THE NEEDS OF THE SECTOR INCLUDING BESPOKE TRAINING FOR THE IMPLEMENTATION OF NEW TECHNOLOGY SUCH AS AUTOMATION, ROBOTICS AND ASSOCIATED DIGITAL SKILLS.
- 5** CAPITALISE ON OPPORTUNITIES PRESENTED THROUGH THE UK GOVERNMENT LEVELLING UP AGENDA, AND THE SHARED PROSPERITY FUND.
- 6** REMAIN AWARE OF THE IMPACT OF COVID/BREXIT AND WORK TO ENSURE SKILLS OF DISPLACED EMPLOYEES (POTENTIALLY THROUGH PLANT CLOSURES) CAN BE UTILISED IN SUB-SECTORS THAT FACE RECRUITMENT CHALLENGES.
- 7** BUILD ON APPROACHES TO CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE AND PROMOTE THE SECTOR AS A VIABLE CAREER OPTION.
- 8** ADDRESS ISSUES RELATED TO GENDER IMBALANCE AND CONTINUE TO INCREASE THE NUMBERS OF FEMALES ENTERING THE LABOUR MARKET.
- 9** IMPROVE THE CONTENT OF STEM FOCUSSED TEACHER TRAINING AND WORK TO INTRODUCE FIT FOR PURPOSE WORK EXPERIENCE PLACEMENTS IN INDUSTRY TO DRIVE EQUALITY.



Compound Semiconductors >>>

Compound Semiconductors provide the underpinning technology behind many of today's high-tech products and applications including smart phones, sensors, and fibre optic communications. They function at speeds faster than traditional silicon-based semiconductors and offer photonic properties that are used in a wide range of sensor technologies and optical communications. They are a vital component of emerging technologies from 5G connectivity to industrial automation and driverless vehicles.



The sector is a priority for the wider Cardiff Capital Region which is home to large sector employers who are based along the M4 corridor including IQE, Nexperia, SPTS and Microchip, along with the CSA Catapult and Cardiff University. It should be noted that the supply chain that feeds this sector and affiliated industries extends a lot further. In total, over £500m is being invested in the Compound Semiconductor Cluster with Cardiff University, Welsh and UK Governments, and local industry all investing¹.

The production of Compound Semiconductors is a highly specific sector. Data at this granularity cannot be obtained from public sources. Our previous attempts to use commercial LMI tools to obtain data for this sector have also proven to be unsuccessful. We are therefore reliant on qualitative engagement with the sector, desk-based research, and specific pieces of research the sector has carried out itself.

According to research conducted by the Cardiff Business School through the Welsh Economy Research Unit, and in 2020, organisations forming part of the CSconnected membership accounted for around 1,400 jobs, and private sector members accounted for around £440m of annual sales (mostly destined for markets outside of the EU). Further analysis revealed that CSconnected members directly supported around £121m of Welsh GVA.²

Skills Issues and Challenges

Recruits into the sector often progress through more generic engineering qualification pathways, and there is a need to further develop education and training provision specifically for the compound semiconductor sector. In this regard, recently developed National Occupational Standards (NOS) could provide the building blocks for future developments.

More recently, The University of South Wales (USW) have developed a specific Degree Apprenticeship for semiconductor technologies which is successfully being piloted through Nexperia. This allows a mixture of both new recruits and advanced standing entry for those with relevant prior skills and qualifications.

A Skills Survey was carried out into the Compound Semiconductor sector and findings were released in July 2018 by the UK Electronics Skills Foundation³. The CCRSP considers this to be the most definitive source for the sectors skills needs given its highly targeted approach and the expertise of those carrying it out. The sector, in summary, has relatively large skills shortages. Both expansion and replacement demands will mean increasing labour demand.

¹ blogs.cardiff.ac.uk/university-executive-board/2018/02/20/worlds-first-compound-semiconductor-cluster-in-south-wales

