Foundation for *Success*
Delivering Prosperity After Covid

Approved 8th December 2021

CAERPHILLY
COUNTY BOROUGH COUNCIL
CYNGOR BWRDEISTREF SIROL
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Background

The Strategic Vision for the Regeneration of the County Borough has been clouded throughout 2020 by 2 significant events Covid-19 and Brexit and the significant economic impact of both continues to persist. In addition to the well-documented impact of the pandemic on public health, its effect combined with the impact of BREXIT on the economy is profound.

The Council, in partnership with the Welsh Government, has been at the forefront of responding to the immediate and short-term needs of local businesses as both events have unfolded. There is now a pressing need to support and strengthen the local economy and in order to do this a renewed strategic approach is required to address this unprecedented period of economic turbulence and lay the ground to enable the county borough to build back better.

Response

In response the Council has established a Strategic Recovery Framework to support the Council and the wider County Borough to recover whilst continuing to support the Wellbeing Objectives set out in the Corporate Plan 2018 - 23. The economic recovery framework Delivering Prosperity after Covid has been prepared to deliver our strategic objective of Supporting Business and this framework has three, distinct phases as follows:

- The Restart phase;
- The Revive phase; and
- The Renew phase.

The Restart Phase

An initial 'led by Government' phase, the Welsh Government and Council responded at pace implementing the following measures swiftly:

- Establishment of an Emergency Business Support Team;
- Communication and signposting to Business Wales and other forms of government relief, including the creation of a dedicated e-newsletter for business;
- Financial business support through a multitude of grant schemes;
- Supplier relief (supplier risk analysis, targeted support to supply chain companies, intervention for companies at risk, monitoring of business needs);
- Employer Support (training regarding new employment positions with local companies, creation of a Redundancy Response Team, relaunch of Caerphilly Business Club);
- Reopening towns (consideration of physical intervention such as street widening, business survey to determine business requirements, grant aid for physical intervention and modifications required by businesses);
- Tourism Recovery Group & Recovery Plan;
- Economic Recovery Plan (research to understand the implications for business);
- Identification of major construction projects (Caerphilly Town 2035, social procurement, working with WLGA on financial support for schemes).

The Revive Phase

The Revive phase is tied to testing, potential vaccine availability and public confidence and behaviour. Research commissioned in 2020 identified how the pandemic and Brexit were impacting on the business community in the County Borough and provided quantitative and qualitative evidence on that impact on different sectors of the economy. This document provides an Action Plan to serve to address and respond to those impacts.

Using the Council's regeneration strategy, **A Foundation for Success**, and the suite of masterplans as a basis for addressing structural and strategic improvement, the Renew phase will include policy interventions, financial support and the delivery of major construction projects to create opportunities to provide a diverse range employment and training opportunities and opportunities to local business supply chains, and will include:

- Securing funds to overcome high-level public sector challenges, working closely with business to utilise innovative solutions;

- Understanding future industrial growth as influenced by the Brexit and the pandemic, and work with business to strengthen Caerphilly's place in the regional economy;

- Expediting delivery of major construction projects as a catalyst for growth;

- Renewing policy interventions through the Second Replacement Local Development Plan (LDP) – working from home, reducing the need to travel, provision of suitable land for development, diversification of town centres, facilitating Active Travel and modal shift;

- Accelerating Caerphilly Placemaking Plan projects;

- Ensuring maximum social impact and social value from public sector investment.

Foundation for Success

'A Foundation for Success' is the Council's overarching regeneration strategy for the 5 year period 2018 - 2023 which was adopted by Council in July 2018. The Strategy identified 7 key objectives for Supporting Business and these remain even more relevant post Brexit and as a response to the economic impact of the pandemic. They 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; and

- To improve the links between business, schools and training providers.

It further identified the following key areas are critical to its delivery:

- Implementation of strategic masterplans;

- Innovation;

- Cluster networks;

- Skills.

These will continue to be addressed through the following priorities:

- Development of the Foundational Economy;

- Homes for the Future;

- Development of cluster and innovation opportunities;

- Digital Connectivity;

- Improving resilience through education training and careers advice;

- Transport Infrastructure and connectivity;

- Town Centre Regeneration & Diversification;

- Tourism Recovery;

- Reconfiguration of existing employment sites and identifying new sites;

Covid-19 has made a massive impact on people's working, commuting and living habits and it is conceivable that some aspects of society will be permanently altered and this will undoubtedly impact on decarbonisation. Opportunity exists to maximise the potential of these changes, for example through agile working, increased active travel and reduction in travel by car. We must recognise that our approach to the economic recovery that will follow provides us with a unique opportunity to sustainably rebuild our economy and make greener investments and climate positive decisions that set us on a pathway to achieve our climate target.

The Council's Decarbonisation Strategy entitled 'Reduce, Produce, Offset, Buy' prepared during the pandemic focuses on reducing the Council's own carbon footprint and sets out the overarching objective of being a net carbon neutral authority by 2030.

