A Foundation for *Success*

Regeneration Strategy 2018 - 2023

Approved July 2018

CAERPHILLY COUNTY BOROUGH COUNCIL
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Executive Summary

A Foundation for Success has been developed to provide a platform for the continuing transformation of Caerphilly County Borough for the next 5 years up to 2023.

Caerphilly County Borough and the wider Cardiff Capital Region is entering a period of transformative change, the need for a strategy to coordinate regeneration initiatives and capitalise upon funding streams is urgent in order to maximise the benefits to the county borough.

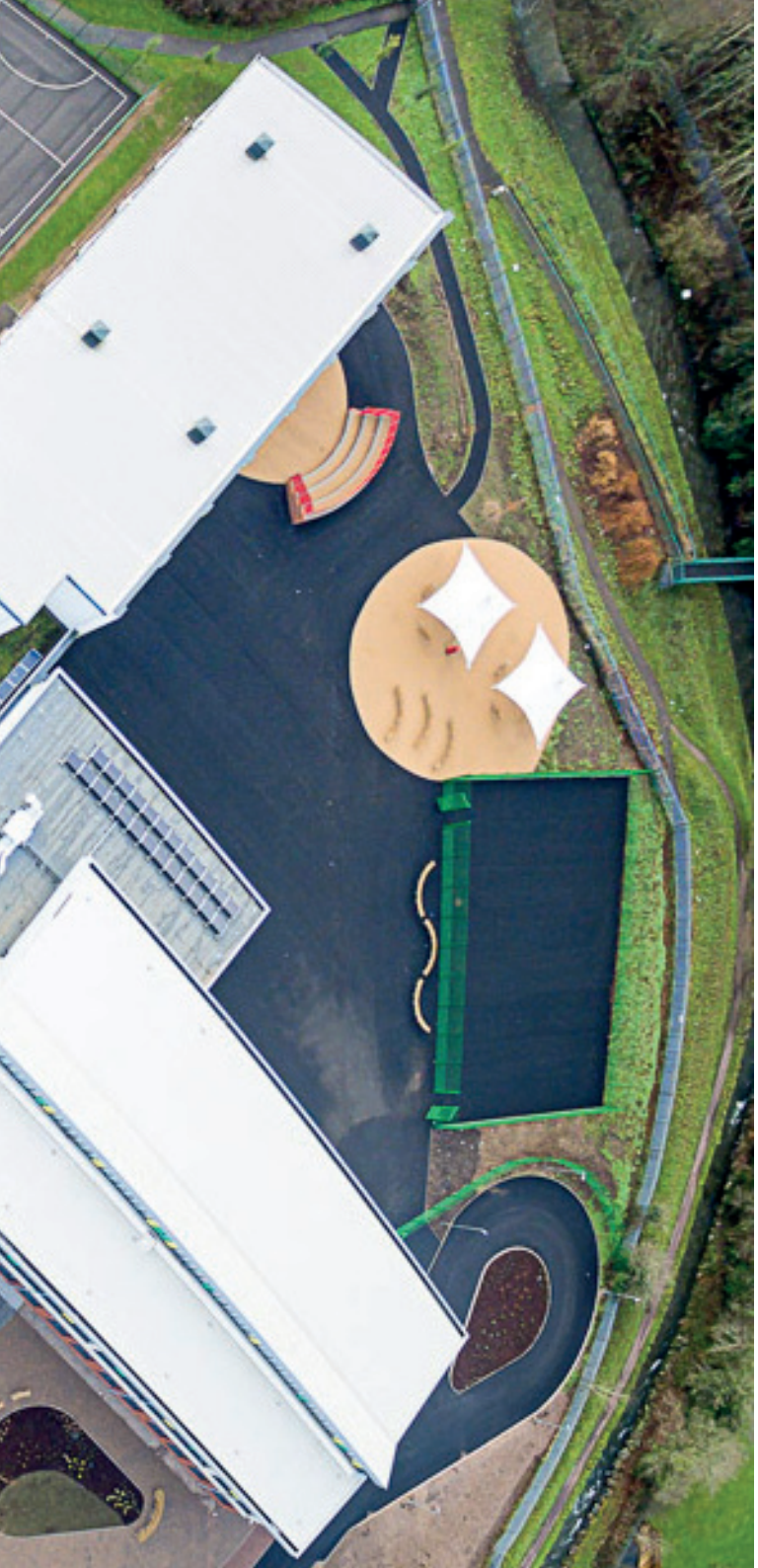
The signing of City Deal and the Cardiff Capital Region Investment Fund signals an unprecedented investment of £1.2 billion, to support the region's economic growth. The investment fund will be used to take forward a wide range of projects and schemes that contribute toward economic growth. Allied to this is the commitment from the Ministerial Taskforce for the South Wales Valleys, detailed in the publication of 'Our Valleys, Our Future', a high level plan that sets out strategic priorities for the region and which is supported by £100 million of Welsh Government investment over 10 years.

In order to benefit from the transformative change in the wider Cardiff Capital Region with the investment of City Deal, the Valleys Taskforce and further funding streams, it is necessary to set out the strategic priorities for the regeneration and enhancement of Caerphilly County Borough, identifying opportunities that will make the county borough more prosperous, healthier, resilient and equal and setting priorities that align and enhance with regional work and are readily capable of being realised.

The strategy recognises that there are many routes to realising transformational change and whilst investment in key projects in high-growth, high-visibility sectors within the region that focus on raising gross value added are important, the role of the Foundational Economy (FE) should not be underplayed. The Foundational Economy relates to those sectors that supply our everyday economic and social needs where demand is localised, universal and permanent, such as childcare, social care, food, retail, energy and housing. Significantly, these sectors generally represent 40% of the labour market across the UK.

This Strategy concentrates on 4 strategic themes, namely: **Supporting People; Supporting Business; Supporting Quality of Life; and Connecting People & Places.** These themes will set out the broad principles for regeneration and the strategic priorities to be tackled under each, in order to meet the strategy vision by 2023.

Y Gwyndy, Caerphilly



Background

"People, Business, Places" is the Regeneration Strategy that was produced for the County Borough by Navigant Consulting on behalf of the Council in 2010. This was supported by an Action Plan that expired in 2013. The Strategy and Action Plan are now outdated and the projects and actions contained within it, have either been implemented or are no longer relevant.

The economic challenges faced by the County Borough and the wider region in the intervening period have been significant and varied. The continually changing economic landscape, including the implications of Brexit on trade and European funding are yet to be fully known. However, the need for a dynamic and progressive community and regeneration action plan to help communities and business prosper is critical, with local government facing ever decreasing resources. The need for a new Regeneration Strategy therefore has become urgent.

This new strategy entitled *"A Foundation for Success"* is set amidst a changing landscape of unprecedented investment opportunities on one hand and austerity measures on the other, where there is a pressing need to 'do things differently' with limited resources. The Strategy provides the opportunity not only for the Council to coordinate its own activities to support the regeneration of the county borough, but equally as important it involves a multi agency approach and a commitment from partners to coordinate activity in order to achieve cost effectiveness, reduce duplication and maximise the benefits to the County Borough.

Introduction

A Foundation for Success provides a framework for the future regeneration of Caerphilly County Borough. It ensures that maximum regeneration impact is realised from any major development projects and programmes, making certain that individual proposals are developed so that they contribute to the effective regeneration effort and benefit of the County Borough. It will ensure that links are forged with the opportunities that are being created in the Cardiff Capital Region, and that mainstream Council services are orientated to best serve regeneration objectives, whilst linking with the well-being goals identified in the Well-being of Future Generations (Wales) Act 2015; the aim being to make Caerphilly County Borough a more prosperous, resilient, healthier, more equal place with strong cohesive communities.

This is only the beginning; A *Foundation for Success* has been the subject of wide ranging consultation with the community, business and key stakeholders. It has now been approved by council, and further work will commence to deliver the detailed Delivery Plan.

A strategic vision and an up to date, sharply focussed, robust policy framework with clear priorities will help partners, government, neighbouring local authorities, regional bodies, the business community and residents understand how we can work together to coordinate the regeneration and economic development efforts for Caerphilly County Borough.

A Foundation for Success translates strategic priorities into an operational document, enabling the Council and its partners to exploit funding opportunities as they arise. It is supported by a robust evidence base that provides the context and latest social and environmental data for the County Borough.

The evidence base, builds upon, and is informed by, the work undertaken by the Public Services Board and other departments within the Council. A Foundation for Success' has been developed and has regard for the seven well-being goals set out within the Well-being of Future Generations (Wales) Act 2015 and has been informed by the five ways of working (see Appendix 1).

The strategy is one of a family of documents and does not seek to duplicate other relevant Council strategies. The context and evidence base is illustrated in Figure 1, which demonstrates the change in both the local and regional policy context from 'People, Business, Places 2010' to the new strategy *'A Foundation for Success 2018'.*

The Strategy is one of a suite of documents which includes:

- **The Evidence Base:**
  This is the document containing the

baseline data, set out under strategy themes, providing the context and latest economic, social and environmental data for the County Borough. This provides the benchmark from which the impact of the Strategy can be monitored.

- **The Approved Strategy:**
  A Foundation for Success is the operational document that sets out the strategic priorities for regeneration.

- **The Delivery Plan:**
  This contains projects, initiatives and strategies aimed at delivering the actions identified under each theme of the strategy. The nature of the actions and interventions differs considerably, from small scale projects through to major and complex capital programmes. The purpose of the delivery plan is to develop programmes and projects to make them more readily implementable in order to fully exploit funding opportunities as they arise.

