

Institution: University of South Wales		
Unit of Assessment: C17: Business and Management Studies		
Title of case study: The Future of Work: Assisting public and voluntary sectors to support the wellbeing of future generations		
Period when the underpinning research was undertaken: 2014-2018		
Details of staff conducting the underpinning research from the submitting unit:		
Name(s):	Role(s) (e.g. job title):	Period(s) employed by submitting HEI:
Dan Taylor	Senior Lecturer	2009-present
Professor Martin Rhisiart	Professor of Innovation	2012 - 2016
Professor Gareth R.T. White	Professor of Operations Management	2011-present
Dr Geum Yeung Min	Senior Lecturer	2017-2019
Celia Netana	Research Associate	2008 -2020
Professor Dominic Page	Head of Business School	2017-2020
Period when the claimed impact occurred: 2014-2019		
Is this case study continued from a case study submitted in 2014? N		
1. Summary of the impact (indicative maximum 100 words)		
<p>University of South Wales (USW) research underpinned the UK Government innovation and skills policy by delivering the 2030 Future of Work report for the UK Commission for Employment and Skills (UKCES) to predict how changes in the economic, technological and employment landscape were going to impact future workforce informing national and regional economic policy development. Working with economic development stakeholders in Wales, USW research informed Welsh economic policy development and implementation in the public, private and voluntary sectors, leading to policy change in the Wales Council for Voluntary Action and the significant investment by the Welsh Government in the Heads of the Valleys area economic regeneration.</p>		
2. Underpinning research (indicative maximum 500 words)		
<p>The UK Commission for Employment and Skills (UKCES) was a publicly funded, industry-led organisation offering UK employers guidance on skills and employment issues in the UK. In 2013, the rapidly changing economic, technological and employment landscape led the organisation to advertise a tender to understand the potential impacts of these changes upon future workforce skills requirements.</p> <p>UKCES commissions USW-led research</p> <p>In 2013, Professor Martin Rhisiart, Director of the Centre for Research in Futures and Innovation (CRFI) at USW and a recognised academic in the field of futures research [R2] successfully bid to UKCES to carry out the research entitled 'The Future of Work: Jobs and Skills in 2030' [R1, F1] to analyse trends shaping the future of UK analyse trends and potential disruptions for the labour market in the UK. Rhisiart worked with private consultancy firm Z-punkt to interview senior business leaders from the UK and internationally and develop 2030 scenarios for skills and employment in the UK. The study identified options and implications for key stakeholders in the skills and employment agenda: employers, education and training providers, individuals and policymakers. The 2030 scenarios focused on seven of the key economic sectors for the UK and assessed possible impacts on representative occupations. The 2030 qualitative Foresight project complements the other research conducted by UKCES on quantitative skills projections. As result, two main project outputs were launched by UKCES – a Key Findings Report (20 pages) and a full report (evidence report).</p> <p>Key themes emerging from the research include the need for a focus on technology and innovation, a focus on interconnectivity and collaboration (including between organisations, education providers and policy makers), an increase in individual responsibility (both from</p>		

employees as well as those developing their own business), and the impact on sectors particularly public services due to limited resources. **Rhisiart**'s research identified the key factors driving change and the four future work scenarios. He specifically identified the growing importance and potential contribution of Social Enterprises (SE) to the labour market as a key future trend. The outputs of the work are published by the UK Government and underpinned further research commission by UKCES <https://www.gov.uk/government/publications/jobs-and-skills-in-2030>. **Rhisiart** and his partners **Z_punkt** went on to evaluate how the findings of the Future of Work report were being used by UKCES and its member organisations, education providers and policy makers to encourage debate and inform future policy and strategic investment decisions. The research identified the importance of engaging stakeholders (over 200 had been engaged) into foresight activities to co-create its products and to build in pathways to implementation. Also the importance of social media and scenario visualisations were importance factors in successful take up **[R4, R5]**.

Following the death of **Rhisiart** in 2017 the Business School continued to address opportunities for regional economic development using the scenario planning and stakeholder engagement techniques. USW Business School continued to work with the Welsh Government **[F2]** to develop a regional economic development strategy aimed at maximising the potential impact of the enhancing a trunk road in the "Heads of the Valleys" region. The project brought together existing research and evidence to develop a clear action plan to support the Valleys Taskforce. The research drew out three priority actions and recommendations for next steps, providing a framework for the future evaluation of the infrastructure development programme across the Heads of the Valleys.