By becoming net carbon neutral by 2030, the Authority will help to create a more robust county borough by stimulating jobs in the "Low Carbon"Sector and green economy. This will not only make our environment greener and more stable, but will help local residents into work and out of poverty, making communities more resilient to change

The Renew Phase

Building on the Revive Phase the **Council approved Wellbeing and Place Shaping Framework** provides a list of potential civic investments across Caerphilly in excess of £231m that align explicitly with the Council's adopted Wellbeing Objectives which will be delivered in the next 5 years.

The Place Shaping Framework provides the opportunity to build, repair and renew key infrastructure and assets across the length and breadth of Caerphilly county borough, as well as explicitly further the aims

and policy direction previously set within strategies such as the Council's Corporate plan, the Sport and Active Recreation Strategy (SARS), the Council's Regeneration Strategy "A Foundation for Success 2018-2023" as well as the exciting proposals set out within the 21st Century Schools Band B Programme.

The Place Shaping Framework is of paramount importance at this time, as it offers an important element of the Council's Covid recovery plan, which aims to support our communities as they begin to emerge from the Covid pandemic.

Long-term investments in infrastructure such as that proposed within the Place Shaping Framework, hold the potential to rebalance the local economy, enhance productivity and create jobs and opportunities across Caerphilly County Borough, which is of great importance as we support our communities to rebuild a sustainable and resilient future post Covid. The opportunity exists to work together to create a better and more prosperous Caerphilly for everyone, further embedding the Council's "TeamCaerphilly" collective community and civic leadership model of delivery.

Priority Theme: Improve Resilience through the Development of the Foundational Economy

The Covid crisis has removed any doubt about the fundamental role of the foundational economy to the well-being of our citizens. This is the part of the economy which could not be shut down during the pandemic as it provided the infrastructure of everyday life, serving our essential daily household needs, and keeping us all safe and civilised, providing jobs at the heart of our communities in healthcare, childcare, food, housing, energy, construction, waste and recycling. The Foundational Economy also makes a substantial contribution to GVA in Wales. The Centre for Research on Socio-Cultural Change estimated that that the foundational economy accounts for approximately four jobs in every ten and approximately £1 in every £3 spent by households in Wales and Caerphilly County Borough is no exception.

Why is this a priority?

- The health of our local economy is broader than simply GVA and jobs growth, supporting the foundational economy ensures that economic growth accrues more equitably and spreads social justice.

- Resources can be usefully spent shoring up indigenous businesses where profit and spend is more likely to remain or recirculate within the local economy.

- Building capacity within communities and establishing networks of collaboration is fundamental to supporting and growing the Foundational Economy within the County Borough.

The opportunities this presents are:

- Enabling economic value to be re-invested and recirculated within the local economy whilst creating employment opportunities closer to home.

- To spatially redistribute economic activity throughout the County Borough to achieve greater equality.

What we will do:

Project	12 Months	3 Years	5 Years
Strengthening local supply chains through cultivational procurement.	• Use Business Support to help local SMEs register with procurement. • Map supply chain voids to ensure that local companies are used where practicable. • Develop the capabilities of indigenous business to compete for contracts and fill supply chain voids. • Work with partners to support local jobs through the use of procurement measures that support local supply chains.		
Improve support for business.	• 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. • Work with partners to provide training and support for citizens to become self-employed. • Re-configure grant spend to ensure that it is more effective and targeted more closely at supporting economic outputs.	• Identify and develop town centre enterprise incubator hub targeting young entrepreneurs – Fab Lab.	

What we will do:

Project	12 Months	3 Years	5 Years
Exploit funding opportunities to ensure premises are available for business development and growth for SMEs.	• Target key premises within the strategic hubs of Caerphilly and Ystrad Mynach in addition to Principal Town Centres throughout the County Borough in order to ensure that there are suitable premises available to facilitate commercial growth (retail & business). • Work with the ICE Regional Enterprise Hub to identify new opportunities for business hubs in other parts of the County Borough. • Exploit opportunities to bring employment back to the centre of our towns as part of a wider offer of activities and uses and re-purpose buildings to create co-working spaces and encouraging new green skills and opportunities such as repair cafes, reuse and refill retail and remanufacturing innovation.	• Ensure that potential new sites are incorporated within the emerging Local Development Plan. • Review Town Centre Policies through the work on the 2nd Replacement LDP to diversify the offer in town centres and apply the town centre first principle for development with high footfall.	
Work with local Businesses to progress innovation in the Foundational Economy.	• Work in partnership with the private sector to develop foundational economy challenge bid schemes.		

What will this achieve?

• To spatially redistribute economic growth throughout the County Borough.

• To create the appropriate support and conditions to enable the Foundational Economy to grow and flourish.

Priority Theme: Zero Carbon Homes for the Future

Caerphilly County Borough Council remains one of the few local authorities that have retained its housing stock, with over 10,000 properties and 13,000 tenants. The Council has invested over £260m in bringing all these homes up to the Welsh Housing Quality Standard (WHQS) and this should be complete by December 2021. This ambitious investment programme is not just to improve homes, but to also transform people's lives and the communities in which people live.

