



Caerphilly

Economic and Regeneration Strategy Summary

January 2025



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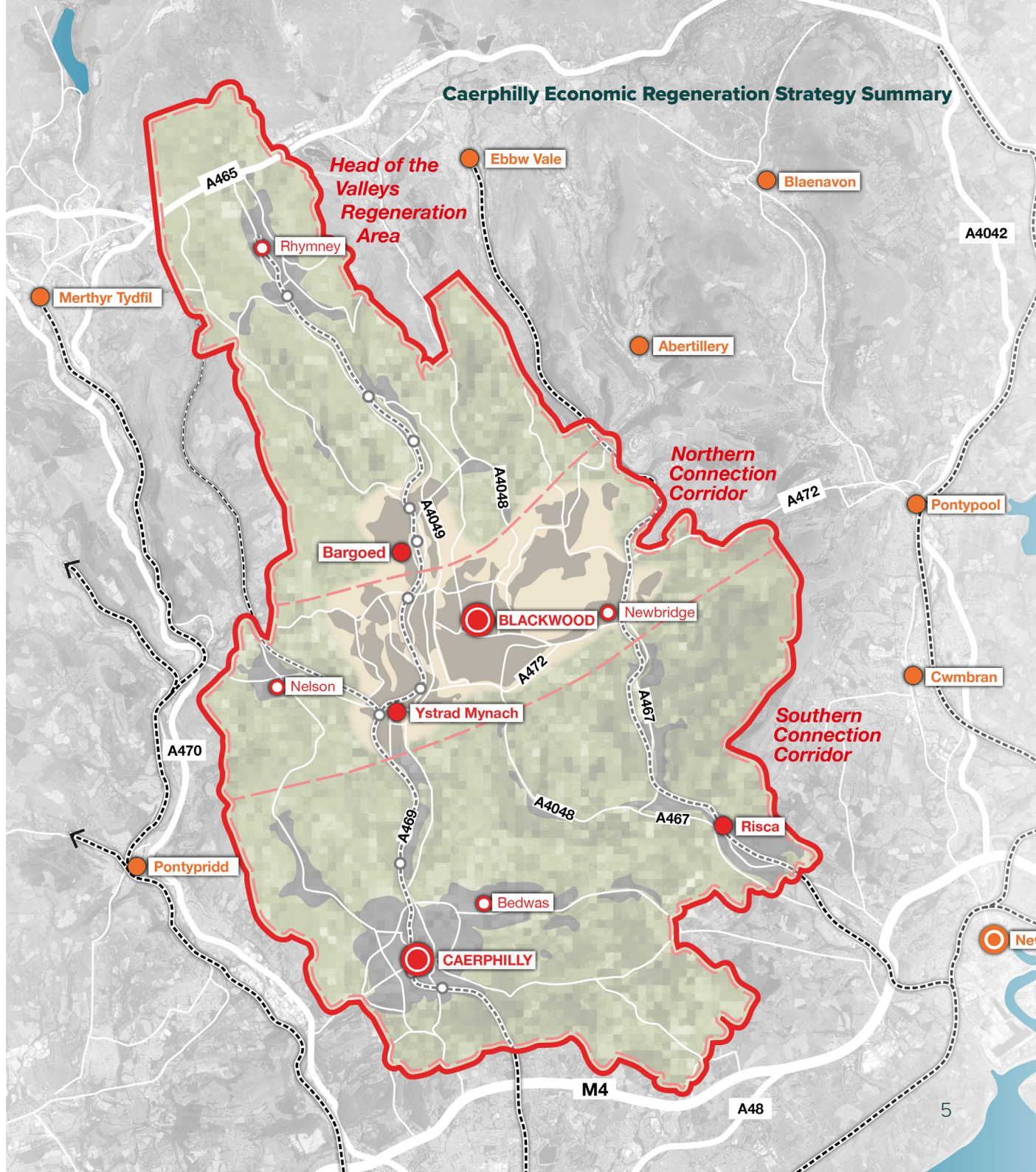
Introduction

This Economic Regeneration Strategy for Caerphilly County Borough is intended to **“Nurture Future Success”** and guide local economic growth to 2035.

It builds on the previous strategy which provided the “Foundation for Success” and has directed local economic priorities since 2018. Whilst much has been achieved, the new strategy also now responds to the post Covid challenges and the recent cost of living crisis affecting our communities and local businesses.

The Strategy complements a broad range of local policy and delivery programmes and responds to the wider ambitions and economic potential of Caerphilly County Borough in context of the Cardiff Capital Region; including the Northern Valleys Initiative to encourage private sector investment.

As before, the Strategy will help coordinate not just the actions of the Council but a whole, multi-agency approach and commitment from partners to maximise the benefits for the County Borough and **nurture its future success.**



The Challenges



The Challenges

The Strategy has been prepared following extensive data analysis and stakeholder dialogue to explore the current challenges and future opportunities for Caerphilly County Borough.

Caerphilly County Borough's economy is based on a strong manufacturing sector supported by a solid foundational economy in its towns and villages. The manufacturing sector is broad and has proven resilient through recent economic volatility.

The county borough has an array of important assets, such as its landscape features and cultural sites such as Caerphilly Castle. Centrally located within the Cardiff Capital Region and with strong links to the M4 and South Wales Metro, Caerphilly County Borough is well placed to take advantage of regional growth and development.