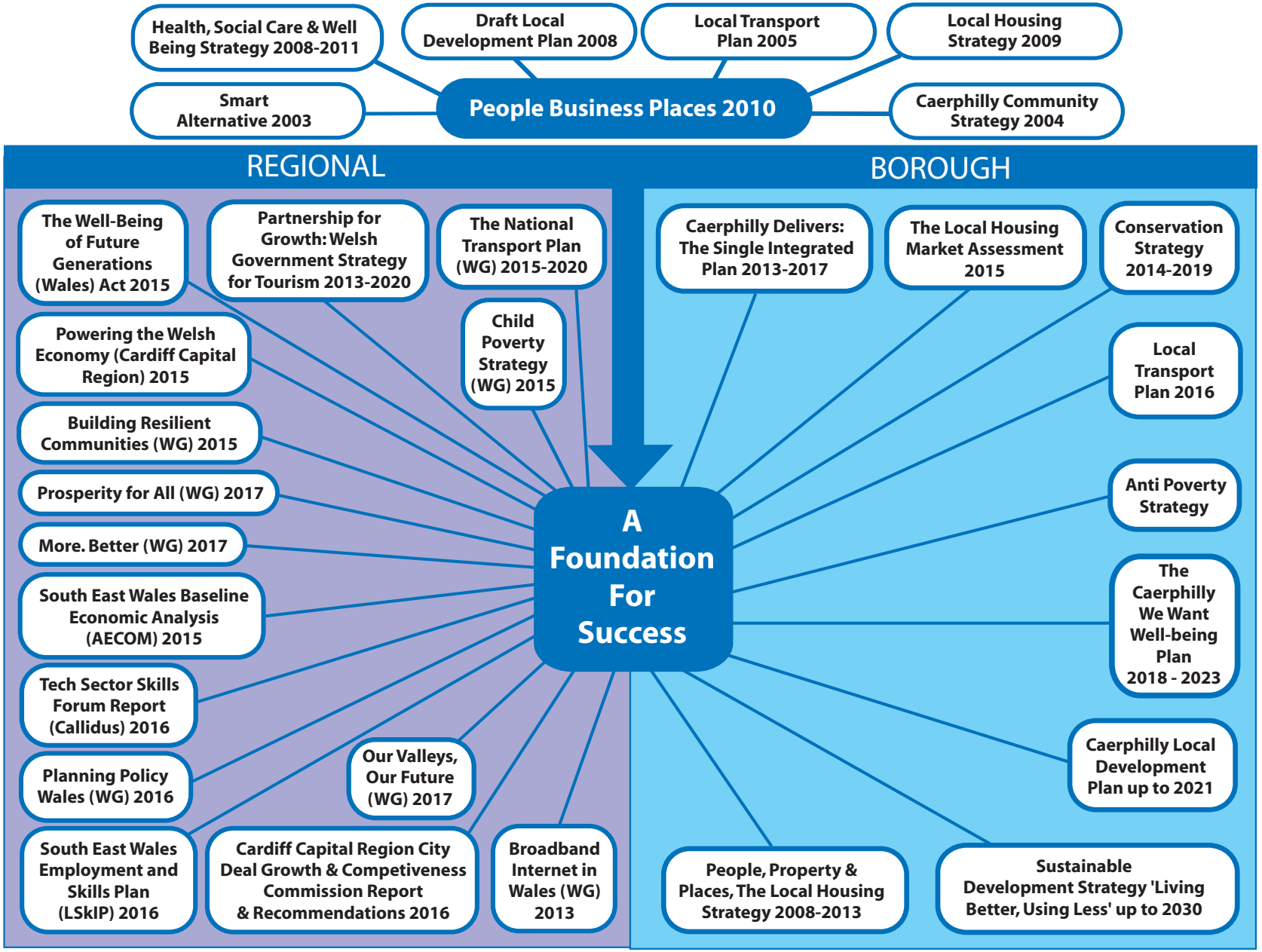


Figure 1: Changing Policy Context

The Challenges

Whilst significant progress has been made in terms of regenerating the physical infrastructure of Caerphilly County Borough, there is still a need for progress to be made to address the long term structural socio-economic problems of the area. The challenge is how to generate growth in the economy that benefits every one of our citizens and which in turn eradicates low pay, inequality and worklessness.

A strategically coordinated approach to investment is required that: links investment decisions with targeted outcomes; and focuses on an unwavering approach to tackle some of the most deep seated issues that the county borough is facing.

The continuing challenges for Caerphilly are:

- Reducing poverty, Caerphilly County Borough has 110 Lower Super Output Areas (LSOAs), 14 of which are within the most deprived 10% in Wales;
- High levels of workless households;
- High level of people who depend on benefit; including incapacity benefits;
- Improving health. There remains a health inequality, with those living in the least deprived areas living longer compared to those living in the most deprived areas;
- Low levels of qualifications and skills amongst working age population;
- Below average educational attainment;
- Lower income levels. Caerphilly County Borough ranks 5th highest out of the 10 South East Wales Authorities in terms of income;
- Need to improve gross value added (GVA). Whilst GVA for Wales as a whole is low relative to the UK, there is a disparity in earnings between the Gwent Valleys and Heads of the Valleys Regeneration Area when compared to that of the south of the county borough;
- Business start ups. Although the number of active firms within Caerphilly has risen, its proportion of regional businesses has gently declined as the region as a whole has established active firms at a faster rate;
- Maintaining and enhancing our existing town centres as a focus for activity, investment and regeneration;
- Increasing and diversifying housing stock through the delivery of new homes whilst maximising the potential for the delivery of affordable housing;
- Improving the quality of the existing housing stock;
- Congestion on the strategic highway network at peak rush hour periods at 2 locations, i.e. the A472 mid-valleys east-west strategic route through Maesycwmmer; and the Caerphilly Northern Bypass junctions;
- Capacity, availability and cost of public transport.

The Opportunities

Our long term aim is to build a county borough that is prosperous, resilient, healthy and more equal with strong cohesive communities. In taking the county borough forward there are a number of key opportunities:

Cardiff Capital Region City Deal: Cardiff Capital Region has secured a deal worth £1.2 billion. Over its lifetime, local partners expect the City Deal to deliver up to 25,000 new jobs and leverage in an additional £4 billion of private sector investment. City Deal will provide an unprecedented level of funding for projects with the aim of promoting economic growth and job creation across the region, and a significant part of the £1.2 billion funding will be utilised to realise this aim. However, the largest proportion of the funding will be used to deliver the Cardiff Capital Region Metro. The Metro concept is for a regional transport system that provides a high-quality, reliable, efficient and economically sustainable transport network to support the economic growth of Cardiff Capital Region. Caerphilly's location in the heart of the region, together with its economic and transport opportunities, places it in a strong position to deliver on the aims and objectives of both City Deal and the Metro and derive significant benefits from this funding.

Our Valleys, Our Future: The Ministerial Valleys Task Force Vision for 2021 is to close the employment gap between the South Wales Valleys and the rest of Wales by helping an additional 7,000 people into work, with thousands of new, fair, secure and sustainable jobs created in the Valleys. Further, people living in the Valleys will have access to the right skills to gain work and businesses will be fully supported to grow and thrive in the South Wales Valleys. The Taskforce has identified Caerphilly, together with Ystrad Mynach, as a Strategic Hub focusing on residential, office, tourism and industrial development, where public money is focused to provide opportunities for the private sector to invest and create new jobs. The Taskforce has also identified the Valleys Landscape Park, which seeks to help local communities celebrate and maximise the use of the natural resources and heritage.

Coalition Working Groups: Our most deprived communities deserve the support that a multi-agency approach could bring to tackle poverty. Targeted action plans and partnership coalitions between the community, public, private and third sector should be established to address the issue of poverty within them and reduce inequality

within the county borough. The aim should be to reduce the number of lower super output areas that fall within the 10% most deprived areas in Wales.

The Foundational Economy (FE): A sharper focus should be on those key sectors that supply economic and social needs, where demand is localised and permanent (such as childcare and social care, food, retail, energy and housing). A thriving FE would encourage the development of small and medium enterprises, tap into and strengthen resilient local supply chains, and enable economic value to be reinvested within the locality whilst generating employment opportunities across the county borough.

Targeted Action Plans & Strategies: To capture regeneration opportunities and develop opportunities for key sites and premises throughout the county borough an updated set of plans and strategies will be required. Some of these strategies will be delivered at a regional level, whilst others will be local in scale. Such plans should set out a programme for investment that will help unlock resources from a wide range of funding sources, including for example Cardiff Capital Region City Deal, Welsh Government and European Funding.

Examples of such Action Plans & Strategies include:

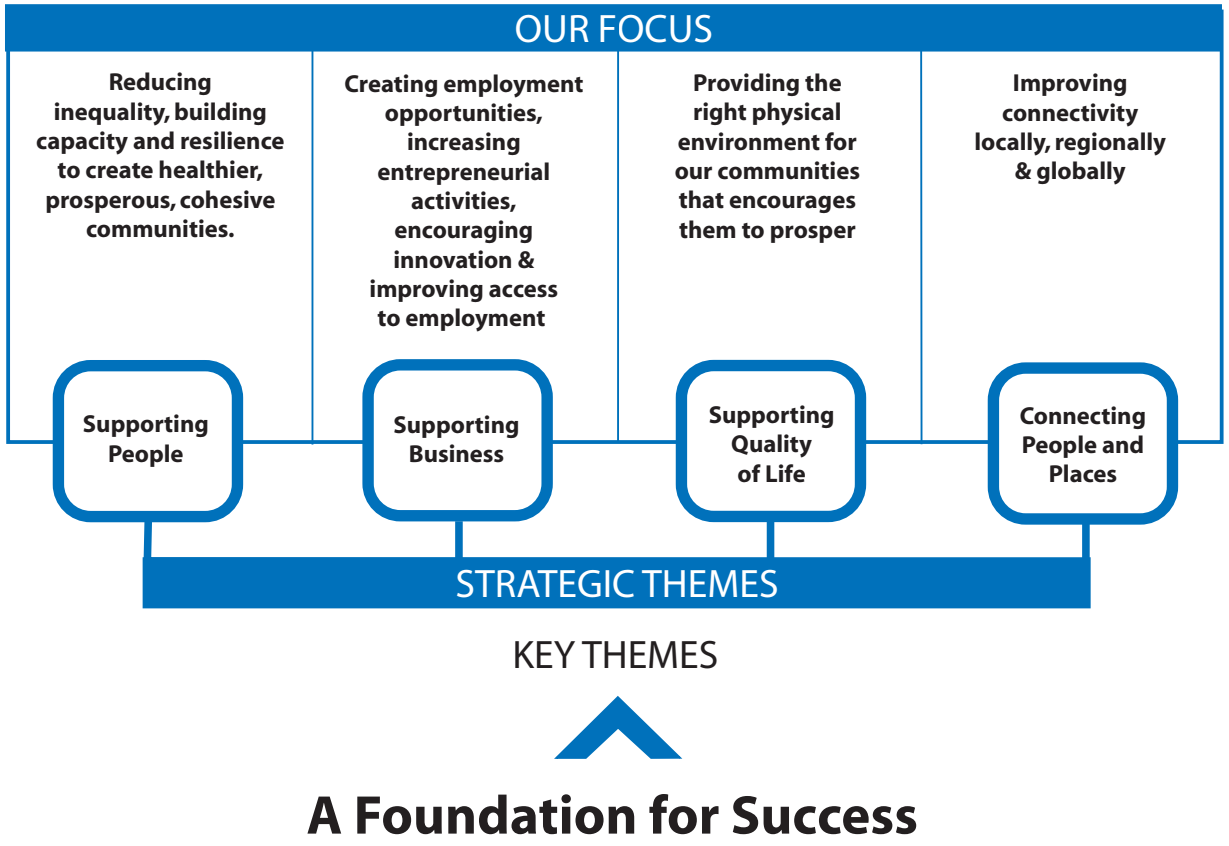
- Revised Heritage Lottery Fund Strategy;
- Destination Management Plan;
- Revised Principal Town Centre Action Plans/Masterplans (Risca, Bargoed, Ystrad Mynach, Blackwood, Caerphilly);
- Metro Hub Strategy;
- Neighbourhood Plans;
- Coalition Action Plan for Lansbury Park;
- Rhymney Deep Place Study.

The Vision

The Vision for the strategy is:

"To make Caerphilly County Borough a more prosperous, resilient, healthier, 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."

The Strategy is set out under 4 Strategic Themes, each with a slightly different focus, these are:



Supporting People

Poverty has a deep and long-lasting effect on people's lives, affecting everything from how long people live, their risks of domestic violence or their attainment at school.

Employment, Education and Up-skilling is the best protection against poverty and its impacts. It is important to help people out of poverty and help people into employment as well as supporting those for whom employment is not possible. Despite the worrying rise of in-work poverty, work is still considered to be the best way to help people out of poverty.

There is a real need to boost enterprise and employment within the County Borough and to link people with business and create a stimulating environment for both people and business. Whilst there are different economic challenges faced in different parts of the County Borough, the key principles of protecting jobs, developing the economy, and increasing growth apply equally across the whole of the County Borough. Working in partnership with business and industry, the Council will seek to increase the availability of quality jobs and identify opportunities to enhance access for residents to those jobs.

The availability of a workforce with a wide range of skills and education levels can help business grow and also attract new business. Ways need to be found to improve confidence and build a culture of learning in the workforce with a particular focus on workers who may have few, if any, qualifications and yet who have valuable, transferable skills and experience. In addition, children and young adults need to be given appropriate career support to aid their understanding of the type of employment available to them in the region; and help them make the right choices to lead them into the world of work. Specifically, it is important to ensure that they have the soft skills and technical skills necessary to undertake the work that is available. It is also important to give young people the confidence and skills to encourage entrepreneurship and to make them realise that they can be the business people of the future.

Our aim is to make a difference to the lives of our residents. 'Supporting People' is about equipping people to help break the cycle of poverty, spreading opportunity, enabling people to fulfil their ambitions and enhance their wellbeing, reducing inequality, improving health, educational attainment, upskilling and helping people to secure employment.