USW research highlights key role of Social Enterprise (SE) in South Wales

Although the research into SE and their future importance is deemed a lower impact in the UKCES report, they are seen as a way of regenerating and developing new jobs, skills, and regeneration opportunities. Historically, SE's have been seen to be set up to serve the most deprived areas, with nearly a third of SEs in the UK operating in the most socially deprived regions. Wales is the lowest performing economy in the UK. As such, the South Wales valleys has seen a steady and significant decline over the past 30 years as heavy industry (coal and steel) moved away from the area.

In 2016 **Rhisiart** and his research partners were commissioned by the [Wales Council for Voluntary Action \(WCVA\)](#) and the 19 Voluntary Councils in Wales to apply futures research theories to develop a new common strategic framework between the WCVA and CVCs in Wales. This was needed to address the new legislation in the Welsh Government's Wellbeing of Future Generations Act of 2015. WCVA provides services and support to charities, community groups, voluntary organisations, social enterprises, and volunteers and consists of over 2,500 third sector organisations. **Rhisiart** applied some of the concepts developed in R1 to identify future trends relevant to third sector organisations in Wales and develop challenging and responsive scenarios for the sector to be integrated into the programme of strategic review **[R6]**. Findings included the future importance of the third sector as an advocate of community concerns in environmental policy development; the role of the sector in innovative approaches to finance and access to capital in Wales; potential implications of third sector organisations having to compete with private sector businesses.

Furthermore, research carried out by **White** and others **[R3]** investigated the barriers to adoption and success of social enterprises in the region, bringing together social entrepreneurs, policy makers and academics to build on the UKCES report recommendations. The research found that many tensions faced by SEs are common regardless of geography and socio-economic circumstances and derive from pressures on SEs to balance commercial and social success. The research also identified that issues such as social value need to be developed. In addition, the research identified four new factors not previously recognised in the literature shown to impinge upon the successful operation of SEs: 'Leadership', the 'Professionalisation of Marketing', 'Perception of Social Enterprise Validity' and 'Situatenedness'.

3. References to the research (indicative maximum of six references)

[R1] **Rhisiart**, M. (2014) UKCES Future of Work Report. Available from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/303334/er84-the-future-of-work-evidence-report.pdf

[R2] **Rhisiart**, M. Exploring the future for arts and culture organisations through scenarios and vignettes Futures: the journal of policy, planning and futures studies. - Amsterdam: Elsevier, ISSN 0016-3287, ZDB-ID 21386. - Vol. 50.2013, p. 1-10

[R3] **White, G.R.T., Samuel, A., Pickernell, D., Taylor, D., Mason-Jones, R.** (2018) Social Entrepreneurs in Challenging Places: a Delphi study of experiences and perspectives. Local Economy, 33(8), 800-821.

[R4] **Rhisiart**, Störmer, Daheimc; From foresight to impact? The 2030 Future of Work scenarios USW / Z_punkt Technological Forecasting & Social Change, Elsevier 124 (2017) 203–213, 2016

[R5] **Rhisiart** et al, Radical & Disruptive Innovation: 2030 Work and Skills Scenarios Conference Paper, USW Z_punkt, International Conference on Future Technology Orientated Analysis 2014 https://ec.europa.eu/jrc/sites/jrcsh/files/fta2014-t1practice_19%20.pdf

[R6] Thomas, M. **Rhisiart, M.** and Trier, E. (2016) Shape Your Future, Future Trends: Implications for the third sector in Wales. WCVA ISBN 978-978-1-910340-13-4. <https://wcva.cymru/wp-content/uploads/2020/01/Shape-your-future-trends.pdf>

FUNDING INFORMATION

F1. UKCES Contract Research Project: Future of UK jobs and skills – Qualitative Foresight, USW Commercial Services Ltd (**Rhisiart**), Z-punkt GmbH/UKCES August 2013-Janaury 2014 (£33, 293.00)

F2. Maximising the potential economic impact of the duelling of A465 for the Heads of the Valleys The Valleys Taskforce: A review of the existing evidence and recommendations for action. **Dr. Dominic Page, Netana, C. Yeung Min, G.** Welsh Government £10,000 August 2018