² sconnected.com/media/vdsn3fgo/csconnected-annual-report-2021.pdf

³ www.ukesf.org/wp-content/uploads/2018/12/Survey-Report-final.pdf

Sector Challenges and Opportunities

- 1** CONTINUE TO DEVELOP FIT FOR PURPOSE QUALIFICATIONS IN PARTNERSHIP WITH KEY STAKEHOLDERS TO HELP ADDRESS SKILLS SHORTAGES.
- 2** WORK TO ENSURE THAT APPRENTICESHIP FRAMEWORKS (INCLUDING DEGREE APPRENTICESHIPS) REFLECT THE NEEDS OF THE SECTOR AND SUPPORT DELIVERY PROCESSES.
- 3** PROMOTE STRATEGIC RELATIONSHIPS BETWEEN THE SECTOR AND ADVANCED MATERIALS AND MANUFACTURING (INCLUDING PHARMACEUTICALS, AUTOMOTIVE AND AVIATION) TO SUPPORT CAREER CHANGE AND/OR DEVELOPMENT.
- 4** SUPPORT THE DELIVERY OF THE CS CONNECTED CPD ACTIVITIES AND ASSOCIATED WORK PLAN.
- 5** BUILD ON APPROACHES TO CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE TO PROMOTE THE SECTOR AS A VIABLE CAREER OPTION.
- 6** SUPPORT THE DEVELOPMENT OF AN INCLUSIVE WORKFORCE AND INCREASE THE NUMBER OF FEMALES ENTERING THE LABOUR MARKET.
- 7** WORK IN PARTNERSHIP TO RESEARCH SKILLS GAPS AND SHORTAGES AND DEVELOP INNOVATIVE AND COLLABORATIVE APPROACHES TO ADDRESS IDENTIFIED CHALLENGES.
- 8** WORK WITH WELSH GOVERNMENT AND STAKEHOLDERS TO ENSURE FUNDED SUPPORT FOR TRAINING IS ALIGNED THE NEEDS OF THE SECTOR.



Construction »»

The construction sector plays a vital role in delivering a vibrant economy and a quality environment. Roles in construction vary from traditional ‘on-site’ construction to more professional service based roles such as planners, architects, and surveyors. It has been reported that around two thirds of the workforce is employed in skilled trades and operatives with another third employed in managerial, professional and office based roles.



CITB⁴ state that at the end of 2020 the workforce in Wales comprised of 111,500 employees which is forecast to rise to 116,300 by 2026. Through the 5-year outlook (2022-2026), CITB also report that total sector output in 2021 was £5.5bn with an estimate of £5.7bn for 2022. In 2021, construction output in Wales recovered quickly following the Covid lockdown of 2020 and is estimated to have grown by just over 20%, which is higher than the UK level of growth.

Key sectors driving future growth are new build private housing, public non-housing and housing repair and maintenance. Major projects in South East Wales include the £500m Dowlais Top to Hirwaun section of the A465 and Welsh Water also plans to invest £360m per year in capital expenditure through to 2025. CITB also suggest that the annual recruitment requirement in Wales of 2.1% per year is slightly above the UK average of 2.0% and means an extra 11,500 workers will be needed from 2022 to 2026.

Skills Issues and Challenges

The sector can be transient in nature, and skills demanded can be driven by the type of project within the pipeline. Monitoring this pipeline of future construction projects is therefore essential. Strongest requirement levels appear to be Bricklayers, Electrical Trades and Plumbing, Heating, Ventilation and Air Conditioning Trades (HVAC).

The sector has issues with the adoption and use of new technology which could change the skills demands for the sector. Some technologies, for example, Drones, AR/VR and automation have been adopted by some but there isn’t consensus on which technologies will be widely used in future. Roles such as Design Manager, M&E Co-ordinator and Manager, BIM Co-ordinator and Manager are also roles that are too new to have their own Standard Occupation Classifications (SOC) which can paint an increasingly misleading picture of demand.

Following Qualifications Wales’ Sector Review ‘Building the Future’ (Feb 2018), eight new qualifications have been introduced from 2021. They include new GCSE, AS and A levels in construction and the built environment, a foundation qualification in construction and the built environment, apprenticeships qualifications and progression qualifications. New qualifications address concerns of employers and providers of education and training and should meet future aspirations. This transformation has the capability to transform the construction sector in Wales.

The journey to net zero also provides an opportunity for growth and industry transformation. Construction can significantly influence UK emissions and CITB⁵ estimate that 50,000 retrofits will be needed in Wales each year from 2020 to hit net zero targets. 12,000 new jobs will also need to be created in energy efficiency by the end of the 2020s. To elaborate further, and by 2028, Wales will need a significant increase in a range of construction roles including project managers, plumbers, HVAC trades, labourers, building envelope specialists and retrofit coordinators and designers.