This theme is underpinned by the concept that economic growth should not be

perceived in isolation, as it underpins the aspirations we have for every person and community within the county borough, with employment being central to providing better health and life prospects for all.

The main objectives of the Supporting People theme are:

- *Increase employability and pathways into work by ensuring that services are coordinated, with appropriate support provided;*
- *Increase skill levels and educational attainment;*
- *Reduce worklessness;*
- *Improve the physical and emotional health of our residents;*
- *Improve resilience through the development of the Foundational Economy;*
- *Reduce the number of people living in disadvantaged communities by tackling inequalities.*

Our key priorities are:

SP1: Increasing employability of residents by working with partners to encourage skills providers to link their training/education to opportunities created by investments and business growth areas within the Cardiff Capital Region, encouraging education and skills providers to become more responsive, aligning courses to meet employer needs and forging stronger links between the Private, Public and Third Sector and Training Providers.

SP2: Raising educational attainment in schools to ensure that people have the skills and aptitude necessary for work. This involves acknowledging the importance of vocational training in addition to academic qualifications and providing support and career advice to ensure the best learning route for individuals.

SP3: Reducing worklessness through improving the coordination and delivery of services between organisations, empowering workless residents, supporting mechanisms that encourage pathways into employment, working with partners to commit to placements, apprenticeship provision and encouraging stronger links between education & training providers, the business community and the public and third sector.

SP4: Improving resilience in the economy through the support and development of the foundational economy. The foundational economy makes a substantial contribution to GVA in Wales, and Caerphilly County Borough is no exception. Moreover, it provides essential services within communities and is well spread throughout the county borough, which means that support for this sector could make a significant impact on the economy of the area as a whole. Importantly, supporting business in the FE would stimulate development outside of the M4 corridor.

SP5: Developing skills in key growth areas. The Cardiff Capital Region Skills and Employment Board has been created (building on existing arrangements) to ensure skills and employment provision in the region is responsive to the needs of local businesses and communities. The focus by Welsh Government is on the following growth areas: Advanced Materials & Manufacturing, Construction, Financial and Professional Services, ICT, (cyber security, internet-of-things and data analytics) and the Human Foundation Economy. It is important therefore to improve the skills of local people in these key areas, to ensure that they are able to take advantage of existing and emerging employment opportunities created by significant regional investment in these growth areas and encourage and support a culture of learning and ongoing development within the existing and emerging workforce.

SP6: Targeted intervention of key groups. Certain groups are more predisposed to poverty and the effects of experiencing a lifetime of economic disadvantage. In order to break the 'cycle' of poverty there is a need to

tackle key groups that include NEETs (Not in Education, Employment or Training) and ACEs (Adverse Childhood Experiences). Building resilience at a young age and improving a young persons health and wellbeing will not only improve the life chances of these individuals but also reduce the likelihood of negative associated behaviours being passed on to future generations.

SP7: Ensure a clear co-ordinated 'package of services' is available in order to reconnect people to employment. There are a significant number of training schemes and initiatives operated by numerous training and service providers that cover the County Borough. There is currently no coordination between different service providers to ensure that the needs of participants are met or that opportunities to access employment are maximised locally and regionally. This not only covers programmes that encourage pathways in to work, but also relates to advice in respect of benefits, childcare provision and other mainstream services, all of which need to be clearly focussed on the challenges associated with worklessness; and support people in employment to remain in employment. In collaboration with City Deal, prepare a regional strategy to support people in to employment.

SP8: Support interventions to improve health, address diet, physical activity or any lifestyle behaviours that may predispose people to behave in a certain way where there are complex social and environmental factors at play. Many health problems demonstrate a strong social gradient, meaning that there is a higher prevalence of lifestyle related and social harms, illness and early death in more economically disadvantaged groups. In order to reduce health inequalities and in order to prevent ill health it is necessary to tackle the wider social determinants that impact upon health. Many social determinants impact upon health, including a person's early life chances, their education, and employment opportunities, homes that they live in, and diet. In order to prevent ill health it is necessary to tackle these wider social determinants.

SP9: Reduce inequality by reducing the number of lower super output areas within the top 10% most deprived areas within Wales. Support our most deprived communities through a multi-agency approach to eradicate poverty and create vibrant communities where people want to live and work and are proud to say where they are from. There is a need to deliver targeted action plans through true partnership working between the community, public, private and third sector to tackle poverty and its associated issues.

SP10: Ensure that Cultivational Procurement is a key consideration in the procurement of services. Long term social value should be prioritised over best price in the knowledge that this itself will

reap benefits by building local economic resilience which in turn will take longer term pressures off local public services and government.

SP11: Tackle in-work poverty. Whilst employment is acknowledged as being the best way out of poverty there is also a growing rise of in-work poverty. A multi level policy approach and government intervention is required to address this issue, however at a local level, the Council and its partners should be promoting prosperity by seeking improvements in the pay and conditions and quality of life for those in low-paid and insecure employment. The Council currently pays the foundation living wage and will encourage its partners and supply chain partners to prioritise the procurement of goods and services from ethical businesses that: pay the living wage; do not operate zero hour contracts; and offer fair terms and conditions for its employees.

SP1 Increase Employability	Action	Delivery
Provide training opportunities that afford pathways to employability and increases the number of people that are economically active.	1. Establish stronger links between the Regional Partnership (LSkIP) and local providers and services to align provision and prevent the duplication of effort in the provision of training opportunities. 2. Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering. 3. Establish an all age apprenticeship programme in line with City Deal priorities and linked to Welsh Government Employment Support Programmes with co-ordinated points of access. 4. Provide support and training for people who are long-term unemployed and economically inactive to gain skills to secure a job through the Communities for Work Programme and Communities for Work Plus Programme. 5. Ensure that employment and skills programmes which support those furthest from work are joined-up and work with employers to develop social clauses to ensure this happens. 6. Ongoing support for employment initiatives, including: Bridges into Work; Working Skills for Adults 2; Inspire 2 Work; Youth Engagement and Progression of the Progress Scheme and develop ongoing solutions to fund initiatives post European Funding. 7. Explore new workforce models with partners to incorporate a wider variety of professionals with different skills and expertise to reflect the employment needs of the population.	1, 2, WG/LSkiP/Private and Public Sector/Universities and Education providers/ Cardiff Capital Region/ PSB/Third Sector 3, 4, 5, 6, 7 WG/LSkiP/ Private and Public Sector/Universities and Education providers/ Cardiff Capital Region

SP1 Increase Employability	Action	Delivery
Address the mismatch between the skills needed to access jobs in the region (digital, technical and soft) and the training provided through the curriculum and by training providers.	8. Facilitate the engagement between businesses and local education providers and Careers Wales to ensure that people have the appropriate employability and entrepreneurial skills. 9. Encourage entrepreneurship within schools by getting all schools to participate in the Young Enterprise Programme (currently 50% of schools in the county borough participate in the programme). 10. Work with business to understand current and future needs to ensure skills and apprenticeship schemes meet their needs and the future needs of Cardiff Capital Region e.g robotics and artifical intelligence. 11. Provide targeted careers advice to help young people to access jobs in the county borough and the wider region and develop a resource to support work experience. 12. Work with training providers to ensure that courses are aligned to meet employer needs. 13. Strengthen industry-led engagement in schools and local communities to encourage all people to consider careers in growth sectors including digital industries.	8, 9, 10, 11, 12, 13 WG/ LSkiP Private and Public Sector/Universities and Education providers/ Cardiff Capital Region 14 WG, Learning Skills & Innovation Partnership /Private and Public Sector, Universities and Education providers (Coleg Gwent, Coleg y Cymoedd)/Cardiff Capital Region Cabinet
Provide accreditation for certain skills which have traditionally been dismissed as a formal qualification.	14. Work with business and education providers to provide work based training qualifications to encourage progression and release entry level jobs.	

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SP2 Raise Educational Attainment	Action	Delivery
Improve the links between schools and local business. Provide young people with better advice in respect of employment opportunities and the educational/skills needed to access them.	15. Strengthen industry-led engagement in schools and local communities to encourage young people to consider careers in growth sectors including digital industries. 16. Provide targeted careers advice to help young people to access jobs in the county borough and the wider region. 17. Work with training providers to ensure that courses are aligned to meet employer needs.	15, 16, 17 WG/LSkiP/ Private and Public Sector/Universities and Education providers/ Cardiff Capital Region
Reduce the percentage of working age population with no qualifications and improve literacy and numeracy levels throughout the population.	18. Establish an all-age training programme that supports and provides opportunities for people to gain qualifications by supporting programmes such as Communities for Work and Communities Plus Programme. 19. Widen the opportunities for learning through integration of activities associated with culture, sports and leisure.	18 WG/LSkiP/Private and Public Sector/Universities and Education providers/ Cardiff Capital Region 18, 19 WG/LSkiP/ Private and Public Sector/Universities and Education providers/ Cardiff Capital Region/ Council

SP3: Reduce worklessness	Action	Delivery
Align interventions by identifying any gaps in the provision of employment support services.	20. Work with public, private and third sector organisations to undertake provision mapping of existing employment support. This will prevent duplication of efforts and simplify the path to employment support, whilst establishing a common approach, removing barriers, and ensuring that people are being referred to the most appropriate support mechanism based on their individual needs. Develop a single point of entry so that people are directed to the most appropriate support service through the Communities for Work and Communities Plus Programme.	20 WG/LSkiP/Private and Public Sector/Universities and Education providers (Coleg Gwent, Coleg y Cymoedd)/Cardiff Capital Region

SP4: Improve Resilience and Support the development of the Foundational Economy	Action	Delivery
Improve resilience by maximising job opportunities in the local foundational economy - businesses we use every day and see all around us.	21. Consider bespoke support for services targeted at micro and small businesses, business start up and self employment within the county borough by reinvigorating and resourcing local business support to coordinate and maximise the opportunities arising at the Regional level through City Deal. 22. Work with businesses to increase understanding and opportunities afforded by the FE and expand business support to include key sectors, including construction, energy, health and social care, tourism, retail, and food. 23. Work with training and education providers to improve awareness of careers within the FE and the skills provision and training required to fulfil opportunities.	21, 22, 23, 24 WG/LSkiP /Private and Public Sector/Universities and Education providers (Coleg Gwent, Coleg y Cymoedd)/Cardiff Capital Region
Support the FE by developing resilient local supply chains.	24. Work with Partners to support local jobs through the use of procurement measures that support local supply chains. 25. Seek to ensure that we maximise the benefits to our communities by using our procurement processes to spend budgets locally where ever possible. 26. Work with partners to secure the maximum community benefits from the contracts we let.	24, 25, 26 Council/PSB

SP5: Develop skills in key growth areas.	Action	Delivery
Develop skills in key growth areas and develop a coordinated training/skills programme that equips people to be able to benefit from investment in these opportunities.	27. Work with partners and use labour market intelligence from the Regional Skills Plan and LSkIP to identify future growth demand and skill requirements. 28. Target investment to support apprenticeship delivery in Regional growth and shortage sectors. 29. Provide targeted careers advice aligned to current and future job opportunities by coordinating careers advice and engaging with employers to strengthen employability skills and careers.	27, 28, 29 WG/LSkiP/ Private and Public Sector/Universities and Education providers/ Cardiff Capital Region
SP6: Targeted Intervention of key groups	**Action**	**Delivery**
Target key groups in order to break the 'cycle' of poverty as certain groups are more predisposed to poverty and the effects of experiencing a lifetime of economic disadvantage.	30. Support for reducing the number of NEETs with early interventions, including earlier career advice and increased training opportunities. 31. Reducing the impact of, and mitigating the effects of ACEs by improving the awareness of the importance of early life experiences on the long term health, social and economic prospects of children within PSB organisations, schools and communities.	30 WG/LSkiP/Universities and Education providers/ Private Sector/Careers Wales 31 Council/PSB/Third Sector