However, Caerphilly County Borough also has significant challenges, including some embedded generational challenges that are holding the area back. There remain areas of significant deprivation, especially in the north of the county borough, which perform poorly in terms of education, employment, health and access to services.

Furthermore, connectivity within the county borough and east/west across the Valleys is inefficient and does not enable some parts of the community to have sufficient access to employment, education and services.

Availability of employment and housing sites is also limited, with key allocations not coming forward in a timely manner due to infrastructure and viability constraints.

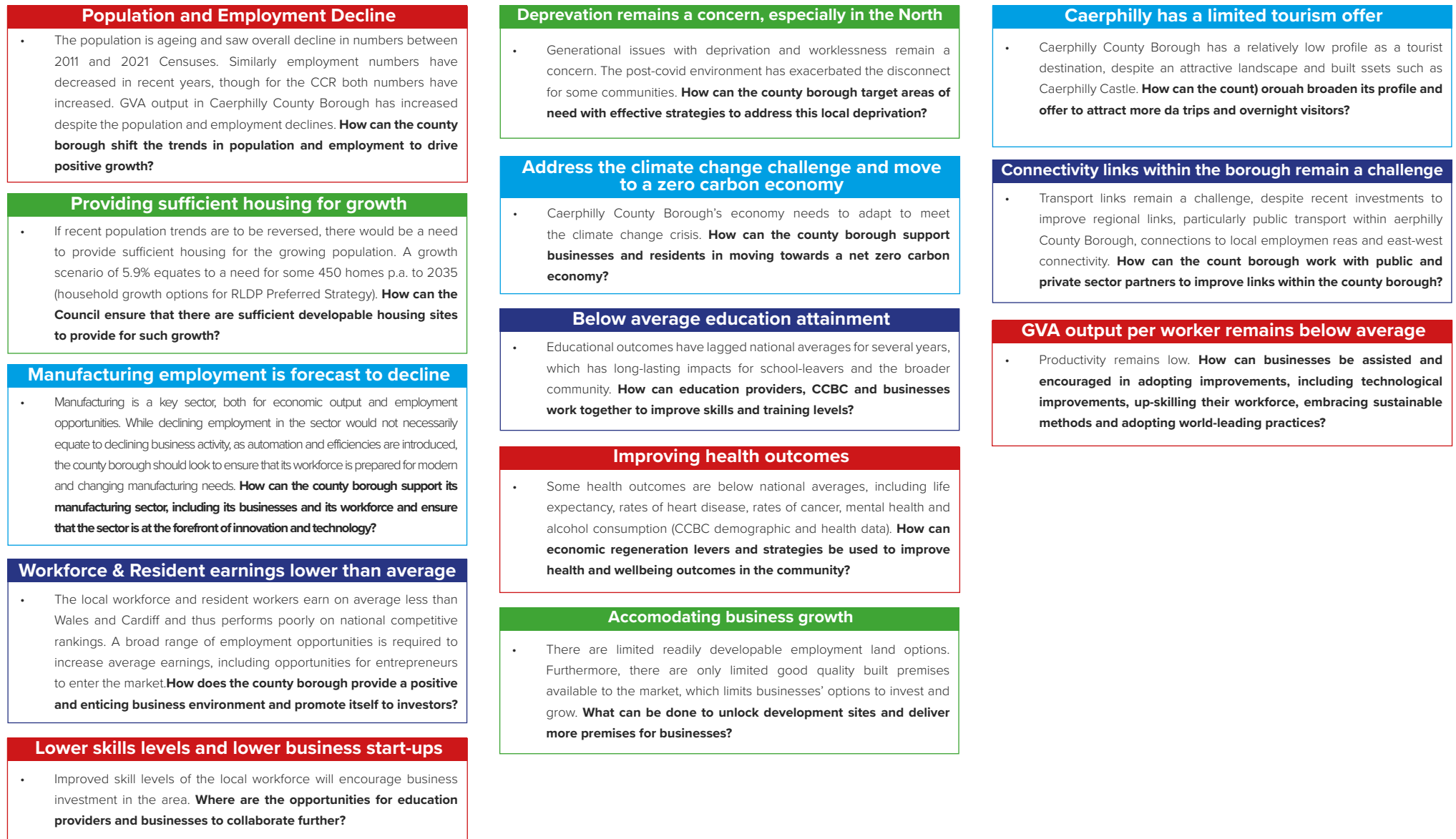


Figure 1 Key Challenges for Caerphilly County Borough

The Vision & Strategic Framework

A strategic framework to **Nurture Future Success** has been established to respond to the sustained challenges facing Caerphilly County Borough over the next decade or so.

This is structured around a clear **Vision** for the future of Caerphilly County Borough with action driven through three distinct but interlinked **Strategic Themes** of:

- People
- Place
- Prosperity

Each theme is designed to create the conditions for economic growth and are also guided by **two overarching objectives** of sustainability and connectivity which is the lens through which delivery will be prioritised. The approach complements the five wellbeing goals of the Council's Corporate Plan;

- Enabling our children to succeed in education (People),
- Enabling our residents to thrive (People, Place, Prosperity),
- Enabling communities to thrive (Place, Prosperity, Connected),
- Enabling our economy to grow (Prosperity),
- Enabling our environment to be greener (Sustainable, Places).

Vision

Caerphilly County Borough will be a more prosperous, resilient, healthier, sustainable and more equal place with strong cohesive communities where everyone is empowered to participate and make a difference, where local achievements are celebrated, and visitors are welcomed, and residents are proud to say where they are from.