⁴ [wales-lmi-final.pdf \(citb.co.uk\)](#)

⁵ [b06414_net_zero_report_wales_v7.pdf \(citb.co.uk\)](#)

Sector Challenges and Opportunities

- 1** SUPPORT THE IMPLEMENTATION OF NEW QUALIFICATIONS AND WORK TO ENSURE THAT STAKEHOLDERS ARE AWARE OF THE CHANGING LANDSCAPE.
- 2** DEVELOP CLEAR PROGRESSION ROUTES FOR CONSTRUCTION RELATED LEARNERS.
- 3** EXPLORE THE POTENTIAL TO FURTHER DEVELOP DIGITAL DESIGN AND CONSTRUCTION PROGRAMMES.
- 4** EXPLORE OPPORTUNITIES TO DEVELOP QUALIFICATIONS TO SUPPORT OFFSITE AND RETROFIT.
- 5** BUILD ON APPROACHES TO CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE AND PROMOTE THE SECTOR AS A VIABLE CAREER OPTION.
- 6** SUPPORT THE DEVELOPMENT AND DELIVERY OF TRAINING TO ADDRESS SUSTAINABILITY AND DECARBONISATION AGENDAS.
- 7** ADDRESS ISSUES OF GENDER IMBALANCE AND INCREASE THE NUMBER OF FEMALES ENTERING THE SECTOR.
- 8** REMAIN AWARE OF THE IMPACT OF BREXIT AND INTRODUCE MEASURES TO MINIMISE THE IMPACT OF OUTWARD MIGRATION OF THE LABOUR MARKET.
- 9** PROMOTE THE ESTABLISHMENT OF A STRATEGIC PIPELINE OF INFRASTRUCTURE PROJECTS TO INCLUDE SKILLS IMPACT ASSESSMENTS.
- 10** INFLUENCE STANDARD OCCUPATIONAL CLASSIFICATIONS TO RECOGNISE NEW AND EMERGING ROUTES.

Creative »»

The Cardiff Capital Region is acknowledged as one of the UK's largest Creative centres outside of London. With more than 1300 media firms, 600 of which are in Film and TV, contributing approx. £360 million GVA – the sector has become a growth engine for the regional economy. Characterised by a high proportion of sole traders and freelancers, those employed in the Creative sector comprise around 7% of the region's workforce and represent one of the highest sectoral employment concentrations in the UK. Since 2016, 34% of all new jobs in the UK's media sector have been located in the CCR. A recent 'Clwster' report for Wales suggested that 80% of creative industries activities are concentrated in South Wales, with Cardiff at its core.



The region has become the place where creative companies and talent flourish – a recognised centre for TV and film production, home to BAFTA, Emmy and RTS award-winning businesses that are pushing the creative envelope domestically and globally, with fast developing international trade links and pioneering workforce training initiatives.

Key to the growth of the Creative sector within the region, and more specifically Film and TV production, is the world-class studio capacity at BBC, Bad Wolf, Dragon and Seren Studios to name just a few. The region is now one of the top global destinations for Film and TV production; and at one point in 2020 was the busiest screen production hub in Europe. In addition to Film and TV, the region has strengths in broadcast media, digital content, home grown music and boasts a vibrant, and growing gaming sector.

The sector also brings benefits to other parts of the regional economy; support services provided by catering, logistics and facilities companies are a vital part of the region's success.

Skills Issues and Challenges

The recently launched [Creative Wales Skills Action Plan \(2022-2025\)](#) seeks to address the skills needs of the Creative sector across Wales, building on progress made in recent years and capitalising on the potential for the regions to continue to be thriving and creative places to do business. Our engagement with the sector has revealed a wide array of skills shortages across all career stages, including for roles such as directors, writers, VFX/SFX crew, production and post-production crew, cinematographers and script editors to name just a few.

The Creative sector is highly digitalised and significant skills shortages have been identified for technical roles in VFX, Games and Animation. New technologies are transforming many industries within the sector, with virtual productions and augmented virtual reality requiring new skills within the workforce. Transferable skills are being utilised by the sector from visual arts graduates, coders and software developers, however it is acknowledged that further research is required to map these skills.

The CCRSP Skills Survey 2022 identified that around 67% of respondents from the Creative sector noted skills shortages as their main challenge, closely followed by recruitment. Respondents suggested that the most common skills shortages experienced by employers in the sector are creative, marketing, new technology, Welsh language and project management. However, when asked about potential future skills challenges, 88% noted digital technology, which links to the emergence of new technologies and requirement for enhanced digital skills in the regions Creative workforce.