SP7: Ensure a clear co-ordinated 'package of services' is available in order to reconnect people to employment	Action	Delivery
Support mechanisms that encourage pathways in to work and improve the employability for people by removing 'barriers' to employment.	32. Explore affordable and variable childcare initiatives that enable parents to work and examine support for working parents. 33. Improve access to affordable and variable transport.	32, 33 Council/WG, Department for Work & Pensions, Jobs Growth Wales/Careers Wales/ Coleg Gwent, Coleg y Cymoedd/LSkiP
SP8: Support Interventions to improve health	**Action**	**Delivery**
Support interventions to address diet, physical activity or any lifestyle behaviours that may predispose people to behave in a certain way where there are complex social and environmental factors at play.	34. Increase the understanding of the benefits of preventative work in relation to health within partner organisations. Investigate and identify mechanisms for addressing and resourcing this issue in areas of deprivation (especially in the absence of Communities First). 35. Education and the promotion of healthy behaviours within schools/workplace. 36. Promote the benefits of physical activity through the use of the environment and leisure services. 37. There are self-help groups to help people who want to improve their own health and well-being. The Council should encourage alternative health mechanisms by signposting to self help organisations. 38. Explore methods for sustaining the Large Scale Change Programme to support and increase physical activity.	34 Council/PSB 35, 36 Council/PSB/Public Sector/Private Sector/ Third Sector 37, 38 Council/PSB/Third Sector

SP9: Reduce inequality by reducing the number of lower super output areas within the top 10% deprived within Wales.	Action	Delivery
There is a need to close the gap between the most deprived communities within the county borough and others by aligning all public sector provision to meet the needs of those in the most deprived communities.	39. There are programmes designed to tackle poverty and support children, young people and families across the borough. These anti poverty strategies are cross-cutting and transcend a number of policy areas. The Council should continue to support and align the anti poverty programmes to achieve maximum impact. 40. The Council will work with the local community and its partners by setting up a coalition board for Lansbury Park to develop a methodology that can be adopted for working within the other deprived communities within the borough. Specifically the 8 areas that have been agreed by the Council including Rhymney, Fochriw, Phillipstown, Park Estate Bargoed, Graig y Rhacca, Lansbury Park, Ty Sign and Cefn Hengoed which are the most deprived communities within the county borough.	39, 40 Council/PSB/ Coalition Working Groups/Third Sector
Address fuel poverty as 25% of households within the county borough are experiencing fuel poverty.	41. Work with partners to explore and support where possible energy efficiency initiatives, renewable energy generation, community energy generation projects and energy cooperatives. 42 Examine the role of the foundational economy in terms of energy conservation and energy generation.	41, 42 Council/PSB Coalition Working Groups /Private Sector/Energy Providers/Housing providers/Third Sector
Reduce the number of workless households with children as employment is the best protection against poverty.	43. Work with partners to explore initiatives for childcare support and early year's intervention.	43 Council/WG

SP10 Ensure that Cultivational Procurement is a key consideration in the procurement of goods and services	Action	Delivery
Ensure that local businesses and supply chains benefit from investments made by the public sector. Maximise the value of procurement to the economy of the county borough and recognise that the long term social value of procurement decisions should be prioritised over best price.	44. Ensure that community benefits are maximised by using procurement processes to spend budgets locally where ever possible. 45. Work together to maximise the value for money through joint procurement, including joint procurement between other local authorities. 46. Secure the maximum community benefits from contracts and incorporate the use of social clauses in all major contracts, e.g. exploit the job creation from major infrastructure investment, including for example the Metro and the ongoing work to dual the A465. 47. Ensure that where possible, the goods and services procured reflect the sustainable development principle by being sustainable, low carbon and ethically responsible.	44, 45, 46, 47 Council/ PSB/Public Sector
SP11 Tackle in-work poverty	**Action**	**Delivery**
Tackle in-work poverty. The Council and its partners should be promoting prosperity by seeking improvements in the pay and conditions and quality of life for those in low-paid and insecure employment.	48. The Council currently pays the Foundation Living Wage and will encourage its partners and its supply chain partners to prioritise the procurement of goods and services from businesses that: pay the Foundation Living Wage; do not operate zero hour contracts; and offer fair terms and conditions for its employees. 49. Promote and support in-work training within PSB partner organisations and local businesses to encourage upskilling and progression to release entry level jobs.	48, 49 Council/Public Sector/Private Sector.

Supporting Business

In order to build prosperity and create greater economic resilience, there is a need not only to support business but also a need to create an environment that: nurtures businesses of the future; promotes entrepreneurship through business support; and realises the economic opportunities available. Supporting and expanding existing business, attracting new business, and encouraging new small and medium enterprise start ups is critical to Caerphilly County Borough's future economic development.

It is critical to have an understanding of the current composition and location of businesses, jobs and services offered across the county borough. This information can help reveal how well business serves local residents and how it contributes to quality of life. Importantly it will also indicate which industries have the most potential to drive economic growth in the future. Targeting key economic sectors for growth directs economic development efforts in a strategic manner and targets limited resources wisely.

The main objectives for Supporting Business are:

- *To build a more resilient and diversified economy for the county borough;*
- *To support economic growth, innovation and enterprise;*
- *To create an environment that nurtures business;*
- *To enhance the competitiveness of the county borough;*
- *To boost business support;*
- *To identify key business investment sites;*
- *To improve the links between business, schools and education and training providers.*

Our key priorities are:

SB1: Building a more resilient and diversified economy to be able to withstand shocks in the wider economy through the development of: the foundational economy, new businesses, SMEs and anchor institutions that generate employment opportunities closer to home and ensure the re-circulation of finance within the local economy.

SB2: Supporting economic growth and innovation. Innovation is a key priority for Caerphilly County Borough. We must encourage private sector growth and innovation if jobs and prosperity are to be created during a period whilst the public sector contracts. Encouraging innovation throughout the County Borough in both the private and public sectors will be a central element to future success in strengthening

and diversifying the economy and critically in improving GVA. There is a need to ensure that businesses innovate by developing new products, processes and management practice, maximising the use of ICT; enabling strong links between business and educational institutions; strengthening the technology base of educational institutions; and enabling the successful commercial exploitation of those new ideas. In order to stimulate greater innovation improved links need to be forged between the public and private sectors and the educational institutions in the county borough and the region, in particular universities and FE colleges.

SB3: Creating an environment that nurtures business. The Council and key partners will need to ensure that the market conditions are created that enable businesses

to flourish within Caerphilly County Borough. Developing a greater understanding of the demands and requirements of business; from their physical needs in terms of the size, quality, cost and location of land and premises; to their training and skills requirements for staff is necessary if employment opportunities within the county borough are to be maximised. Good quality sites are in short supply and there is now a very limited availability of all sizes and types of speculative, ready to occupy premises ranging from space for small businesses and start-ups right through to large scale manufacturing projects. This needs to be addressed as a matter of urgency.

The importance of thriving town centres for business to flourish and grow is also critical to the local economy. The Council has relentlessly sought to strengthen and revitalise its Principal Town Centres over successive decades. In recent years there has been unprecedented investment in Ystrad Mynach, Blackwood, Risca, Caerphilly and Bargoed, however further investment is necessary if town centre businesses are to succeed and flourish. Moving forward, the changing nature of the types of business that wish to locate in town centres, needs to be recognised and accommodated if the needs of business are to be met.

SB4: Key Sites and Infrastructure for employment opportunities. It is important that market signals are recognised and that economic development is guided to the most appropriate locations. This requires a responsive planning environment that ensures that there is an appropriate range and mix of good quality, well located employment sites available for business to develop and expand. Opportunities to create better and more competitive business locations, that respond to the requirements of business and fill identified gaps in land supply within Caerphilly County Borough, need to be pursued through the identification of new sites for employment use throughout the county borough.

The complexities of structural change make it difficult to be confident about the true scale or nature of future employment land needs, especially when the evidence suggests that what is actually happening on the ground is contrary to expected forecasts, specifically, industrial demand continues to outpace office demand. There is a need therefore to recognise the redundancy of poor quality employment sites and premises and to encourage the recycling/redevelopment of less suitable older stock (particularly that owned by the private sector) to make way for premises better suited to meet modern requirements.

There is also an urgent need to make provision for enabling infrastructure to bring forward existing sites identified for employment use. This includes the provision of: transport and road infrastructure; services such as utilities and broadband; drainage and other high value enabling works.

Planning has a pivotal role to play in identifying and assembling land for

employment/commercial use to capitalise on the unprecedented investment opportunities presented by City Deal, Metro and from the Valleys Task Force. Whilst the key driver behind each of these is to improve the economy; improving accessibility and enabling people to access employment has the potential to redefine existing settlements within the County Borough. Focussing employment/ commercial development at key metro nodes and strategic hubs, whilst capitalising upon place making and development opportunities, is central to the future economic success of Caerphilly County Borough.

SB5: Boost Business Support and Enterprise. Scale up targeted business support and promote enterprise and self employment to grow economic output and raise activity rates. There is already a strong platform on which to build in terms of business support, including the work of the Caerphilly Business Forum and Welsh ICE. With some more focussed activities and more joint working, the business support system may be used more effectively to meet the needs of local business and provide the supportive and responsive environment which modern business demand. Public sector business and enterprise support services are however complex and potentially confusing to service users and there is a need to improve the coordination and delivery of services between organisations. There is also a need to develop a focussed client-centred network amongst service providers to increase the take up of business support with a much higher penetration of the local business sector. Pivotal to this will be targeted support to improve business survival rates beyond 2 years.

SB6: Improve the links between business, schools and education & training providers. The Learning Skills & Innovation Partnership (LSkIP) identifies and encourages engagement and collaboration between industry and schools as currently there is a clear mismatch between employer skills demand and expectations and pupil capability arising from choice of subject areas, career knowledge, basic and essential skills. With the fast changing demands of business and industry it is important for teaching staff and education providers to maintain currency with their needs. Improving the links between business, schools and education & training providers will facilitate this and enable pupils to gain experience and knowledge of changing career opportunities.