4. Details of the impact (indicative maximum 750 words)**USW Research Impacts on UK and Regional Government Economic development policy.**

The UKCES 2030 Future of Work report was published in 2014 and the next year **Rhisiart** returned to UKCES to evaluate how the results had been used by UKCES [R5] and the impact. He found that UKCES had disseminated the findings through a social media campaign, stakeholder workshops and national media/press channels leading to considerable take up by employers and the public sector across the regions of the UK and across industry sectors. Some of these developments provided further applied research opportunities leading to further impact. Examples of the impacts that arose are described here.

In April 2016, as a result of this research and his expertise in foresight scenario planning, **Rhisiart** was invited to participate in an expert workshop and one-to-one discussions led by the Public Policy Institute for Wales (PPIW) to consider how to improve the economic performance of Wales and identify future opportunities for innovation and economic development to present to the Welsh Government. This led to a report “Improving the Economic Performance of Wales: Existing Evidence and Evidence Needs” [S3] to which **Rhisiart** made a key contribution. The report summarises the evidence and future evidence needs for what works in improving the performance of an economy in Wales. As a result, in July that year, the Welsh Government (WG) established the [Ministerial Taskforce for the South Wales Valley](#), comprising the Cabinet Secretary for Economy and the Minister for Skills, together with a group of expert advisors and chaired by the Deputy Minister for Economy and Transport. Over the next two years the Taskforce undertook extensive consultation and engagement with people living and working in the South Wales valleys and other stakeholders.

Very sadly, Martin **Rhisiart** passed away in this period, but the Welsh Government continued to work with his USW Business School colleagues and commissioned a study **[F2]** to investigate the economic benefits of improving the A465, the so called “Heads of the Valleys” road.

The USW team led by **Page**, then Head of the Business school and supported by researchers **Yeung Min** and **Netana** applied the future scenario planning concepts and stakeholder engagement to understand how the community and other stakeholders in the Heads of the Valleys area perceived the planned infrastructure investments. Concerns were raised about whether the benefits of the taskforce’s proposals would be felt as equally by communities at the Heads of the Valleys as those closer to Cardiff, Swansea, and Newport. The USW team facilitated a workshop to explore how the benefits of the A465 investment could be maximised for the Heads of the Valleys communities from which a set of priorities and proposals for investment were developed **[S1 p22]**. USW analysed existing evidence and engaged with relevant stakeholders to identify the priorities. The main priority was the development of the A465 Innovation Chain: a multi-purpose innovation cluster based on an inter-regional smart specialisation strategy. The South Wales Valley Taskforce went on to designate seven Strategic Hub areas including 2 in the Heads of the Valleys area: Ebbw Vale; Merthyr Tydfil **[S4]**.

In 2019, as noted in the Valleys Taskforce update report in 2019 **[S4 p.10]** “Following on from the work undertaken by USW last year **[R6]** the Valleys taskforce has brought together a group of key stakeholders from across the Valleys who are currently assessing how this work could be progressed further.” The subsequent development of a Strategic Hub in Ebbw Vale has been started and is called the “National Digital Exploitation Centre ([NDEC](https://www.ndec.org.uk/)) **[S4: p. 23 and S5]**. This involved global technology company Thales and USW’s Cyber Security academic team to establish a £20m cyber centre to sit at the heart of its Tech Valleys programme.

“The NDEC and its innovative digital activities have a demonstrable influence and impact on Wales at a local, regional and national level, positively impacting all areas of the community from mature businesses and SME start-ups, to individuals and schools.” <https://www.ndec.org.uk/>

The Centre is the first research and development facility of its kind in Wales and will provide the setting for SMEs and microbusinesses to test and develop their digital concepts. The Centre will be delivered by Thales in collaboration with USW. Both the Welsh Government and Thales have committed £10m each to the project which is expected to generate significant income. Other impacts from the Taskforce to September 2019 that resulted from the USW research **[R6]** include £1.5m being allocated to valleys based Foundational Economy projects and a further £8m invested in tourism initiatives throughout the regions **[S4]**.