Sector Challenges and Opportunities

- 1** CONTINUE TO DEVELOP A COHESIVE SKILLS STRATEGY FOR THE CREATIVE SECTOR, ENSURING ENGAGEMENT WITH SMALLER PRODUCTIONS TO IDENTIFY THEIR SKILLS CHALLENGES, AND ALSO REMAINING COGNISANT OF THE GROWTH IN BOTH THE GAMING AND MUSIC INDUSTRIES.
- 2** EXPLORE THE POTENTIAL OF A CREATIVE SECTOR SPECIFIC WORK SHADOWING PROGRAMME ACROSS WALES TO ENSURE A COORDINATED APPROACH TO BOTH WORK EXPERIENCE AND TRAINEE PLACEMENTS, WHICH WILL SUPPORT INCREASED ACCESSIBILITY TO THE SECTOR FOR NEW ENTRANTS.
- 3** EXPAND THE RANGE AND FLEXIBILITY OF BITE SIZED LEARNING AND CPD TRAINING AVAILABLE TO THE CREATIVE WORKFORCE THROUGH INITIATIVES SUCH AS THE PERSONAL LEARNING ACCOUNT (PLA) PROGRAMME, SHARED APPRENTICESHIP SCHEME AND DEVELOPING SKILLS ACADEMIES.
- 4** INCREASE THE USAGE OF LABOUR MARKET INTELLIGENCE, TO IDENTIFY SKILLS GAPS, SHORTAGES AND RECRUITMENT TRENDS ACROSS THE CREATIVE SECTOR, AND INFORM THE DELIVERY OF POST-16 TRAINING PROVISION.
- 5** DEVELOP STRONGER LINKS WITH CREATIVE WALES TO IMPROVE THE RESPONSIVENESS AND FUTURE PROOFING OF THE SECTOR FOR POTENTIAL HIGH END TV AND FILM PRODUCTIONS FILMING THE REGION.
- 6** FURTHER RESEARCH THE SKILLS NEEDS AND SUPPORT REQUIRED FOR VIRTUAL PRODUCTIONS AND THE INTEGRATION OF SKILLS FROM THE GAMING INDUSTRY TO SUPPORT OTHER INDUSTRIES WITHIN THE CREATIVE SECTOR.
- 7** IMPROVE COLLABORATION WITHIN THE SECTOR THROUGH A COORDINATED AND REGULARLY UPDATED SCHEDULE OF PRODUCTIONS BEING FILMED ACROSS THE REGION AND IN THE PIPELINE, TO PLAN FOR POTENTIAL SKILLS GAPS AND LABOUR SHORTAGES I.E PRODUCTION CREW.
- 8** MAP THE TRANSFERABLE SKILLS OF THE REGIONS CREATIVE WORKFORCE TO ENSURE SUSTAINABILITY OF CAREERS WITHIN THE SECTOR AND A REDUCTION IN THE LOSS OF TALENT OUT OF THE SECTOR OR TO OTHER REGIONS.



FinTech >>>

‘FinTech’ combines technology and finance to change the traditional way financial services are run. FinTech is changing the way firms operate and transforming the way we transfer, borrow, protect, and manage our money. The UK is a financial capital of the world, and it is also a leading FinTech capital, with increasing FinTech activity across the financial sector. Small start-ups, and innovation within existing large financial services firms, is creating jobs and attracting investment. Research suggests that the sector has now grown from its disruptive roots into an industry which in 2015 generated £6.6bn in revenue and employed 61,000 people⁶.



Wales has the fastest growing digital economy outside of London, and the growth of the financial and professional sector in Wales has led to a thriving FinTech industry. Across the region, companies such as Admiral are among the region’s largest employers. The Welsh FinTech scene is now one of the most active in the UK thanks to its innovative talent pool and growing investment opportunities. Wales’ thriving tech ecosystem, with its growing supply chain and entrepreneurial universities, provides a firm foundation for FinTech to thrive.

With Welsh FinTech hubs located in Cardiff, Newport, Swansea and Wrexham, almost 40,000 people are actively employed within the FinTech industry in Wales. The technology sector is worth an estimated £8.5bn to the Welsh economy, and it is continuing to grow with financial and professional services in tow. There is a vibrant community in Wales’ technology scene, which allows start-ups, investors and larger companies to meet and share ideas through accelerators and incubators as well as networking events and flexible workspaces. Furthermore, Wales is home to the first financial technology undergraduate degree.

Skills Issues and Challenges

The sector, in summary, is experiencing a range of skills gaps and shortages. Also, FinTech companies often demand an evolving skillset to remain competitive and keep at pace with technological developments. Therefore, a skilled talent pipeline in the right geographical area is vital. Along with soft skills, technical skills including blockchain, distributed ledgers expertise, cybersecurity, programming, machine learning and AI are all sought after skills within FinTech. High demand for these skills is a direct result of the growing trends in digital and enabling technology showing the clear connection between the skills in demand and the digital technology trends complementing one another.

The Kalifa Review of UK FinTech⁷ emphasises the significance of skills for business success. The review has identified a five-point plan of recommendations to deliver and achieve a strong vision with skills being very much in focus. The review refers to the rich pool of FinTech talent in the UK, supported by a World Class university system, and highlights proposals which very much align with the challenges and opportunities identified by the regions FinTech businesses, and through collaboration with FinTech Wales, namely:

- Retrain and upskill adults in support of UK FinTech by ensuring access to short courses from high-quality education providers at low cost.
- Create a new visa Stream to enhance access to Global Talent for FinTech scaleups.
- Build a pipeline of FinTech talent by supporting scaleups to offer embedded work placements to Further Education and Higher Education students and Kickstarters.