Over-arching Objectives

Sustainable



Connected



Creating Conditions for Economic Growth through:

Strategic Themes

People

Place

Prosperity

Figure 2 Caerphilly Borough In Cardiff Capital Region

Delivering The Actions

The vision highlights pride and celebration of the whole county borough and its communities. Realising this vision will demand wide ranging actions to address both broad strategic change, in collaboration with regional partners, as well as at a county borough wide level; together with grassroots, locally focused and community based actions.

The Council will play an important coordination and facilitation role in delivering the Economic Regeneration Strategy and will seek to prioritise resources recognising the need for consistent long-term efforts.

Several of the proposed actions can potentially proceed through existing Council budgets and processes. However, many actions require additional resources and will depend on future funding opportunities.

The delivery strategy is developed within the Strategic Framework outlined in the previous chapter – three themes of People, Place and Prosperity with overarching objectives of Sustainability and Connectivity across the three themes.

The realisation of this Economic Regeneration Strategy will significantly address the challenges identified for Caerphilly County Borough and provide meaningful improvements on those measures.

The actions proposed are understandably ambitious and are designed to have the most benefit in driving change. All actions have been ranked 1-4 in order of priority:

Critical project with substantial benefits in unlocking growth for the County Borough

High priority for, with significant benefits across the County Borough

Medium priority, with significant benefits for specific localities or sectors within Caerphilly County Borough.

Low priority, with localised benefits and/or less likely for longer-lasting impacts.

The timings for the projects are estimates based on how soon each project could and should be implemented and is based on the following guide:

- **Short term:** commencement within 1 year
- **Medium term:** commencement 2-5 years
- **Long term:** commencement 6-10 years

Some projects will take several years to complete, whereas other projects proposed will be able to be completed within weeks or months.

The action plans include guidance on monitoring and evaluation of the proposed interventions.



People

The strategy under the People theme is driven by the following ambitions:

- Communities are connected, celebrated and valued by residents.
- The workforce is skilled, engaged and motivated.
- People are inspired to learn and engage with education and training to realise their potential.

In achieving these ambitions, the Council will work with local groups to build engagement and involvement with local communities. Community pride events can be low-cost means of bringing residents together and allowing local community groups to engage with local residents. It is envisaged that town and community councils will lead many of these events with support from the County Borough Council.

Targeted programmes of support for local people are proposed, including helping people gain fundamental employability skills and bespoke support for long-term unemployed. The Council will have a leading role in this and connect with secondary schools, colleges, service providers and business representatives. Programmes that bring education providers and businesses closer together will help to ensure that school and college leavers have skills that are in demand by businesses.

It is recommended that a programme of business leaders undertaking talks in schools and colleges would be beneficial in explaining expectations and opportunities for school leavers in the workforce. Students being able to see business leaders and hear their success stories

and the opportunities in Caerphilly will help to raise the ambitions for youths.

Connectivity between local communities and employment nodes, including industrial estates and town centres is critical in improving employment outcomes for residents. Local public transport options must be appropriate to meet workforce needs, including for shift and casual workers.



People Action Plan

Strategic Theme: People Action Plan							
People Ambitions for Caerphilly County Borough		<ul style="list-style-type: none"> Communities are connected, celebrated and valued by residents The workforce is skilled, engaged and motivated People are inspired to learn and engage with education and trainings to realise their potential. 					
Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Improve employability skills	Work with education providers, business representatives and CCR to understand employability skills gaps and design programmes to improve employment outcomes in local workforce and school-leavers.	<ul style="list-style-type: none"> Analyse baseline data already being collected to identify areas of concern / shortfall in data being collected. Undertake a survey of local businesses to identify key concerns regarding labour availability, employability and skills. Design targeted programmes based on the outcomes of the survey that look to improve employability skills that can be applied in high schools and for long-term unemployed schemes. One-on-one support meetings for long-term unemployed, including pre-employability support, including soft skills and engagement with people. Local business leaders to undertake seminars within high schools and colleges to explain to students what businesses are looking for in employees. 	CCBC Partners: Primary schools Secondary schools Coleg Gwent Coleg Y Cymoedd CCR CBC	CCBC Education provider budgets Private sector Shared Prosperity Fund / successor funding Personal Learning Accounts Welsh Government ReAct Plus DWP	<ul style="list-style-type: none"> Establish outcome indicators from the baseline research & survey Track take-up of new programmes via College reporting Monitor employment outcomes for school & college leavers with support from partners Capture employer feedback as part of wider business engagement Capture number of individuals supported via Employment Team – 1-2-1 support for long term unemployed and pre-employability Monitor numbers of young people not in education, employment or training (NEET) 	Medium term	3