UKCES report by USW researchers had national, international and sectoral influence:

The 2030 Future of Work study **[R1]** generated impacts across a wide range of areas. The study is the most downloaded of all UKCES reports **[R4 Section 5.1 p208]**, indicating the wider appeal and dissemination of the study. The findings of the research were drawn on by UKCES to conduct further research and analysis into specific industries and subject areas. For example, a review of STEM skills to advise and inform future development of this kind of provision **[S8]**, Careers of the Future report and guide **[S6]**, and an assessment of UK skills which set out long-term priorities and principles for growth **[S7]** co-developed with the Confederation of British Industry (CBI) and Trade Union Congress (TUC). The work carried out by USW led to follow up research by the Construction Industry Training Board (CITB) into sector specific skills futures and influenced policy within the Sector Skills Councils **[S9]**. The study was used by the cross-Government group on the Future of Work, with the specific focus on development and design of Government Work and services including the Department for Work and Pensions, Department for Business, Innovation and Skills, and the Cabinet Office. The report was also presented to over 80 nations delegates at the British Council event ‘Bringing the Learning Home’ in Jordan, November 2016 **[S10]**, comprising skills experts and practitioners, providing a platform to forge new relationships, enhance existing projects and accelerate international collaboration.

USW's research informed policy on supporting third sector development in Wales:

Rhisiart also applied his scenario planning techniques to help the Welsh voluntary sector develop a strategic toolkit to help plan for the future. Research **[R6]** led to the development of planning tools designed to help voluntary organisations in Wales to plan in the context of change, much of which we cannot predict. The WCVA published report **[R6]** set out a way for the sector to predict how society in Wales could change and explore the potential implications for the third sector in Wales. The Shape Your Future report was commissioned by WCVA and the CVCs to contribute to their strategic planning and provides a useful resource for the wider third sector and partners in Wales. USW research **[R3]** fed into stakeholder engagement events hosted in 2016 by USW to raise awareness, stimulate discussion and debate, and further delegates' understanding of operational challenges. The events were attended by key stakeholders including social enterprises and entrepreneurs, academia, and local government **[S2: p.32]**.

5. Sources to corroborate the impact (indicative maximum of 10 references)

[S1 p22] Valleys Taskforce Delivery Plan, Welsh Government 2018

<https://gov.wales/sites/default/files/publications/2018-11/our-valleys-our-future-delivery-plan-2018.pdf>

[S2] WISERD Newsletter June 2016, WISERD News p32

https://wiserd.ac.uk/sites/default/files/WISERD%20News%20June%202016%20Issue%2014%20FINAL_0.pdf

[S3] Public Policy Institute for Wales Improving the Economic Performance of Wales: Existing Evidence and Evidence Needs 2016 <http://ppi.wales.gov.uk/files/2016/10/PPIW-Summary-of-Expert-Workshop-Improving-the-Economic-Performance-of-Wales.pdf>

[S4] Our Valleys, Our Future: Progress Update, Welsh Government September 2019

https://gov.wales/sites/default/files/publications/2019-09/our-valleys-our-future-progress-update-september-2019_0.pdf

[S5] Press article: Welsh Government and Thales to work together on £20 million cyber centre January 2019 <https://businesswales.gov.wales/enterprisezones/news/welsh-government-and-thales-work-together-ps20m-cyber-centre-blaenau-gwent>

[S6] UK Commission for Employment and Skills (UKCES), 2014b. Careers of the Future (London) (10 December 2014). <https://www.gov.uk/government/publications/careers-of-the-future>

[S7] UK Commission for Employment and Skills (UKCES), 2014c. Growth Through People: A Statement on Skills in the UK. UKCES, London (25 November 2014) www.gov.uk/government/publications/high-level-stem-skills-requirements-in-the-uk-labour-market

[S8] UK Commission for Employment and Skills (UKCES), 2015. High Level STEM Skills Requirements in the UK Labour Market. UKCES, London (10 July 2015)

[S9] Construction 2030 and Beyond CITB Report on the future of jobs in the construction sector 2015 https://www.citb.co.uk/documents/research/citb%20sami%2027th%20june%202015_summary%20report.pdf

[S10] British Council International Skills Partnership Seminar Proceedings

<https://www.britishcouncil.org/education/skills-employability/what-we-do/international-skills-partnerships/bringing-learning-home>