⁶ UK FinTech - On the cutting edge - Full Report.pdf (publishing.service.gov.uk)

⁷ The Kalifa Review of UK FinTech - GOV.UK (www.gov.uk)

Sector Challenges and Opportunities

- 1** ENHANCE SKILLS AND TALENT PIPELINES AND BUILD ON APPROACHES TO CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE TO PROMOTE THE SECTOR AS A VIABLE CAREER.
- 2** EXPLORE THE POTENTIAL DEVELOPMENT OF HIGH QUALITY WORK EXPERIENCE PLACEMENTS IN PARTNERSHIP WITH EMPLOYERS AND KEY STAKEHOLDERS.
- 3** FURTHER DEVELOP ACADEMIES AND BOOTCAMP PROVISION AND ALIGN TO THE NEEDS OF THE FINTECH SECTOR.
- 4** WORK TO ENSURE THAT APPRENTICESHIP FRAMEWORKS REFLECT THE NEEDS OF THE SECTOR AND FURTHER EXPLORE OPPORTUNITIES THROUGH BOTH SHARED AND DEGREE APPRENTICESHIPS.
- 5** EMBRACE OPPORTUNITIES FOR FE SKILLS COMPETITIONS AND EXPLORE POTENTIAL ENGAGEMENT AS PART OF THE WORLD SKILLS UK AGENDA.
- 6** WORK WITH REGIONAL HEIS TO DEVELOP FIT FOR PURPOSE PROVISION AND BETTER ALIGN TO THE NEEDS OF FINTECH EMPLOYERS.
- 7** WORK WITH WELSH GOVERNMENT TO ENSURE FUNDED SUPPORT FOR TRAINING IS ALIGNED TO THE NEEDS OF THE SECTOR.
- 8** CAPITALISE ON OPPORTUNITIES PRESENTED THROUGH THE UK GOVERNMENT LEVELLING UP AGENDA, AND THE SHARED PROSPERITY FUND (SPF).



Human Foundation Economy: Education, Health, Social Care, Childcare & Emergency Services »»

The foundational economy is built from the activities which provide the essential goods and services for everyday life, regardless of the social status of consumers. As the Regional Skills Partnership, we further define these as the services provided within the Health, Education, Social Care, Childcare & Emergency Services sectors, which are generally provided by a mixture of public and private sector organisations.

As of 2019, numbers employed in the Public Administration, Defence, Education and Health sector, the best fitting category used in public data sources, have risen to 216,100 across the region. According to EMSI data, as of 2021 there were 155,836 jobs specifically in the Education, Health and Social Care sectors.



The most prevalent jobs in these sectors are Care Workers and Home Carers (11.9%), Nurses (10.1%), Nursing Auxiliaries and Assistants (5.1%), Primary and Nursery Education Teaching Professionals (4.6%), Secondary Education Teaching Professionals (4.2%).

Skills Issues and Challenges

The foundational economy quickly responded to the skills challenges as a result of the Covid-19 pandemic to enable the continuation of essential services. Within Education, training was provided for teachers and work based learning staff for the effective delivery of classes through virtual/online platforms and in Health and Social Care there was significant upskilling of the workforce for rehabilitation and infection control. However, budget cuts within the public sector and efficiency savings are impacting funding available for future workforce training to address skills gaps.

There remains the challenge of 'occupational segregation' in these sectors, whereby women are over-represented and are deemed to be stuck in low wage or part-time work. This is also a known contributor to the gender pay gap in Wales and potentially linked to the negative perception of the sector. The sectors are keen to raise their profile to compete with high-growth sectors for attention, investment and future talent.

Our engagement with these sectors has identified a number of skills/labour shortages for roles such as Nurses, Social Care workers, Childcare and Play workers and Tutors / work based learning staff. There is also a significant demand for Welsh Language skills across the whole of the Education workforce.

The CCRSP Skills Survey 2022 identified that around 76% of respondents from the Health, Education, Social Care and Public sectors noted recruitment as their main challenge, closely followed by skills shortages and retention. Over 20% suggested that new entrants to their workforce are not 'work ready', with a lack of skills identified as the main reason. The three top future skills challenges noted for these sectors was Digital Technology, Welsh Language and Renewable Energy.

Positively over 58% of respondents confirmed that they employ apprentices, with almost all feeling their sector would benefit from the Degree and Shared Apprenticeship delivery models. Apprenticeship frameworks not meeting business needs was identified as the main reason why respondents did not employ apprentices.