SB1: Building a more resilient & diversified economy	Action	Delivery
Improve resilience through the development of the Foundational Economy and support the growth of local businesses that generate employment opportunities closer to home.	1. Maximise job opportunities in the local foundational economy i.e. businesses that are used every day such as retail, social care, health and the food industry; 2. Increased alignment of education and training with relevant business sectors to raise awareness of the variety of career opportunities in the foundational economy including in the tourism and hospitality industry and in the health and care sector in order to ensure that businesses have the skilled staff to operate. 3. Increased provision of fit-for-purpose business premises across all sectors with a focus on new start-ups and businesses that want to expand.	1, 2, 3, Private Sector/ Cardiff Capital Region/ WG/Council/Education and training providers/ LSkiP
SB2: Supporting Economic Growth and Innovation	**Action**	**Delivery**
Build upon existing, prominent economic sectors within the county borough and the region, and encourage new participants within these sectors to offer higher value-added outcomes.	4. Identify sites for the development of incubator and innovation centres, with a vision to develop growth accelerator hubs as part of a connected Cardiff Capital Region. 5. Work with recognised leaders in their field and anchor companies to identify supply chain opportunities which could develop key clusters of innovation. 6. Explore the opportunities afforded by the potential automotive cluster in Ebbw Vale for the Heads of the Valleys and the Upper Rhymney in particular. 7. Target and try out new ways of working in partnership with the private sector and academia to find innovative ways of working to improve the delivery of core services, such as housing, transport health and social care and energy.	4, 5, 6 Cardiff Capital Region/WG/Council/ Private Sector 7, Cardiff Capital Region/ Council/Private Sector/ Academia

SB3: Creating an environment that nurtures businesses	Action	Delivery
Improve the rate of emergence of new indigenous businesses within the county borough.	8. Respond to existing and future demand for business premises within the borough and seek to invest in properties to meet that demand. Investigate the feasibility of developing start up units within Caerphilly Basin where there is already a very high demand with over 100 businesses in search of premises. 9. Develop a greater understanding of the nature of the demand for business premises within Caerphilly County Borough and adopt a targeted marketing approach on this basis. 10. Ensure that council owned land suitable for employment use is pro-actively marketed. 11. Increased alignment of education and training with relevant business sectors.	8, 9, 10, 11 Council/Cardiff Capital Region/WG/ Education and training providers/LSkip

SB4: Key Sites and Infrastructure for Employment Opportunities	Action	Delivery
Ensure that there is an appropriate range and mix of good quality, well located employment sites available for business to develop and expand.	12. Identification of new land for employment through the planning system, particularly within the South of the county borough where supply is limited and demand is high. 13. Identify new sites that are potentially of regional significance that could benefit from investment via City Deal (e.g. Oakdale Business Park, Capital Valley, Rhymney, Caerphilly Business Park/Ness Tar, Heads of the Valleys); 14. Encourage the reconfiguration and redevelopment of existing employment sites to provide modern, energy efficient units to replace some of the older larger units that are underutilised or vacant. 15. Identify mechanisms and potential funding sources for unlocking existing employment sites and making them more attractive to investors and new businesses within the county borough. 16. Maximise the economic investment in employment sites either through employment (number of jobs created) or supply chain opportunities or both. 17. Ensure easy and affordable access to digital networks, including broadband to support everyday business needs. 18. Maintain the diversity of uses on employment sites within the county borough. 19. Identify employment opportunities around metro hubs to encourage modal shift and to reduce the high level of out commuting for work.	12, 13, 14, 15, 16, 17, 18, 19 WG/Private Sector/ Cardiff Capital Region/ Council

SB5: Boost Business Support & Enterprise	Action	Delivery
Scale up targeted business support and promote enterprise and self employment to grow economic output and raise activity rates. Improving business survival rates beyond 2 years, working with partners to provide the relevant support.	20. Develop and resource a hub of business support functions for Caerphilly County Borough that encourages the retention of graduates, fosters entrepreneurships and business start-ups, widens business support and compliments the work of City Deal and Valleys Taskforce. 21. Encourage and provide support for environmentally sustainable business models that seek to improve sustainability through measures such as energy efficiency, waste management, use of sustainable transport modes (public transport/electric vehicles). 22. Improve the coordination and delivery of employment and business support services between organisations. 23. Develop a focussed client-centred network amongst service providers to increase the take up of business support with a much higher penetration of the local business sector. 24. Strengthen linkages with relevant organisations such as Welsh ICE and the public sector where necessary, in order to provide a more robust support structure capable of fostering entrepreneurship. 25. Examine mechanisms to improve business survival rates beyond 2 years.	20, 21, 22, 23, 24, 25 WG/ Cardiff Capital Region/ Education and training providers/Council/Private Sector

SB6: Improve the links between businesses, schools and education & training providers	Action	Delivery
In order to improve access to job opportunities and increase the gross weekly earnings of workers within the county borough better integration is needed between education and skills providers and the needs of business sectors.	26. Improve focus on education and training and better align this process with those business sectors identified as being targeted for growth. This will also help maximise the potential of greater accessibility to job opportunities elsewhere, brought about by Metro. 27. Reduce the disparity in earnings within the Gwent Valleys and Heads of the Valleys Regeneration Area in comparison to the south of the county borough by examining measures to address this issue such as tailored education and training to align with relevant business sectors in the Heads of the Valleys, promotion of job opportunities within SE Wales afforded by greater accessibility to job opportunities elsewhere brought about by Metro, stronger linkages between business and schools, targeted business start-up support etc. 28. Engage anchor companies within the county borough and improve the links between business and schools by exploring work experience and training opportunities associated with these companies.	26, 27, 28 Cardiff Capital Region/LSKip/WG/ Education and training providers/Private Sector/ Council.

Supporting Quality of Life

Quality of life is the general perception of well being, of both communities and business within our county borough. A variety of factors can improve the perception of quality of life, for example having access to; good housing; a thriving town with a wide range of community and cultural facilities and services; access to quality green and open space; access to excellent care services, all set in the context of a well respected and looked after natural and built environment. All have a part to play in creating the right conditions for better health, well-being and greater physical activity. The contribution made by the environment to quality of life and good health cannot be overstated.

Aesthetic improvements enhance the perception of quality of life and this component will focus on identifying key locations for development and redevelopment in the county borough including: key brownfield sites, opportunities provided around metro hubs and key interchanges, town centres, redevelopment of prominent and underutilised buildings and improvements to the public realm/green infrastructure to enhance the sense of place and contribute to the sustainability and well being of the area.

Supporting quality of life is about creating a sustainable environment for current and future generations to enjoy by improving and maintaining features of the physical and natural environment and joining up things that most affect people's lives.

The main objectives of the Supporting Quality of Life are:

- *Manage the natural heritage and its resources appropriately for future generations, whilst accommodating much needed sustainable development, protecting wildlife and encouraging the use of green spaces to promote wellbeing;*
- *Improve access to culture, leisure & the arts;*
- *Enhance opportunities for physical improvement and investment through active place making;*
- *Capitalise upon the assets of the county borough to fully exploit the county borough's tourism potential and establish the county borough as a major tourism destination within Cardiff Capital Region and Wales;*
- *Improve the delivery and diversify the housing stock across all tenures within the county borough to meet housing need and create strong cohesive communities;*
- *Improve the quality of the existing housing stock through targeted intervention, particularly in terms of Council owned stock;*
- *Develop a unique and complementary role for each of the Principal Towns in the County Borough to serve the wide reaching needs of residents and business.*

Our key priorities are:

SQL1: Managing the natural heritage and its resources appropriately by balancing the needs of development against the protection of the landscape and the need to conserve and enhance biodiversity.

The natural heritage and open space are important elements in the lives of those who live, work and relax in the county borough. They are important factors for mental and physical well-being and their ongoing maintenance and improvement will continue to have beneficial effects for future generations.

It is essential that new homes, jobs and services are developed to meet the needs of future generations. However, it is equally necessary to protect important landscapes and areas of biodiversity importance from adverse impacts or loss through inappropriate development. Landscapes need to be maintained and enhanced through diversification and developing key artisan skills to maintain landscape features, whilst maximising the potential of landscapes to provide tourism and recreational opportunities.

The historic landscape is equally as important as the natural landscape. It provides valuable information about how our area was used over time. Historic landscapes provide some of the very best examples of how land was used throughout our history and it is important that these landscapes are protected and, even more importantly, interpreted to broaden knowledge of their importance.

Balancing the development needs of the current and future generations with the protection of open space, countryside and landscape is a key element in securing a high quality of life for those who live, work and enjoy the county borough, and all it has to offer.

SQL2: Improve access to culture, leisure and the arts in order to improve social and economic wellbeing. Culture, the arts, sports and leisure are important elements of vibrant and viable communities. They provide people with opportunities to learn, to relax, to innovate, to exercise, and to enjoy themselves, as well as providing a valuable education and learning resource. They are vital in creating a sense of community, in attracting new people and families, in encouraging inward investment and in providing jobs and opportunities for entrepreneurship and enterprise. They also encourage people to look at their locality in a different way, raise aspirations and improve the life experiences of local people. Arts, sports and cultural approaches to regeneration have additional potential for engaging children and young people, releasing creativity and innovation, and potentially creating positive role models for communities.

SQL3: Active Place Making provides the vision and framework for proactively exploiting major development opportunities and setting out a programme of investment to help unlock funding. The importance of active place making cannot be underestimated with potential funding opportunities created through both City Deal and the Valleys Task Force. Whilst City Deal presents significant opportunities around strategic metro hubs, the Valleys Task Force identifies Caerphilly and Ystrad Mynach as a strategic hub, where public sector funding can realise positive change leading to private sector investment.

SQL4: Maximise the tourism potential of the County Borough to become an established tourism destination. Tourism is an important area in terms of ongoing, long-term growth. Jobs, visitors and spend are all on upward trends and tourism is worth an estimated £122m for the local economy and is responsible for an estimated 1632 jobs in Caerphilly and 68,700 jobs within the Cardiff Capital Region. At a time when budgets are under severe pressure, investments in tourism infrastructure, particularly Council owned facilities, may be perceived as low priority; however the importance of tourism to the local economy should not be understated.

The County Borough has many valuable tourism assets which contribute greatly to the economy, not least Caerphilly Castle, Cwmcarn Forest and Llancaiach Fawr Manor. There is a need to develop and exploit these existing tourism assets further in order to increase visitor numbers and improve their economic performance and that of the County Borough.

Improvements to accommodation and the leisure and night time economy (including pubs, restaurants and accommodation) remain essential, coupled with ongoing town centre and environmental improvements. The clustering of these services around key tourist hubs and sites should remain a key aspiration.

It is essential that opportunities to increase the dwell time within the County Borough are explored. This can be achieved by: developing the local offer to complement the regional network of leisure and tourism facilities; building on existing events such as the Big Cheese; effective marketing; and developing the South East Wales Destination Investment Plan.

SQL5: Improve the delivery of new housing and diversify housing across all tenures. Poor housing and a limited choice of homes, particularly in the northern parts of the County Borough, directly affect quality of life and health. It also has many undesirable side effects, including forcing affluent local people or those forging new careers to leave to find better homes, thus depriving communities of role models and potentially active residents. More significantly, expansion of the housing stock and improvements to existing property also provide both business (start up and expansion) and employment opportunities. Widening the housing choice north of the Mid Valleys Corridor and in town centres should make a significant contribution to delivering the objectives of the strategy.

Good quality homes form the foundations of good communities and the basis for individuals and families to flourish in all aspects of their lives. The delivery of modern, good quality affordable homes across the whole of the county borough will improve quality of life and create stronger and more cohesive communities. In the southern part of the county borough many sites are attractive to the private sector and will be delivered largely without any public sector intervention. Conversely, in the more marginal market areas, or on difficult industrial legacy sites, the private sector is reluctant to invest where they perceive there is a high risk. The Council and its partners need to find innovative ways to deliver much needed modern housing even on those sites that are higher risk. To this end, all innovative housing solutions and funding options will be explored; from innovative finance models, public sector land release, council house building and alternative forms of delivery through innovative construction methods. Also the Council will continue efforts to bring empty homes back in to beneficial use. Collectively these actions will deliver more housing and diversify the housing stock.

There is also a need to incentivise housing providers to build homes which respond to the challenges of an ageing population and which enable people to down size to suitable accommodation to meet their needs. All housing developments (over 10 units) that are delivered through the release of Council land will in future be required to make provision for housing that is suitable for older people.

SQL6: Improve the quality of the existing housing stock through targeted intervention; particularly in terms of Council owned housing stock. Investment in improving the quality of housing is proven

to reduce pressures on other public services; notably health and social care. There is significant evidence showing links between cold, damp homes and respiratory disease and asthma. These health problems can contribute to adverse childhood experiences as well as having a negative impact on children's ability to learn.

Providing secure, affordable housing is the strongest basis for supporting vulnerable individuals to overcome mental health and substance misuse. Investing in housing quality and energy efficiency brings significant economic benefits, creates jobs, and builds stronger communities.

The Council has a housing stock of 10,822 properties and 13,000 tenants and is currently investing over £200m in bringing all these homes up to the Welsh Housing Quality Standard (WHQS) by 2020.

The WHQS investment will bring about substantial physical improvements to both houses and the environment. It is recognised that some of the Council's estates have high levels of deprivation, poverty, unemployment, and social exclusion therefore the delivery of this ambitious investment programme is not just to improve homes, but to also transform people's lives and the communities in which people live.