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Improve skills capacity in key growth sectors	Work with business and education partners to expand and update skills in key growth sectors (e.g. manufacturing, green economy, Medtech) to ensure that businesses in the area can be at the cutting edge of their sectors.	<ul style="list-style-type: none"> • Increase capacity of places in further education for green economy skills, including construction, maintenance, installation, technology development. • Design targeted programmes to address skills gaps in key sectors – advanced manufacturing, Medtech, creative, digital sectors – delivered by employment team. • Promote to businesses the support opportunities available through CCR and WG for businesses to improve workforce skills. • Work within the CCR's Regional Economic and Industrial Plan framework to support clustering of key sectors and to secure research funding. • Encourage bespoke business/ education partnerships to provide targeted skills programmes suitable for local operators. 	<p>CCBC</p> <p>Partners:</p> <p>FE/HE in Borough and wider CCR</p> <p>CCR</p> <p>WG</p>	<p>CCBC</p> <p>Education provider budgets</p> <p>Private sector</p> <p>Shared Prosperity Fund / successor funding</p> <p>WG</p> <p>CCR</p>	<ul style="list-style-type: none"> • Track take-up of new programmes and partnerships via FE/HE reporting • Capture employer feedback as part of wider business engagement • Monitor sectoral jobs and occupation data 	Medium term	2

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Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Improve co-operation between skills and education providers, employers and Council	Work through the Cardiff Capital Region Skills Partnership to promote a regular dialogue and collaboration between stakeholders with the objective of ensuring that in-demand skills are being met by education providers.	<ul style="list-style-type: none"> Establish a working group with representatives of the stakeholders to identify local training gaps and means of addressing the gaps. Explore options for bespoke training schemes within education providers for businesses to upskill their workforce. Business leader seminars in schools and colleges to inspire and raise ambitions of students. 	CCRSP Partners: CCBC Secondary schools FE/HE in Borough and wider CCR CBC	CCR CCBC Education provider budgets Private sector WG Shared Prosperity Fund & successor funding	<ul style="list-style-type: none"> Monitor & track changes to programme delivery through College returns Monitor employment outcomes for school & college leavers with support from partners Review ONS and other published data on hand to fill job vacancies at regional level 	Short term	2
Improve connectivity across the Borough to support employment opportunities and travel	Continued improvements to local public transport network to ensure that it is suitable for local residential and workforce needs.	<ul style="list-style-type: none"> Work with operators and partners to ensure that local bus timetables are appropriate to service town centres and employment areas, including for shift workers and the evening economy. Work with local businesses to identify areas of most need for improvements. Prioritise local improvements on east-west connectivity. Advertise improvements to network throughout Borough to encourage increased take-up. 	CCBC Partners: TfW WG CCR	TfW Transport operators WG	<ul style="list-style-type: none"> Monitor timetable changes and frequency of services Capture ticketing data from TfW to monitor use 	Medium term	2

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Community pride events	Undertake a series of local community pride events that brings people to the town and village centres and engages community groups. Use town centre square, parkland or common areas in the towns and villages. Town and community councils to identify specific sites, types of events, timing and scale.	<ul style="list-style-type: none"> • CCBC to engage with Town and Community Councils to coordinate options for community pride events. • Encourage Town and Community Councils to devise and plan community pride events for their local area, with focus on showcasing and fundraising for community and sporting groups. • Promote events through local media, tourism channels, social media 	<p>Town and Community Councils</p> <p>Partners:</p> <p>CCBC</p> <p>Local community and sporting groups</p>	<p>Public sector funding</p> <p>Business sponsorships</p> <p>Volunteering</p>	<ul style="list-style-type: none"> • Include pride in place questions in wider Citizen Surveys and monitor changes over time. • Capture attendance numbers at events either through ticketing or sample counts • Seek feedback on events from participants and local businesses to assess wider benefits. 	Medium	4

Caerphilly Economic Regeneration Strategy Summary

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Support programmes for long-term unemployed	<p>Targeted programmes to assist long-term unemployed to upskill, become work-ready and enter the workforce.</p> <p>Expand capacity of teams within CCBC to provide further bespoke support for long-term unemployed, identifying particular barriers for individuals and means of overcoming obstacles.</p>	<ul style="list-style-type: none"> • One-on-one support for long-term unemployed in local centres. • Pre-Employability Support for those furthest away from the labour market • Support to overcome barriers to employment, i.e. Childcare, basic skills, travel, work wear, etc • Business Liaison Officer to support with ringfenced opportunities. • Confidence building, support to access other agencies - access to mental health support, upskilling, retraining • Support to access essential skills • 1-2-1 support to provide 8-week paid CCBC work placements and opportunities for - Volunteering / Work Experience via The Academy • Review budget and resources available to CCBC to provide increased one-on-one support for long-term unemployed. • CCBC to explore further partnership opportunities with third sector/community groups to provide pathways to employment. 	<p>CCBC</p> <p>Partners:</p> <p>DWP</p> <p>Third Sector</p> <p>Education providers</p>	<p>Shared Prosperity Funding & successor funding</p> <p>Welsh Government C4W+</p> <p>DWP</p> <p>Public sector funding</p>	<ul style="list-style-type: none"> • Monitor numbers of people engaged with programmes. • Track individual progress and feedback improvements • Monitor NEET numbers 	Short term	2

Caerphilly Economic Regeneration Strategy Summary

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Promote career and development opportunities in Caerphilly Borough for youths	Ensure that Caerphilly's youths are aware of the opportunities within Caerphilly Borough and inspired to realise these opportunities.	<ul style="list-style-type: none"> • Provide funding for colleges to support Caerphilly residents to remain engaged with FE programmes. • Promote training and apprenticeship opportunities in local high schools (all year levels) to inspire students as to post-student opportunities. • One-2-one support for those at risk or disengaging with education, apprenticeships or other training, including mentoring programme. 	CCBC Partners: Colleges and high schools CBC	Shared Prosperity Fund & successor funding	<ul style="list-style-type: none"> • Monitor NEET numbers • Monitor apprenticeships 	Short term	1
Increase provision of social care for the elderly and people with disabilities	Current levels are inadequate in all sectors (public, private and voluntary) and there is an urgent need for more care places.	<ul style="list-style-type: none"> • Identify locations of chronic need. • Work with providers to identify and address obstacles to further provision. • Identify vacant buildings that could be repurposed for social care provision. • Work with providers to identify further opportunities for care in home solutions. 	CCBC Partners: Care providers NHS	UK WG NHS Private sector	<ul style="list-style-type: none"> • Monitor places and waiting lists 	Short term	1