Sector Challenges and Opportunities

- 1** CONTINUE TO DEVELOP CAPACITY ACROSS POST-16 TRAINING PROVIDERS TO DELIVER NEW ASSESSMENT AND QUALITY ASSURANCE REQUIREMENTS FOR APPRENTICESHIP FRAMEWORKS WITHIN HEALTH, SOCIAL CARE AND EARLY YEARS & CHILDCARE AND EXPLORE OPPORTUNITIES FOR EDUCATORS TO WORK IN PARTNERSHIP WITH EMPLOYERS TO CO-DELIVER SPECIALIST PROVISION.
- 2** RAISE THE PROFILE OF HEALTH, SOCIAL CARE AND EARLY YEARS & CHILDCARE SECTOR APPRENTICESHIPS AND WORK PLACEMENT OPPORTUNITIES AND IMPROVE PROMOTION OF THESE SECTORS AS A VIABLE CAREER OPTION WITH A PARTICULAR FOCUS ON ATTRACTING NEW ENTRANTS THROUGH TARGETED CAMPAIGNS FOR KNOWN SECTOR SKILLS SHORTAGES.
- 3** CONTINUE TO SUPPORT ACCESS TO ALL AGE APPRENTICESHIP FUNDING FOR THE HUMAN FOUNDATION ECONOMY SECTOR, WITH SPECIFIC FOCUS ON ENCOURAGING YOUNG PEOPLE AND THOSE FROM UNDERREPRESENTED GROUPS TO UNDERTAKE AN APPRENTICESHIP.
- 4** DEVELOP NEW APPRENTICESHIP PROGRAMMES WHERE THERE IS EVIDENCED DEMAND, SUCH AS DEGREE AND HIGHER LEVEL APPRENTICESHIPS TO ENSURE THERE ARE THE NECESSARY PATHWAYS INTO THE HUMAN FOUNDATIONAL ECONOMY SECTOR.
- 5** PROMOTE THE EDUCATION SECTOR AS AN ATTRACTIVE CAREER OPTION TO BRING ABOUT POSITIVE CHANGE AND AN INCREASED NUMBER OF EDUCATION PRACTITIONERS ON THE REGISTER, WITH A FOCUS ON RECRUITING THOSE FROM UNDERREPRESENTED GROUPS IN THE CURRENT WORKFORCE.
- 6** IMPROVE THE PORTABILITY AND TRANSFERABILITY OF QUALIFICATIONS AND CREDITS BETWEEN EDUCATIONAL INSTITUTIONS, ENSURING PRIOR LEARNING AND ACHIEVEMENT IS RECOGNISED.
- 7** RAISE AWARENESS OF THE INNOVATIVE APPROACHES TO BITE SIZED LEARNING AND CPD FOR THE HUMAN FOUNDATIONAL ECONOMY WORKFORCE WITH TARGETED CAMPAIGNS AND CASE STUDIES THAT PROMOTE 'NON-TRADITIONAL' PATHWAYS INTO THE SECTOR.
- 8** BUILD ON THE NEWLY DEVELOPED APPROACHES TO CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE THAT ADDRESS ISSUES OF SECTOR PERCEPTION AND CONTINUE TO PROMOTE THE HUMAN FOUNDATIONAL ECONOMY AS A VIABLE CAREER OPTION.
- 9** ENGAGE WITH THE QUALIFICATIONS WALES REVIEWS OF CURRENT AND EMERGING QUALIFICATIONS TO ENSURE THAT QUALIFICATIONS MEET INDUSTRY NEEDS.
- 10** SUPPORT THE INCREASING DEMAND FOR WELSH LANGUAGE SKILLS ACROSS THE EDUCATION WORKFORCE.

Human Foundation Economy: Hospitality, Retail & Tourism >>>

The Hospitality sector is a major contributor to the Welsh and regional economy. Prior to the Covid-19 pandemic, it employed around 174,000 people across Wales and added approximately £3.6bn per year to the economy by way of GVA. The Hospitality sector is the third-largest employer in Wales, accounting for around 10 per cent of national employment. Latest figures suggest that there are more hospitality businesses in the region now than when the pandemic started, with many small operators entering the market.

The Tourism sector accounted for 11.3% of employment in Wales in 2020, a fall from 12.1% of employment in 2019. The sector has found it increasingly harder to recruit, partly due to other seemingly better paid alternatives. The most recent Welsh Government Tourism barometer suggested that the Cardiff Capital Region when compared to other regions in Wales has struggled to match normal pre-Covid customer levels the most. Visit Wales have recognised there are issues with the identity of the Welsh brand and the overall poor image of the Tourism sector and have recently launched a marketing campaign to present Wales as a year round destination.