SQL7: Refocus on town centres to serve the needs of residents and business. Town Centres are powerful economic hubs and have the capability to drive economic growth and provide a focus for local economic activity. The vitality and viability of town centres should be enhanced by working in partnership with the business community in order to attract new investment and sustain confidence. In recent years there has been unprecedented investment in Ystrad Mynach, Blackwood, Risca, Caerphilly and Bargoed, however continued investment by both the private and public sector is necessary if town centre businesses are to succeed and flourish.

The changing nature of the types of business that wish to locate in town centres, needs to be recognised and accommodated if towns are to diversify to meet the differing demands placed on them in the 21st Century. There is a pressing need to increase footfall and dwell time in all of the town centres and opportunities to increase the variety of retail, leisure, entertainment and cultural venues to attract and hold customers in the town and enhance the night time economy need to be explored further. In addition opportunities for new office space and events space needs further consideration, particularly in and around Metro Hubs and tourist and leisure facilities e.g. Caerphilly Castle, Blackwood Miner's Institute.

New homes in town centres can also serve to address a number of key objectives including: addressing the acute shortage of homes; increasing expenditure in local retailing, adding life in the evenings/ weekends and putting buildings to use when they might otherwise stay derelict or generate little income for the owners. Town centres should help drive regeneration and greater consideration needs to be given to individual town centre sites that are appropriate for modernisation, refurbishment, or redevelopment to provide office accommodation and town centre living.

Town Centre Action plans will therefore be produced to coordinate major development opportunities and enhancement, in order to inform a programme of investment which will be supported by a retail strategy that will examine measures to enhance and diversify the existing offer within Town Centres in order to retain more expenditure within the local economy. The Council already has Town Centre Action Plans for all of its Town Centres; however these will be updated to reflect the new opportunities afforded by City Deal/ Metro and the Valleys Task Force Initiatives. The first plan for Caerphilly Basin is being prepared in tandem with this strategy.

A more pro-active and radical approach to town centres may be required moving forward, one which involves the use of CPO powers where necessary, greater partnership working with the Welsh Government, and closer links with funding institutions and the private sector. New and creative approaches will need to be utilised to fund these proposals.

SQL1: Manage the natural heritage and its resources appropriately for future generations, whilst accommodating much needed sustainable development, protecting wildlife and encouraging the use of green spaces to promote wellbeing	Action	Delivery
Balance the need for development and protection of the Landscape.	1. Prepare a Countryside Strategy/Green Infrastructure Strategy for the County Borough. 2. Protect farming, forestry and tourism whilst maximising benefits from the development opportunities they present. 3. Address the three main threats to upland landscape, namely • Illegal off-roading • Fly-tipping • Arson. 4. Reduce farm and rural crime through Rural Crime Initiatives 5. Appoint a Landscape Partnership officer with a role of integrating rural spaces into urban projects and developments, linking urban and rural places. 6. Ensure that future much-needed development and the need for that development does not adversely impact upon important landscapes. 7. Ensure developments integrate the existing landscape and new landscaping features as an integral part of their proposals, respecting and enhancing the important elements of their settings. 8. Establish training and qualification courses on rural artisan skills, such as dry stone walling, landscape master planning and tree planting.	1 Council/NRW/ WG 2 Council/NRW/ WG 3, 4 Council/PSB/NRW/WG, Police 5 Council/South East Caerphilly Partnership 6 Council/NRW/WG/ 7 Council/NRW/WG/ Commoners Associations 8 Council/NRW/Other Partners

SQL1: Manage the natural heritage and its resources appropriately for future generations, whilst accommodating much needed sustainable development, protecting wildlife and encouraging the use of green spaces to promote wellbeing	Action	Delivery
	9. Integrate open access land into the wider open space and movement networks through the Public Rights of Way Improvement Plan. 10. Enhance existing and develop new country park events to encourage outdoor recreation. 11. Promote commercial and economic (tourist/recreation) proposals through: • Unlocking the potential of the Monmouthshire and Brecon Canal • Delivery of a visitor and Education centre at Parc Penallta • Delivery of a visitor and education facility and accommodation at Penyfan Pond Country Park • Delivery of the North Sirhowy Valley Country Park and Hub • Delivery of a conference and education centre at Markham Colliery	9 Council/NRW/WG/ Commoners Associations 10 Council/NRW/WG/ Other Partners 11 Council/WG/EU/Other Partners

SQL1: Manage the natural heritage and its resources appropriately for future generations, whilst accommodating much needed sustainable development, protecting wildlife and encouraging the use of green spaces to promote wellbeing	Action	Delivery
Maximise the tourism potential of the Historic and Natural Landscape.	12. Maximise the tourist potential of the county borough's historic environment, Including • Consider the potential for providing visitor accommodation at key heritage assets for example Caerphilly Castle, Llancaiach Fawr etc. • Linking Historic landscapes to country parks as part of themed walks. • Improve interpretation and awareness of Manmoel and Gelligaer historic landscapes.	12 Council/WG/CADW/ Commoners Associations, Welsh Historic Gardens Trust/Society for the Protection of Ancient Buildings/GGAT/Georgian Group/ Victorian Society/ Ancient Monuments Society/Third Sector

SQL1: Manage the natural heritage and its resources appropriately for future generations, whilst accommodating much needed sustainable development, protecting wildlife and encouraging the use of green spaces to promote wellbeing	Action	Delivery
Balance the need for development and protection of Green Infrastructure.	13. Balance the need for development against the loss of non-protected sites of importance. 14. Development and management of an integrated and connected green infrastructure. 15. Improve the management of Sites of Importance for Nature Conservation (SINC) to minimise the detrimental impacts of human interaction. 16. Promote the use of green spaces to promote wellbeing, including: • Rolling out the Country Parks Healthy Hearts programme • Improve interpretation of benefits of country parks for mental health • Enhance health service grounds through landscaping to provide to benefit • Increase the cardio rehab programme • Increase the pulmonary rehabilitation programme to manage COPD 17 Protect and manage important rural spaces such as Mynydd Maen, Caerphilly Mountain, Twmbarlwm and the Monmouthshire and Brecon Canal as regeneration objectives to maximise their tourist and recreational benefits. 18. Diversify the recreational use of important green infrastructure to enhance their protection and importance.	13 Council/NRW/WG 14 Council/PSB/NRW/WG 15 Council/NRW/WG 16 Council/PSB/NRW/WG/Aneurin Bevan Health Board Lottery/Third Sector 17 Council/NRW/WG 18 Council/PSB/NRW/WG

SQL1: Manage the natural heritage and its resources appropriately for future generations, whilst accommodating much needed sustainable development, protecting wildlife and encouraging the use of green spaces to promote wellbeing	Action	Delivery
Maximise the economic benefits of Country Parks.	19 Actively promote country parks for outdoor recreational activity and their benefits for physical and mental health and wellbeing. 20 Develop an enhanced corporate events strategy for the country parks to maximise their benefits. 21. Diversify the Country Parks to capitalise on tourism opportunities, including: ● Development of a water Recreation Strategy ● Building on the Urban Beach at Penyfan Pond 22. Continue to integrate country park management and enhancement into regeneration objectives to support their economic future, including. ● Development of the Valleys Landscape Park ● Implementation of Landscape Strategies ● Development of the Uplands Project 23. Ensure that green infrastructure is an integral issue in the development of regional plans and strategies (economic, tourism and land use). 24. Develop the natural connectivity within CCBC and neighbouring area	19 Council/PSB/NRW/WG, Aneurin Bevan Health Board/Lottery 20 Council/NRW/WG/ Other Partners 21 Council/NRW/ WG/Aneurin Bevan Health Board/Lottery/ Community Groups 22 Council/NRW/WG/ Cardiff Capital Region 23 Council/NRW/WG/ Cardiff Capital Region Cabinet 24 Council/NRW/ adjoining Local Authorities

SQL2: Improve access to culture, leisure and the arts	Action	Delivery
Improving access to culture and the arts and recreation, leisure and open space provision throughout the county borough.	25. Ensure development/redevelopment within settlements does not result in overdevelopment or the unacceptable loss of open space. 26. Establish a wider programme of interpretation for the historic landscape of the county borough from Stone age to present day. 27. Develop further visitor facilities including the RDP Conference and Education Centre. 28. Increase the level of outdoor recreation and leisure facilities to meet future demands and FIT standards, particularly in the Caerphilly Basin. 29. Improve the provision, quality and accessibility of play and sports pitch provision throughout the county borough. 30. Examine the feasibility of increasing public access to school based sports facilities outside of school hours. 31. Increase provision and quality of useable allotment space throughout the county borough through new provision and minimising unusable space on existing sites.	25 Council, NRW, WG, Developers 26 Council/NRW/WG/ GGAT/Third Sector 27 Council/NRW/WG 28 Council/WG/Private Sector/Third Sector 29 Council/WG/Private Sector 30 Council/WG 31 Council/WG/Private Sector/Third Sector

SQL3: Active Place Making	Action	Delivery
Proactively encourage Active Place Making to exploit major development opportunities and set out a programme of investment/masterplan to help unlock funding as well as a mechanism for reducing anti-social behaviour	32. Prepare a masterplan for Caerphilly Basin that sets out development and investment opportunities for the comprehensive regeneration of the area. 33. Prepare Masterplans for the strategic hub of Caerphilly/Ystrad Mynach (as identified by the Valleys Taskforce) to inform investment decisions. 34. Prepare Masterplans for Rhymney/Bargoed Strategic Hub, Oakdale/ Blackwood Strategic Hub, Ebbw Valley/Risca Strategic Hub to coordinate major development opportunities and enhancement and inform a programme of investment. 35. Enhance and diversify the offer within county borough's town centres to retain more expenditure within the local economy. 36. Promote the county borough as a hub for countryside recreation, with the country parks as an essential component, to serve the needs of adjoining authorities. 37. Work with key stakeholders to develop 'hubs' for co-location of services.	32 Council 33 Council 34 Council 35 Council/private sector 36 Council/NRW/WG/ Other Local Authorities 37 Council/NRW/WG/ Other Local Authorities/ PSB/Police for delivery of new action

SQL4: There is a need to increase tourism in Caerphilly County Borough, focusing on the historic, natural environment and heritage of the area and the opportunities that this presents.	Action	Delivery
Develop more diversified tourism employment opportunities in the Cardiff Capital Region. This requires a co-ordinated approach that links the city in its role as the Capital with the wider city region, including Caerphilly.	38. Work with neighbouring local authorities and key stakeholders to develop a Destination Investment Plan to exploit the network of tourism facilities within the region for the benefit of the regional economy.	38 Visit Wales/Cardiff Capital Region Cabinet/ Council/Private Sector
Work with partners to build on, and add to, the existing tourist attractions in the County Borough in order to increase the attractiveness of the area for visitors, increase dwell time and footfall and increase tourist expenditure.	39. Develop a positive narrative for tourism in the Valleys and identify projects to meet current and future tourism demand, focusing on those areas of competitive advantage such as mountain biking, cycling, walking, heritage and activity tourism. 40. Work with the private sector to develop new high quality attractions and activity products, particularly those providing distinctive and unique experiences that can attract visitors all year round. 41. Develop Caerphilly's reputation as a destination for Activity and Heritage holidays. 42. Work with NRW to assess the options for and develop the Activity and Adventure Hub offer at Cwmcarn Forest Drive.	39, 40, 41 Visit Wales/ Cardiff Capital Region Cabinet/Council/ Private Sector/Local History Groups/Natural Resources Wales. 42 Council/Natural Resources Wales.