Place

The ambitions for the Place theme are:

- Caerphilly is an attractive place to live, visit and work.
- Towns and villages are well connected with strong links within the Borough and the wider region.
- The town centres are vibrant and diverse hubs of activity.
- Caerphilly's landscape is protected and supports recreation and leisure activities.

The town centres are key elements defining the characteristics of Caerphilly County Borough and it is critical that they are vibrant and successful. It is recommended that the local villages and town centres are supported through actions to reduce vacancy levels, increase activity and footfall, diversify use types, improve connections to the local catchments and improve the promotion of the centres. Several of these elements would be promoted through the placemaking plan process and this Economic Regeneration Strategy supports and is consistent with this planning. It is recognised that smaller centres are not proposed to have placemaking plans and it is considered that there are opportunities for mini placemaking plans appropriate to the scale of smaller centres.

Activity and diversity of the centres can be improved through a range of mechanisms. It is recommended that further housing within and adjacent to town centres is provided, which will add to the overall housing stock (which is needed) as well as providing more footfall and potential users of the centre. A targeted programme to reduce vacancy levels is recommended, which will

include working with landholders to explore temporary and flexible arrangements for uses of the units, as well as encouraging landholders to improve shopfronts to make the high streets more attractive to potential users. Town centre events/festivals/markets are also recommended to increase activity within the centres through low-cost interventions. Town centres are increasingly important as nodes for uses other than retail and encouraging other uses (e.g. GP clinics, workspaces, restaurants/cafes) into the centres will have benefits for all occupiers.

It is important that the local catchment can easily, conveniently and sustainably access their local centres and improvements to the local public transport network is important, with the improvements matched to the functionality and use times of the town centres, as well as to the wider Metro Plus network.

The Place theme supports interventions outside of the town centres, including unlocking greenfield housing sites that are allocated, but are not coming forward. Council will work with landholders, developers and Welsh Government to overcome the planning and development obstacles, help to secure funding and facilitate the delivery of further housing.

The landscape assets are an underutilised feature of the county borough and provide opportunities for recreation, rural enterprises and tourism. The Economic Regeneration Strategy supports sensitive and appropriate use of the rural landscape and the promotion of the assets for residents and visitors.



Caerphilly Economic Regeneration Strategy Summary

Strategic Theme: People Action Plan							
Place Ambitions for Caerphilly County Borough				<ul style="list-style-type: none"> • Caerphilly is an attractive place to live, visit and work. • Towns and villages are well connected with strong links within the Borough and the wider region. • The town centres are vibrant and diverse hubs of activity. • Caerphilly's landscape is protected and supports recreation and leisure activities. 			
Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Deliver more houses	Continue to work with landholders, developers and Welsh Government to deliver housing sites and ensure the LDP housing allocations can be delivered.	<ul style="list-style-type: none"> • Continue to prepare Council-owned sites as readily developable sites for the open market by developing enabling infrastructure and ensuring planning is in place. • Engage with private landholders of allocated sites to gauge development interest, ability to bring forward, understand obstacles to development, planning support and discuss opportunities for partnerships. • CCBC to have a facilitator role between private landholders and potential development/ funding partners • Bring vacant houses back into occupation through the Private Sector Empty Homes Strategy • CCBC to continue to invest in improving the housing stock in its ownership. • In partnership with developers, undertake a study to identify leading examples of best practice funding and delivery solutions for housing projects that could be applied within the Borough. 	CCBC Partners: WG Landholders Developers Housing associations	Council borrowing WG funding Landholder investment CCR housing gap funding Housing associations	<ul style="list-style-type: none"> • Review the LDP Annual Monitoring Report on housing delivery. • Seek feedback on actions to unlock/accelerate delivery through developer forums 	Short term	1

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Increase homes in town centres	Increase the activity within town centres through increasing the resident population living in centres. This will help to make the town centres more people-focused.	<ul style="list-style-type: none"> Identify housing needs within Caerphilly Borough that could be accommodated within/ adjacent to town centres (e.g. private market, social housing, specialist accommodation) Identify town centre sites that could be developed for housing, including mixed-use schemes, using Placemaking Plans and in consultation with landholders. Identify upper-level units that are underutilised and could be developed/refurbished for flats. Work with housing associations and private sector to deliver town centre housing, including identifying brownfield sites and buildings appropriate for reuse and opportunities for development partnerships to bring forward social and private sector housing. 	<p>CCBC</p> <p>Partners:</p> <p>Landholders</p> <p>Housing associations</p> <p>Developers</p>	<p>Housing association funds</p> <p>Landholders</p> <p>CCR housing gap funding</p> <p>Transforming Towns</p> <p>Strategic acquisitions</p>	<ul style="list-style-type: none"> Review proposals/ opportunities identified in Placemaking Plans Monitor progress through the LDP Annual Monitoring Reports 	Short term	3