The Retail sector is one of the largest private sector employers in Wales, employing around 114,000 people and accounts for 6.0% of Welsh GVA. The sector was reported to be shrinking prior to the Covid-19 pandemic but is in the midst of a reinvention. The way in which we shop is shifting, the role of the store is evolving, and the employment opportunities are changing.

According to EMSI data, the most prevalent roles advertised within the region for these sectors are; Sales and Retail Assistants (18.9%), Kitchen and Catering Assistants (8.2%), Bar Staff (6.5%), Waiters and Waitresses (5.6%), Retail Cashiers and Check-out Operators (4.1%).

Skills Issues and Challenges

The sector has indicated that the combined impact of the Covid-19 pandemic and Brexit has created the 'perfect storm' resulting in significant skills shortages, as well as a loss of revenue and venue closure. Existing skills challenges and labour shortages are being exacerbated once again by the emerging energy crisis, forcing organisations to reduce workforce training budgets and halt recruitment. Ensuring future entrants to the workforce have the 'Fundamental Skills' required for customer focussed industries is acknowledged as a key challenge for these sectors. However, the complexity of the training infrastructure continues to provide a source of confusion to both employers and potential students in this sector.

Skills shortages have been widely reported for Chefs and catering staff but also for roles such as Retail Assistants, Spa Therapists, Cleaners and Events Managers. Salaries for Chefs and catering staff have significantly increased in the region compared to pre-pandemic levels; however, skills shortages for these roles remain high and recruitment challenging.

The CCRSP Skills Survey identified that recruitment, economic/financial challenges, skills shortages and developing staff were the main challenges for the Hospitality, Retail and Tourism sectors. Around 67% of respondents noted they were currently experiencing skills challenges, with customer service, Chef / kitchen, communication, problem solving and Leadership and Management being the most common skills shortages.



Sector Challenges and Opportunities

- 1** RAISE THE PROFILE OF APPRENTICESHIPS WITHIN THE HOSPITALITY SECTOR AND ENSURE THAT CULINARY FRAMEWORKS ARE FIT FOR PURPOSE TO MEET FUTURE INDUSTRY TRENDS.
- 2** IMPROVE WORK EXPERIENCE OPPORTUNITIES ACROSS THE HOSPITALITY, RETAIL AND TOURISM SECTORS FOR YOUNG PEOPLE IN AN EFFORT TO REDUCE CURRENT SKILLS SHORTAGES AND DISPEL NEGATIVE PERCEPTIONS OF CAREERS IN THESE SECTORS.
- 3** INCREASE THE USAGE OF LABOUR MARKET INTELLIGENCE TO IDENTIFY SKILLS GAPS, LABOUR SHORTAGES AND RECRUITMENT TRENDS ACROSS THE HOSPITALITY, RETAIL AND TOURISM SECTORS AND INFORM THE DELIVERY OF POST-16 TRAINING PROVISION.
- 4** EXPAND THE RANGE AND FLEXIBILITY OF BITE SIZED LEARNING AND CPD TRAINING AVAILABLE TO THE HOSPITALITY, RETAIL AND TOURISM SECTOR WORKFORCES THROUGH INITIATIVES SUCH AS THE PERSONAL LEARNING ACCOUNT (PLA) PROGRAMME.
- 5** WORK IN PARTNERSHIP WITH TRAINING PROVIDERS AND EMPLOYABILITY PROGRAMMES TO PROMOTE THE IMPORTANCE OF FUTURE ENTRANTS INTO THE HOSPITALITY, RETAIL AND TOURISM SECTORS REQUIRING THE 'FUNDAMENTAL SKILLS' FOR CUSTOMER FOCUSED INDUSTRIES, ALONGSIDE HAVING THE APPROPRIATE QUALIFICATIONS.
- 6** EXPLORE INNOVATIVE APPROACHES TO THE DELIVERY OF TRAINING AND QUALIFICATIONS TO MEET THE SECTORS SKILLS GAPS AND RECRUITMENT CHALLENGES, SUCH AS SKILLS ACADEMIES AND SHARED APPRENTICESHIP SCHEMES.
- 7** REMAIN COGNISANT OF THE SKILL GAPS FOR CHEFS AND SPA & BEAUTY THERAPISTS AND ENSURE THE HOSPITALITY, RETAIL AND TOURISM SECTORS CONTINUE TO BE RECOGNISED AS A KEY CONTRIBUTORS TO WALES' FOUNDATIONAL ECONOMY.
- 8** ESTABLISH MORE EFFECTIVE PATHWAYS BETWEEN INDUSTRY AND FURTHER EDUCATION TO EASE THE TRANSITION OF FE LEARNERS INTO THE HOSPITALITY, RETAIL AND TOURISM SECTORS, PARTICULARLY INTO APPRENTICESHIPS.
- 9** BUILD ON THE EFFECTIVE APPROACHES TO CAREERS EDUCATION, INFORMATION, ADVICE AND GUIDANCE TO ADDRESS ISSUES OF SECTOR PERCEPTION AND PROMOTE THE HOSPITALITY, RETAIL AND TOURISM SECTORS AS VIABLE CAREER OPTIONS.