SQL4: There is a need to increase tourism in Caerphilly, focusing on the historic, natural environment and heritage of the area and the opportunities that this presents.	Action	Delivery
	43. Promote increased access to Llancaiach Fawr Manor in order to capitalise upon the recent Heritage Lottery Investment works. 44. Develop visitor amenities at the Welsh National Mining Memorial Site at Senghenydd in conjunction with Aber Valley Heritage Group to increase visitors and dwell time within the area. 45. Develop a long-term regeneration masterplan for Navigation Colliery which will provide a fully costed framework and programme for the restoration of the site and buildings, including cost estimates, potential end uses, soft market testing of proposals and a full Business Plan.	43, 44, 45 Council/Private Sector/Local/Third Sector
Facilitate the development of good quality, well located, visitor accommodation in the county borough to address the current shortage.	46. Work with the private sector to identify sites suitable for new visitor accommodation to serve a wide range of demands, from quality high end accommodation to glamping. 47. Identify prime sites for new high quality accommodation in close proximity to existing and proposed Metro Hubs.	46, 47 Council/Private Sector

SQL4: There is a need to increase tourism in Caerphilly, focusing on the historic, natural environment and heritage of the area and the opportunities that this presents.	Action	Delivery
Develop existing attractions to cater for Business and Events to enhance their commercial viability and sustainability and increase employment opportunities.	48 Investigate opportunities to make use of underused venues and locations to cater for business users and events. 49. Promote and capitalise upon Caerphilly's high profile to attract and deliver nationally significant events in partnership with Welsh Government's Major Events Unit and local authorities. 50. Build on past and current positive engagement with local art, craft and food and drink producers – promoting opportunities to add value through co-operation, support and networks.	48 Council/Other Public Sector/Third Sector/ Private Sector 49 Council 50 Council, Private Sector
Develop the night time economy to attract visitors to stay in the county borough overnight.	51. Support initiatives which promote a mixture of uses including commercial leisure and tourism uses such as restaurants, theatres, art galleries, museums, visitor centres etc., within town centres to increase dwell time, footfall and the night time economy and enhance the attractiveness of the area as a destination in its own right.	51 Visit Wales/Cardiff Capital Region Cabinet/ Council/Private Sector
Provide young people with better advice in respect of employment opportunities in the tourism sector and the educational/skills needed to access them.	52. Work with the training providers and in particular the education sector to provide the skills necessary to exploit the economic opportunities that can be derived from a thriving tourism sector.	52 Council/WG/Careers Wales/Coleg Gwent/ Coleg y Cymoedd/LSkiP

SQL4: There is a need to increase tourism in Caerphilly, focusing on the historic, natural environment and heritage of the area and the opportunities that this presents.	Action	Delivery
Use the opportunities provided by the Metro to improve the connectivity and visibility of the County Borough as a key tourism destination within the Cardiff Capital Region.	53. Promote the accessibility and connectivity of the county borough in order to increase visitor numbers by means of public transport. 54. Work with Transport for Wales and the Metro operator to ensure that the county borough has a fast reliable Metro service in the evening and at weekends. 55. Continue to develop the National and local cycle network through the county borough to link to tourism attractions.	53 Council/WG/City Deal/ Valleys Task Force 54 TfW/Metro operator / Council/WG/City Deal/ Valleys Task Force 55 Council/WG/Sustrans

SQL 5: Improve the delivery of new housing and diversify housing across all tenures.	Action	Delivery
There continues to be a shortage of good-quality, affordable housing. There is a need to improve the delivery of new housing across the whole of the county borough. The housing stock across all tenures needs to diversify.	56. Use the opportunities provided by the South Wales Metro to reinvigorate housing in the north of the County Borough; 57. Widen housing choice by unlocking stalled housing sites; 58. Support local builders to build the homes people need e.g. plot shop, custom build, local development orders; 59 Use innovative Finance models and the release of public sector land to increase housing land supply; 60. Encourage the development of housing for the elderly on Council owned sites; 61. Improve the viability of housing development in marginal areas (particularly in the north of the county borough) through innovative delivery mechanisms; 62. Work with housing partners to pilot projects that contribute to sustainable communities. 63. Work in partnership with the RDP Team and Coed Cymru to explore the feasibility of local timber and hardwood in the construction of new homes.	56, 58, 59, 60, 61 Partnership between Housing associations/ volume and local house builders/public sector /landowners/Cardiff Capital Region/WG 59, WG, Council/ Cardiff Capital Region/ developer partners 62, PSB/Partnership between Housing associations/ volume and local house builders/public sector /landowners/Cardiff Capital Region/WG 63, WG/Council/ Cardiff Capital Region/ developer partners

SQL6: Improve the quality of the existing housing stock through targeted intervention; particularly in terms of Council owned housing stock.	Action	Delivery
Investment of £200 million to ensure that all local authority homes are improved and maintained to achieve Welsh Housing Quality Standard.	64. Continued implementation of the WHQS to improve the quality of Council owned housing stock and the use of the investment as a catalyst to achieving wider objectives of new jobs and training opportunities for local people whilst strengthening local supply chains.	64 WG/Council
Support initiatives that seek to improve the energy efficiency of homes as 25% of households within the borough are experiencing fuel poverty.	65. Work with partners and energy providers to improve the energy efficiency of homes.	65 WG/Council/Energy Providers

SQL 7: Refocus town centres to serve the needs of residents and businesses.	Action	Delivery
There is a need to retain more expenditure within the local economy. There is a need to identify redevelopment opportunities to enhance and diversify the existing offer within Town Centres to make them safe and attractive places to live, work and visit. There is a need to develop the night time economy to attract people to live and work in the county borough. There is a pressing need to increase footfall and dwell time in Town Centres.	66. Work with Town Centre Management Team to attract National Retailers and quality independent retailers to locate in Town Centres. 67. Prepare a revised suite of town centre action plans that challenge the traditional model of town centres, based on what communities want and need. 68. Support initiatives which promote a mixture of housing, retail, business and leisure within town centres to increase dwell time, footfall and the night time economy. 69. Explore the opportunities provided by the transfer of parking enforcement to the Council from the Police. 70. Work with business to explore opportunities to initiate and attract new cultural and leisure events in town centres, such as Music Festivals e.g. Proms in the Park, Big Cheese. 71. Examine feasibility of providing opportunities for local producers to trial sale of produce within Town Centres. 72. Work with police and community support officers to ensure safety with town centres.	66, 67, 68, 69, 70, 71 Council/Private Sector 72 Council/Police

Connecting People & Places

Regeneration and investment should address both social and physical exclusion whilst improving employment rates. A key element required to achieve this is increasing connectivity between people and places. Connectivity, or accessibility, in this respect is not a single issue, but a complex series of interconnected issues relating to both the circumstances of the residents of the county borough as well as the barriers to accessing places, facilities and services.

This section addresses connectivity in terms of the physical accessibility to services facilities, employment and places. However, it is important to note that connectivity should also reflect the fact that there are barriers that prevent people's accessibility to employment, services and facilities that are beyond physical accessibility. In terms of employment a lack of skills and poor educational achievement decrease accessibility to higher paid jobs.

It is, therefore, important to ensure that people can access services, jobs, training and education to enable them to gain the skills, particularly the digital skills, necessary to access those opportunities that are available.

City Deal, the £1.25 billion funding package for the Cardiff Capital Region, seeks to promote economic growth throughout the region. A key element, and significant part of its committed funding, relates to the Capital Region Metro, whose aim is to provide an expandable and sustainable transport system that delivers a high-quality, reliable, efficient and economically sustainable transport network that links communities with all major commercial, social and leisure attractors. The Metro represents the single biggest investment in transport infrastructure in Wales. The Metro will underpin the region's future economic growth and facilitate the spread of jobs and prosperity throughout the Region. A corollary of the development of the Metro will be the potential for Metro stations and interchanges to become focal points for new economic developments that will benefit from the increased accessibility and connectivity that these locations will have.

Given its location, with excellent connectivity to Cardiff and potential for increasing connectivity east to Newport and north to the Heads of the Valleys area, Caerphilly County Borough is in an excellent position to support and accommodate the anticipated regional economic growth, some of which is currently located in Cardiff. Attracting both people and businesses into the county borough will only have a positive impact on the local economy, as it will encourage people to spend their disposable income in the commercial centres within the county borough.

The Connecting People & Places theme reinforces the need to maximise the economic benefits and opportunities that arise as a result of the unprecedented level of investment that City Deal brings. It highlights and considers opportunities for redevelopment and the co-location of facilities in order to capitalise on the Metro and maximise its positive impacts on local communities. Identifying and capitalising upon Metro opportunities will be central to fostering labour market participation and increasing integration within the city-region economy.

There is a real need to connect people with business and the wider community and the role of digital connectivity is central to this theme. However, whilst achieving digital inclusion is central to embracing opportunities, ensuring access alone is not enough. Take-up is not necessarily increased by a rollout in digital services. Research has shown that access to the internet itself, no matter the speed of connection or ubiquity of access does not solve inequalities in how people make use of the opportunities available online. Use of the internet is more dependent on underlying socio-economic and socio-cultural issues than might initially be apparent. Therefore, providing training that will enable residents to embrace the opportunities digital technology provides is as equally as important as improving accessibility and digital inclusion.

Our key priorities are:

CPP1: Promote and identify major highway projects that would significantly improve connectivity. Despite the continued move towards more sustainable forms of transport, the car remains the principal mode of transport for the majority of trips. As a result the efficient operation of the road network is essential to maintaining and improving physical connectivity and accessibility. Congestion on the county borough's highway network results in increased travel times that have negative impacts on the economy, whilst also impeding bus transport, one of the more sustainable forms of transport. Improving the efficiency of the county borough's highway network is essential to assist in delivering the levels of economic growth to meet the aims of City Deal.

CPP2: Promote Public Transport Integration and Connectivity.

The objective of the Metro is to deliver an integrated, sustainable transport system that comprehensively links the communities throughout the region. Improving the connectivity and integration of the bus transport element, the easiest mode to increase and expand, is a fundamental factor in delivering this objective. Since bus deregulation in 1986, bus service integration has been significantly hampered due to the lack of overall control over services and the numbers of independent service providers that have arisen. It is essential that bus services are integrated more fully between service operators, and with rail services, and the issue of how this is delivered is currently being considered at the regional/Wales level.

Bus serves both local and regional travel needs and, where they link to the rail network, national and international travel needs as well. Integration at all levels will, therefore, have significant positive impacts in improving connectivity and accessibility throughout and beyond the county borough.

CPP3: Promote place-making development around key transport hubs and nodes. The increased accessibility brought by the implementation of the Metro scheme will make the main interchanges and nodes on the network more attractive to investors and developers. This increased attractiveness provides the opportunity to develop new sites and redevelop existing sites for uses that will complement the settlement and be focussed on the transport node. For smaller nodes this will inevitably mean looking at sites in close proximity to the node. However, for the key transport hubs, sites across a wider distance could be developed/redeveloped to reinforce the economy of the settlement and maximise the benefits of the transport hub, e.g. development to enhance and expand the retail and commercial offer in Caerphilly town centre can be realised with the increase footfall that the interchange could bring. Economic development around transport hubs and nodes will assist in delivering the economic growth required by City Deal.

CPP4: Actively promote rail improvements and the reinstatement of new links. The rail services through the county borough are generally well used and there is a significant out-commute each day from the county borough to employment centres at Newport and Cardiff in particular. In order to address the transport requirements associated with the levels of economic growth sought by City Deal, it will be necessary to increase the capacity of the rail system and expand it to maximise opportunities to expand the network to link to settlements currently outside of its reach. The reinstatement of former rail routes will be a key element of this and the lesser impacts associated with light rail/tram systems would be best suited to deliver these improvements. Another significant part of increasing rail capacity is increasing capacities at park and ride facilities, which will also have the benefit of taking traffic off the strategic highway network for part of their journeys.

CPP5: Seek to reduce travelling distance and reduce out-commuting. Caerphilly county borough's main transport pattern is the daily net out-commute to employment centres outside of the county borough, most notably to Cardiff. The majority of this movement is car-borne and results in significant congestion on the strategic highway network, particularly in the Caerphilly Basin and through Maesycwmmer. The Metro seeks to deliver a fast and efficient transport system that will, as a corollary, reduce the numbers of cars on the roads and measures to do this are outlined under other headings. However, providing increased employment opportunities within the county borough and promoting mixed-use development, that will realise linked trips, will

assist in reducing the number of car borne trips.