Caerphilly Economic Regeneration Strategy Summary

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Target vacant town centre commercial units for regeneration	Investigate opportunities with building owners to bring back vacant retail units into use through the promotion of a scheme (which could incorporate financial incentives / planning flexibility) to provide a network of collaboration spaces, creative spaces, pop-up enterprises, galleries, street food, etc. which could add vibrancy to underutilised areas.	<ul style="list-style-type: none"> Engage with landholders to encourage flexible and temporary uses of vacant retail units, including third sector, creative sector, business start-ups and pop-up uses. Maintain Empty Properties database of local vacant units available for occupation, with Economic Development to promote to local businesses looking for space. Identify units with potential for reorientation of uses, including for homes Engage community and art organisations to identify needs for short term spaces. Update planning policies to support flexibility. Promote available grants and support schemes for businesses to refurbish and occupy empty units. Investigate opportunities for Local Development Orders to drive growth. Strategic acquisitions Utilise enforcement actions to compel owners of long-term vacant units to cooperate. Work with WG to streamline Transforming Towns funding delivery. 	<p>CCBC</p> <p>Partners:</p> <p>CBC</p> <p>Landholders</p> <p>Developers</p>	<p>Transforming Towns</p> <p>Shared Prosperity Fund & successor funding</p> <p>Caerphilly Enterprise Fund</p> <p>Business sponsorships</p> <p>Landholder investment</p>	<ul style="list-style-type: none"> Town Centre vacancy rates reported on through the LDP Annual Monitoring Report and Empty Properties database Analyse Smart Towns data 	Short term	3

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Promote town centres	Promote town centres to users, businesses and investors in a multi-pronged approach to increasing the profile of the town centres as places to use, operate a business from and invest in.	<ul style="list-style-type: none"> • Prepare a programme/ marketing campaign to reengage local communities to their town centres and highlight the opportunities from the Placemaking Plans. • Promote database of local vacant units available for occupation (see above) to local businesses, including start-ups. • Prepare/update/maintain social media profiles for each principal centre, to be rolled out to all centres if successful. • Prepare an online restaurant/ pub guide for Caerphilly to promote all such venues across the centres. • Prepare a prospectus that promotes the range of investment opportunities in Caerphilly's town centres. • Use SMART Towns data to identify and track performance of town centres and use trends data in promotion documents. • Link promotion of town centres to overall visitor promotion of the Borough, including coordination of digital promotions/profiles. • Use LoRaWan technologies to encourage innovative interactions with town centre users and businesses. 	<p>CCBC</p> <p>Partners: Placemaking Plan teams Landholders</p> <p>Caerphilly Tourism Association</p> <p>Visit Caerphilly</p>	<p>Transforming Towns</p> <p>Shared Prosperity Fund & successor funding</p> <p>Strategic funding</p> <p>Enforcement funding</p>	<ul style="list-style-type: none"> • Town Centre Managers to report annually on town progress against Placemaking Plans / Objectives and vitality of town centres. • Analysis of SMART Towns and LoRaWan data. 	Short term	3

Caerphilly Economic Regeneration Strategy Summary

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Diversify town centre offer	Broaden the range of uses within the town centres to increase local use, increase dwell-times and improve vitality/vibrancy of centres.	<ul style="list-style-type: none"> • Review existing masterplans and strategic plans of town centres to establish current position, what has been achieved and pipeline projects. • Ensure there is sufficient flexibility in planning to allow for a wide variety of uses within the town centres. • Work with local town centre businesses to identify priorities for improvements to local centres. • Encourage landholders to allow temporary uses of vacant spaces, including flexible rent arrangements and low rent options for start-up enterprises. • Undertake an incentive programme or competition to upgrade shopfronts. • Expand in-centre events calendar, including weekly, seasonal and annual events/ festivals/markets geared to local communities. • Collaborate with local high schools/colleges to establish a training restaurant within a town centre. • Work with NHS and GPs to encourage increased provision of GPs/clinics within town centres. • Encourage places for out-of-office working within town centres, including flexible workspaces, cafes, shared spaces. 	<p>CCBC</p> <p>Partners: CBC</p> <p>Landholders</p> <p>Education providers</p> <p>Business incubation and support providers</p>	<p>Transforming Towns</p> <p>Shared Prosperity Fund & successor funding</p> <p>Caerphilly Enterprise Fund</p> <p>Business sponsorships</p> <p>Landholder investment</p>	<ul style="list-style-type: none"> • LDP Annual Monitoring Reports • Town Centre Manager reports on vibrancy • Analysis of Smart Towns data 	Medium term	2

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Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Strategies for smaller town centres not covered by placemaking plans	Prepare mini placemaking plans for smaller town centres, appropriate for the scale and functions of the centres.	<ul style="list-style-type: none"> Roll-out of mini placemaking plans, with focus on improving public realm, functionality and vibrancy of local centres. 	CCBC Partners: Local communities Town and Community Councils	Shared Prosperity Fund & successor funding	<ul style="list-style-type: none"> Review progress as part of Economic Regeneration Strategy Annual review 	Medium term	4
Develop and promote tourism opportunities	Maximise the value added by CCR CJC, with particular regard to the Northern Valleys Initiative and the regional co-ordination of tourism marketing. Continue to work together with Southern Wales Tourism partners and collaborate with Cadw to support and promote the Castle as the primary attraction in the County Borough.	<ul style="list-style-type: none"> Work with partners in the Northern Valleys Initiative to present a coordinated and integrated approach to marketing and promotion of the area as a visitor destination. Work with Cadw on promotion of Caerphilly Castle upon completion of refurbishment works, including options 	CCBC Partners: Cardiff CJC Adjacent Local Authorities Cadw Caerphilly Castle	Northern Valleys Initiative Shared Prosperity Fund & successor funding Private investment/ partnerships	<ul style="list-style-type: none"> Monitoring of Northern Valleys Initiative programme Visitor survey 	Short term	3