CCRSP Action Plan

CCRSP CROSS CUTTING KEY THEMES	KEY STAKEHOLDERS	ACTIONS		
		2022 – 2025		
Strengthen the post-16 education offer in priority sectors through increased specialisation to meet the demand from employers across the City Region.	- Welsh Government - CTER - FE / HE Institutions - Employer Cluster Groups	Drive regional priorities for post-16 provision through robust labour market intelligence and expand the PLA regional offer.	Develop skills and talent pipelines through Academy / Bootcamp models and promote collaboration between industry, education, stakeholders and government.	Work with Welsh Government and the proposed Commission for Tertiary Education and Research (CTER) to deliver the ambition of a joined up post-compulsory education and training system.
Broaden the Apprenticeship offer at higher levels by responding to government policy changes.	- Welsh Government - FE / HE Institutions - WBL providers - Employer Cluster Groups	Use evidence to influence the development of new Apprenticeship frameworks at all levels.	Increase Apprenticeship uptake across priority sectors (including Higher and Degree Apprenticeships) and build on the successful Aspire, Y Prentis and Sgil Cymru Shared Apprenticeships models.	Increase the recruitment of trainers and assessors to ensure capacity within post-16 work based learning.
Engage with key stakeholders when delivering Wales' employability agenda and target individuals furthest away from the labour market.	- Welsh Government - Local Authorities - Careers Wales - FE / HE Institutions - WBL providers - Employer Cluster Groups	Influence the direction of emerging Shared Prosperity Fund activities, particularly those related to 'People and Skills', and maximise opportunities across South East Wales.	Support Welsh Governments delivery of the Young Persons Guarantee (YPG) which gives everyone under 25 the offer of support into work, education, training, or self-employment to ensure no lost generation across Wales.	Produce robust Labour Market Intelligence (LMI) to inform the development and delivery of emerging projects and programmes.
Promote digital technology as a key 'enabling' sector and help create a workforce that has the digital skills, capability, and confidence to excel in the workplace and in everyday life.	- Welsh Government - FE / HE Institutions - WBL providers - Employer Cluster Groups	Further develop industry National Occupational Standards (NOS) to ensure vocational qualifications keep pace with industry need.	Address critical skills shortages and promote vendor training provision offered through the Personal Learning Account (PLA) programme.	Increase the uptake of Apprenticeships including Shared and Degree Level.
Develop skills to support the transition towards a low carbon economy.	- Welsh Government - FE / HE Institutions - WBL providers - Employer Cluster Groups - SWIC - WTUC	Empower employers to transition towards net zero and influence the development of NOS to reflect new and emerging roles.	Report on the barriers to meet net zero requirements and explore opportunities to develop Apprenticeships and deliver qualifications to meet aspirations.	Develop collaborative approaches with key stakeholders including SWIC and the Wales TUC and progress mutual programmes of work.
Influence the work of Qualifications Wales and maximise opportunities to ensure that emerging qualifications meet industry needs.	- Welsh Government - Qualifications Wales - FE / HE Institutions - WBL providers - Employer Cluster Groups	Work with Qualifications Wales through their sector reviews and collaborate as part of implementation processes.	Influence Colegau Cymru, NTFW and training providers to ensure that practitioners are suitably skilled to deliver against new requirements.	Engage with 'Qualified for the Future' to reshape the qualifications landscape through the new Curriculum for Wales, utilising priority sector cluster groups.
Build on approaches to careers education, information, advice and guidance to address issues of sector perception and promote the key sectors as viable career options.	- Welsh Government - Careers Wales - FE / HE Institutions - WBL providers - Employer Cluster Groups	Collaborate with Careers Wales when delivering the joint CEIAG Action Plan.	Promote careers related initiatives including the CCR Venture scheme, local authority programmes such as the Cardiff Commitment initiative and national programmes such as Education Business Exchange and Valued Partner Initiative.	Inspire business to engage with schools as part of the introduction of the new Curriculum for Wales and the Careers and Work Related Experiences (CWRE) cross cutting theme.





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