CPP6: Promote digital connectivity. The use of digital technology for business and recreation and leisure uses is continuing to increase and this is having significant impacts upon how the settlements of the county borough are operating. This trend towards increasing use of technology is unlikely to stop in the foreseeable future and, as a result, it is essential that the county borough maximises its ability to benefit from increasing digital services. Supporting schemes to increase the extent and speed of super fast broad band (SFBB) is a fundamental part of this. However, it is not the only part as it is equally important that the residents of the county borough have opportunities to upskill so that they not only have the skills necessary to take advantage of the benefits that digital technology brings, but also the skills to be involved in the digital technology business.

CPP1: Promote and identify major highway projects that would significantly improve connectivity and accessibility	Action	Delivery
Improve the efficiency of the highway network.	1. Improve the resilience of the strategic highway network, particularly the A469 to Rhymney.	1 WG/Valleys Task Force/ Council
Reduce Congestion on the Strategic Highway Network. Improve Air Quality.	2. Promote strategic highway and junction improvements on the A472 at Maesycwmmer; 3. Promote strategic highway and junction improvements on the A468/A469 Caerphilly Northern Bypass. 4. Early delivery of the Caerphilly South East Bypass; 5. Promote projects that would support and facilitate the early delivery of the Caerphilly South East bypass; 6. Increase the use of electric vehicles and provide the necessary infrastructure to support them.	2, 4 WG/City Deal/Private Sector/CCBC 3 Council (CIL) Private Sector 5 Council/Private Sector/ Metro Place-Making 6 PSB, Council, WG

CPP2: Promote Public Transport Integration and Connectivity.	Action	Delivery
Improve Integration.	7. Improve the integration of bus and rail services at interchanges to improve travel times and connectivity;	7, 8, 9 WG/City Deal/Bus Service Providers 10 WG/Council/Private Sector/Metro/City Deal/ Bus Service Providers
Improve service distribution.	8. Improve public transport services to the principal employment centre of Oakdale, particularly to Blackwood and Crumlin through improving connections and promoting new links and services;	
New Interchange provision.	9. Provide a new bus interchange on the A472 mid valleys strategic route at Maesycwmmer to facilitate transition between east-west and north-south services; and 10. Provide a new bus interchange on the A465 Heads of the Valleys road to facilitate transition between east-west A465 bus services and north-south bus routes and the Rhymney rail station.	

CPP3: Promote place-making development around key transport hubs and nodes	Action	Delivery
Focus development on Transport nodes.	11. Promote economic development at key locations on the transport network to realise significant place-making change; 12. Focus development at Caerphilly Business Park/Ness Tar centred on a new metro hub; 13. Maximise the opportunities arising from the reinstatement of Ebbw Vale rail services to Newport. 14. Maximise the development opportunities for economic development arising from the reinstatement of the Cwmbargoed rail line. 15. Maximise development opportunities arising from the reinstated Caerphilly-Newport rail line. 16. Build upon the success of rail by focussing development, particularly employment based development, at rail nodes. 17. Promote economic development around the proposed Llanbradach Park & Ride.	11, 12, 13, 14, 15, 16, 17 Council/WG/City Deal/ Metro Place-Making programme/Developers

CPP4: Actively promote rail improvements and the reinstatement of new links	Action	Delivery
Improve existing rail services.	18. Provide a major new park and ride facility to serve a relocated Llanbradach rail station, catering for up to around 1000 cars. 19. Seek to increase capacity and availability of rail based park & ride. 20. Promote park and ride/park & share facilities in Nelson to complement development at Ty Du and service a new rail station. 21. Seek to increase carrying capacities on public transport.	18, 19, 20, 21, 22, 23 WG/City Deal/Metro/ Successful Rail Franchise Bidder/Bus service operators/Council
Reinstatement of former rail route to passenger services.	22. Reinstatement of Cwmbargoed rail line. 23. Reinstatement of the Caerphilly-Newport rail line.	
CPP5: Seek to reduce travelling distance and reduce out-commuting	**Action**	**Delivery**
Reduce travelling distances	24. Promote development that would reduce the distance travelled for work. 25. Reconfigure existing resources to create local hubs and co-locate services to reduce travelling distances. 26. Promote and support initiatives for Active Travel to increase physical activity as well as reduce level of out-commuting.	24, 25, 26 Council/Cardiff Capital Region Cabinet/ WG/Developers
Reduce out-commuting by car.		

CPP6: Promote digital connectivity	Action	Delivery
Increase Broadband speed.	27. Promote initiatives to increase the speed of SFBB;	27 Ofcom/Welsh Government/Broadband infrastructure providers/ ISPs/Local businesses
Increase take up of digital services.	28. Increase SFBB take-up within communities who have high proportions of people outside of categories AB and C1 - achieving this requires more tacit considerations such as education, training and up-skilling with regard to society generally be focused upon; 29 Raise awareness of cyber crime and cyber security and educate existing and future users of the risks. 30. Promote and raise awareness of online services including the Dewis Cymru website to improve well-being of users.	28 Cardiff Capital Region/City Deal/Welsh Government/Council/ Education and training providers/Relevant business sectors/ Voluntary sector 29, 30 Council/Education and training providers/ Utility providers/PSB/ Third Sector/Police

What happens next?

On 14th March 2018 the draft version of '*A Foundation for Success*' was approved for public participation and consultation. Following this, workshops were held with the Public Services Board partners and the draft version of '*A Foundation for Success*' was placed on consultation between Monday 26 March 2018 and Wednesday 9 May 2018.

The comments received through the consultation and PSB Workshops were reported to full council on 17th July 2018, and recommendations for changes to the document were made in respect of the comments received. The Council approved the changes to the document and approved the document as the council's regeneration strategy.

The Delivery Plan

Once approved, work will commence on the Delivery Plan. This contains projects, initiatives and strategies aimed at delivering the actions identified under each theme of the strategy.

The purpose of the Delivery Plan is to develop programmes and projects to make them more readily implementable and able to exploit funding opportunities more readily.

The Delivery Plan will contain a suite of documents capable of delivering the actions identified in the Strategy, the first of which is 'The Caerphilly Basin Masterplan' that was prepared, consulted upon and approved alongside *A Foundation for Success*.

How will it be delivered?

A multi agency Advisory Board will be set up to facilitate and prioritise the implementation of '*A Foundation for Success*' and will monitor it's implementation through regular monitoring reports. The Advisory Board will consist of representatives from the Council, PSB Partners and identified private sector representatives in order to ensure actions are not only implementable, but have a commercial appreciation and are understood in the context of the evolving Regional and Sub-Regional agenda. The Advisory Board will be responsible for monitoring the progress of the implementation of the Strategy, identifying new sources of funding as they arise and monitoring how successful the Strategy has been in securing funding and delivering its projects and programs. This will be done through regular monitoring reports.

Reviewing the Strategy

It is essential that '*A Foundation for Success*' is reviewed regularly to ensure that it remains up-to-date and relevant, providing the appropriate framework for delivering the anticipated transformational change. '*A Foundation for Success*' only covers a 5-year period, from 2018 to 2023 and will be reviewed at the end of that period. The

strategy period has intentionally been kept short so that the document is subject of frequent review to ensure it stays up-to-date and relevant.

During the strategy period, the Advisory Board will be responsible for monitoring the delivery of '*A Foundation for Success*' through regular monitoring reports. If the findings of one of the monitoring reports identifies issues that needs to be addressed, then a review of '*A Foundation for Success*' can be triggered.

Whilst '*A Foundation for Success*' is not supplementary planning guidance to the Adopted LDP, it has been drafted to be in compliance with it. Should a review of the Adopted LDP be undertaken, then '*A Foundation for Success*' will also need to be reviewed. Any such review will need to address any changes to allocations and policies that impact on the strategy and amend the strategy to take them into account.

'*A Foundation for Success*' would also need to be reviewed if a Strategic Development Plan (SDP) was adopted for the region as the strategy would also need to be in compliance with the SDP.

Appendix 1 - Well-being of Future Generations

The Strategy has had regard for the seven well-being goals set out within the Well-being of Future Generations (Wales) Act 2015.

Goal	How it will be achieved by 'A Foundation for Success'
A prosperous Wales	Employment, Education and Up-skilling is the best protection against poverty and its impacts. A number of the actions identified will increase employment, education and up-skilling and boost enterprise within the County Borough. Working in partnership with business and industry the strategy seeks to increase the availability of jobs and identify opportunities to enhance access for residents to those jobs.
A resilient Wales	'A Foundation for Success' seeks to equip people to break the cycle of poverty, spread opportunity and enable people to fulfil their ambitions and enhance their wellbeing, reducing inequality, improving health, educational attainment, upskilling and helping people secure employment.
A healthier Wales	'A Foundation for Success' seeks to support Interventions to improve health, address diet, physical activity or any lifestyle behaviours that may predispose people to behave in a certain way where there are complex social and environmental factors at play.
A more equal Wales	'A Foundation for Success' supports our most deprived communities through a multiagency approach to eradicate poverty and create vibrant communities where people want to live and work. The actions identified will increase employment opportunities whilst recognising the challenges experienced in the more deprived communities in order to improve equality.
A Wales of cohesive communities	'A Foundation for Success' recognises that regeneration and investment should address both social and physical exclusion. A key element required to achieve this is increasing connectivity between people and places, and supporting quality of life. Supporting quality of life is about creating a sustainable environment for current and future generations to enjoy by improving and maintaining features of the physical and natural environment and joining up things that most affect people's lives.
A Wales of vibrant culture and thriving Welsh language	'A Foundation for Success' seeks to improve access to culture, leisure and the arts in order to improve social and economic wellbeing. It recognises that culture, the arts, sports and leisure are important elements of vibrant and viable communities. The strategy will be made available in Welsh.
A globally responsive Wales	The actions proposed will all contribute towards improving the economic, social, environmental and cultural well-being of those living, working or visiting Caerphilly County Borough.

The development of '*A Foundation for Success*' has also been informed by the five ways of working.

Involvement - '*A Foundation for Success*' has been developed through engagement workshops with a number of key stake-holders, including businesses, Elected Members, the Youth Forum Cabinet and key representatives. A full public consultation was held between 26 March and 9 May 2018 to obtain the views of wider stakeholders. All comments from the consultation have been considered and changes have been made to the document where relevant.

Collaborate – The development of '*A Foundation for Success*' has drawn upon the expertise from key representatives from across local authority departments. The delivery of the actions identified within the strategy will involve collaboration between the public, private and third sectors.

Long term – The objectives identified, and the actions that will deliver these objectives, are part of a longer-term vision of enhancing Caerphilly County Borough and builds upon the long term vision to make the County Borough more prosperous, resilient, healthy and more equal with strong cohesive communities.

Integration – '*A Foundation for Success*' builds upon and is informed by the work undertaken by the Public Service Board and other departments within the Council. It does not seek to duplicate other relevant Council strategies but it does take account of and will deliver against the Council's own Well-being Objectives for 2017/18 by identifying actions that will:

- lead to job creation and training opportunities
- help address poverty
- promote more active and healthy lifestyles
- reduce the carbon footprint through improved active travel routes and facilities locally

Prevention – '*A Foundation for Success*' recognises that there are a number of challenges that need to be addressed in order to achieve the Vision. The actions identified aim to address key issues so that they do not worsen. '*A Foundation for Success*' is set out under 4 strategic themes, each with a slightly different focus; these are Supporting People, Supporting Business, Supporting Quality of Life, and Connecting People and Places. The actions identified under each of these themes will improve the quality of life for those living, working and visiting Caerphilly County Borough.