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Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Invigorate local tourism opportunities through re-investment in local infrastructure and assets	Council owned tourism attractions will be adversely affected by ongoing budget cuts in 2024-27, so a programme of re-investment will be required. However, Cwmcaen Forest Drive and Visitor Centre remains a significant destination so the Council should continue to work with NRW to exploit its potential via an ongoing focus on opportunities to engage the private sector. Ongoing maintenance of other assets, including green spaces, verges, highways and leisure facilities will be affected in the same way, so again this should be the focus of increased activity and support when budgets allow.	<ul style="list-style-type: none"> • Maintenance programmes of Council visitor assets and facilities, including landscaping, highways, leisure facilities. • Promote Cwmcaen Forest as a day trip destination, including hiking, cycle opportunities. • Identify partnership opportunities with private sector visitor assets/ businesses to improve infrastructure provision. • Promote town centres as visitor destinations. 	<p>CCBC</p> <p>Partners: NRW</p>	<p>Council budgets</p> <p>Private sector partnerships</p> <p>Shared Prosperity Fund & successor funding</p>	<ul style="list-style-type: none"> • Annual Monitoring 	Medium term	3

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Promote landscape assets	Improve the profile of the landscape assets throughout Caerphilly as leisure/visitor destinations.	<ul style="list-style-type: none"> Promote cycle and walking options through rural landscape, especially National Cycle Network routes (e.g. Darran Valley, Hengoed Viaduct, Three Parks Trail). Improve cycle and leisure drive signage routes throughout Caerphilly. Collaborate with other Valleys authorities on shared promotion programme for day trip visits. Investigate options for digital promotion of landscape assets, including app to support wayfinding and social media coverage. 	CCBC Partners: Adjacent local authorities Cadw NRW Transport for Wales	Shared Prosperity Fund / successor funding Welsh Government Cadw Northern Valleys Initiative	<ul style="list-style-type: none"> Explore potential for biennial visitor survey to capture tourism numbers, satisfaction and key attractions. 	Medium term	3
Integrate local public transport services to Metro Plus network	Continued improvements to integration of network to improve efficiency and usage.	<ul style="list-style-type: none"> Ensure that local bus timetables are integrated with Metro Plus network, particularly around Interchange Hub. Prioritise local improvements on east-west connectivity. Advertise improvements to network throughout Borough to encourage increased take-up. 	CCBC Partners: CCR	Transport for Wales CCR Council budgets Transport providers	<ul style="list-style-type: none"> Monitor in partnership with TfW and bus operators. 	Short term	3

Prosperity

The ambitions for the Prosperity theme are:

- The economy is strong and resilient, underpinned by a robust manufacturing sector and vibrant towns.
- Technological innovation and new ways of working are encouraged and actively supported.
- Centres of employment are connected to local communities with a choice of safe, reliable and sustainable transport options.
- Caerphilly contributes to CCR's economic success through growth in Med Tech, Pharmaceuticals and Advanced Manufacturing sectors.

Caerphilly has a strong manufacturing sector, and this is to be supported and celebrated. Caerphilly County Borough Council should have a facilitation role between local businesses and wider stakeholders – CCR, Welsh Government, UK Government – in promoting the manufacturing sector nationally and internationally and take every opportunity to link with wider partners in promoting the manufacturing strengths, success stories and opportunities within the County Borough.

Further sites and premises are required throughout the county borough to support economic growth, particularly in manufacturing, and to ensure that the county borough does not miss out on investment opportunities. The Council should work with partners to unlock employment sites that have remained undeveloped, identifying obstacles to development and solutions to overcome the obstacles. Caerphilly County Borough Council and Welsh Government should have active roles in the provision of units in demand through a speculative development programme.

Support should be provided for innovation and entrepreneurialism, through targeted schemes to support start-up businesses. This can include a sign-posting role so that businesses and entrepreneurs can easily find information on available services and support. A portfolio of available units suitable for start-up and microbusinesses should be prepared and regularly updated so that operators can easily see that the county borough has attractive options for locations to start a business.

The Council should explore with business and transport partners opportunities for innovative transport options to link the local workforce with employment areas. This could include car-share programmes or on-demand transport or other schemes that would reduce perceived barriers to work and reduce the carbon footprint of commuting.



Caerphilly Economic Regeneration Strategy Summary

Strategic Theme: People Action Plan							
Prosperity Ambitions for Caerphilly County Borough		<ul style="list-style-type: none"> • The economy is strong and resilient, underpinned by a robust manufacturing sector and vibrant towns. • Technological innovation and new ways of working are encouraged and actively supported. • Centres of employment are connected to local communities with a choice of safe, reliable and sustainable transport options. • Caerphilly contributes to CCR's economic success through growth in Med Tech, Pharmaceuticals and Advanced Manufacturing sectors. 					
Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Increase business premises – start-up, grow on, larger units	Address limited supply of units through increasing provision of a range of units to meet needs.	<ul style="list-style-type: none"> • Building on employment land and premises studies and current market indicators, develop a list of unit types that are required by location, priority and size, to meet local and wider needs. • CCBC to undertake audit of existing employment stock within its ownership to identify units for refurbishment/renewal to better meet business needs. • CCBC and WG to speculatively build employment units to meet identified needs. Priorities to be determined through above assessment, but likely to focus on small and mid-sized manufacturing units. • Work with business incubation and support providers to identify opportunities for further SME, small unit, flexible spaces. • Undertake demand and feasibility assessment for creative spaces/ studios which will include identification of scale, types and location of facilities, business models, development partners, operating partners and funding. 	CCBC & WG Partners: Business incubation and support providers Landholders	Public sector borrowing Joint ventures with private sector Institutional investment	<ul style="list-style-type: none"> • Employment land take-up and business space monitored through LDP Annual Monitoring Report • BERT team to monitor business start enquiries and progress to starting up. • Monitor ONS data on business starts/survivorship 	Medium term	1

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Unlock employment sites	Work with partners to unlock employment allocations in public sector ownerships.	<ul style="list-style-type: none"> • Prioritise the Oakdale Plateau sites for development for mid or larger manufacturing uses. • Develop clear and detailed delivery plans for each employment allocation that identifies development pathways, obstacles and solutions to overcome obstacles. Delivery plan should outline budget required to deliver sites. • Steering group with CCBC and WG representatives to be specifically tasked with delivering sites. 	CCBC & WG	Public sector funding	• LDP Annual Monitoring Report	Short term	1

Caerphilly Economic Regeneration Strategy Summary

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Promote and expand Caerphilly County Borough's manufacturing sector	Highlight Caerphilly County Borough's manufacturing strengths and promote the area as a location for manufacturing businesses. Support for existing manufacturing businesses to prosper.	<ul style="list-style-type: none"> • Work with business group partners (e.g. Caerphilly Business Club) to undertake regular networking and professional development events focused on manufacturing in Caerphilly. • Add a manufacturing business category to the annual Caerphilly Business Awards. • Promote Caerphilly's manufacturing success stories in industrial journals and regional and national trade shows. • Economic Development team to continue targeted engagements with local businesses to understand their needs and concerns and to highlight support opportunities. • Join with CCR in targeting UK and European manufacturing conferences to highlight local strengths and growth opportunities. • Within CCR's framework, promote Caerphilly's manufacturing strengths in key sectors of Med Tech, Pharmaceuticals and Advanced Manufacturing. • Promote manufacturing strengths within South Wales Industrial Cluster network. • Establish a taskforce of public sector, business groups and manufacturing representatives, tasked with promoting and supporting the local manufacturing industry. • Promote to local businesses the UK, WG and local innovation, research and development and business support funding options available for manufacturing businesses. • Support and encourage manufacturing businesses to move to zero-carbon technologies, including promoting grants and funding available to businesses in adopting such practices. 	CCBC Partners: CBC CCR WG UK Government SWIC HVM Catapult	Public sector funding Business sponsorships	<ul style="list-style-type: none"> • Monitor and track business enquiries by category 	Medium term	2

Intervention	Description	Delivery Approach	Lead Agencies and Partners	Funding Opportunities	Monitoring / Evaluation	Time-frame	Prioritisation
Support for business start-ups and entrepreneurs	Ensure that those looking to establish a business in Caerphilly are supported and aware of the programmes available.	<ul style="list-style-type: none"> • Update and advertise funding support programmes available to local businesses and start-ups. • Portfolio of locations/units available for business start-ups and microbusinesses to be available and updated on CCBC website. • Prepare and disseminate information package for new businesses to inform them about support, networking, advice. • Support entrepreneurialism by undertaking networking/ partnering events between local entrepreneurs and seed funders/ venture capitalists. • CCBC to promote Caerphilly as a location for rural business opportunities. 	<p>CCBC</p> <p>Partners: Business incubation and support providers</p> <p>Business Wales</p>	<p>Shared Prosperity Fund & successor funding</p> <p>Caerphilly Enterprise Fund</p> <p>Rural Community Development Fund</p>	<ul style="list-style-type: none"> • Business support team to monitor business start enquiries and progress to starting up. • Monitor ONS data on business starts/survivorship 	Medium term	3
Innovative transport options (e.g. car share, on-demand transport)	Explore with partners opportunities for innovative transport options to link residential areas with employment nodes throughout Caerphilly.	<ul style="list-style-type: none"> • Bring together business representatives, transport representatives and public sector agencies to explore ideas and opportunities for local transport options. • Commission a study looking at national and international case studies for on-demand transport and other innovative options that could be applied to the county borough. 	<p>CCBC</p> <p>Partners: Businesses</p> <p>Transport operators</p> <p>Voluntary sector</p> <p>Community groups</p>	<p>Shared Prosperity Fund & successor funding</p> <p>Business sponsorships</p>	<ul style="list-style-type: none"> • Feedback on business discussions • Monitor progress of identified initiatives • Capture feedback from citizen panels 	Long term	3

CCBC – Caerphilly County Borough Council CBC – Caerphilly Business Club WG – Welsh Government SWIC – South Wales Industrial Cluster
CCRSP – Cardiff Capital Region Skills Partnership TfW – Transport for Wales NRW – National Resources Wales



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