The Council is also progressing significant work to deliver new homes and is considering the delivery of housing more widely, including our commitments to work collaboratively and share knowledge and resources with our RSL partners to work towards delivering more energy efficient housing, progressing innovative housing schemes and delivery mechanisms which offer potential solutions to housing demand not being met by volume housebuilders and exploring mechanisms to deliver specialised housing such as housing to support an ageing population.

Alongside this the Council's ambitious house building programme is to deliver 400 new Council homes by 2025. The Council will invest and incentivise modern methods of construction and off-site manufacturing capability and supply chains to deliver high quality, energy efficient and low carbon Council housing. The Council's procurement strategy for social housing will be critical in this respect as we seek to also deliver an element of off-site manufactured in Wales innovative homes across our development sites. This has the potential to create scale, developing a stronger pipeline of development, so we can secure more modular off site construction, that will make a locally based factory commercially viable using Welsh suppliers for example which will provide employment, shorten supply chains 13 and further reduce carbon usage. During the lifetime of the strategy further opportunities will be explored to further reduce energy consumption and options that create heat and power by using photovoltaics, ground source and air source energy and heating.

Why is this a priority?

- The Council is committed to improving the quality of its housing stock and will ensure it is maintained to up-to-date quality standards.

- There is an urgent requirement to deliver new housing to meet the needs of all residents of the County Borough.

- Unlocking stalled housing sites is critical to achieving social justice and providing housing in areas less favourable to volume builders.

The opportunities this presents are:

- The house building industry can drive economic growth and generate employment and supply chain demands that benefit the local economy.

- Piloting the construction of innovative housing increases the supply of energy efficient homes within the County Borough whilst showcasing innovative construction methods and technologies that can provide a learning opportunity for the wider construction industry.

What we will do:

Project	12 Months	3 Years	5 Years
Welsh Housing Quality Standard Investment to upgrade 10,822 homes.	• Currently 10448 properties out of our total stock of 10654 have been upgraded and are fully compliant with WHQS standard. It is anticipated that the majority of those remaining will be upgraded within the next 12 months with many only awaiting external works. Target to complete all internal and external works by December 2021. • Explore opportunities to work with other housing partners on a Challenge Fund to retrofit existing dwellings to facilitate decarbonisation.	• The successful Welsh Housing Quality Standard (WHQS) programme has sought to address fuel poverty and enhanced energy efficiency in all of our Council homes, the next iteration of WHQS, due in January 2022, is expected to challenge us to meet EPC A using the Optimised Retrofit approach to Council housing stock. This will require the upskilling of our construction sector and provide opportunities for our business partners and local supply chains	
Unlocking public sector land for self-build development, through a 'Plot Shop' initiative.	• Identify plots of land in Council ownership that are suitable for self-build development; apply for outline planning permission and ensure infrastructure is in place (where appropriate) to ensure sites are 'oven ready.' Facilitate the sale of plots to eligible applicants.	• Evaluate demand for the scheme and identify additional sites in appropriate areas through a rolling programme of re-investment.	• Evaluate demand for the scheme and identify additional sites in appropriate areas through a rolling programme of re-investment. The scheme is intended to run for 15 years.
Construction of new council housing stock.	• Explore and develop energy efficient housing that reduces energy costs significantly and / or generates energy that can be supplied into the grid.	• Explore and develop energy efficient housing that reduces energy costs significantly and / or generates energy that can be supplied into the grid.	• Explore and develop energy efficient housing that reduces energy costs significantly and / or generates energy that can be supplied into the grid.

What we will do:			
Project	**12 Months**	**3 Years**	**5 Years**
	• Secure planning permission on Council owned sites identified within the Council's Programme Development Plan (PDP). • Seek opportunities to secure additional Council stock through Section 106 agreements. • Set up partnership agreements with developer partners including where appropriate RSLs for the delivery of Council units.	• Secure planning permission on Council owned sites identified within the Council's Programme Development Plan (PDP). • Seek opportunities to secure additional Council stock through Section 106 agreements and/or selected purchase.	• Secure planning permission on Council owned sites identified within the Council's Programme Development Plan (PDP). • Seek opportunities to secure additional Council stock through Section 106 agreements and / or selected purchase.
Examine the potential to pilot initiatives through the Housing Investment Fund as part of the Cardiff Capital Region City Deal workstream.	• Secure funding to unlock 2 problematic stalled sites at Maesycwmmer and Abertridwr through the City Deal Housing Investment Fund. • Secure funding to unlock 1 problematic site in the Heads of the Valleys through the City Deal Housing Investment Fund.	• Support the development of older persons housing. • Encourage the delivery of innovative technologies in new housing development. • Secure funding to unlock problematic stalled sites through the City Deal Investment Fund. • Work with Development Bank for Wales to unlock stalled sites within the County Borough. • Work with RSL's to deliver schemes at Maesycwmmer and Abertridwr through the City Deal Housing Investment Fund by end of 2024.	

What we will do:			
Project	**12 Months**	**3 Years**	**5 Years**
Utilise Welsh Government loans / funding to bring vacant properties and sites back into beneficial use.	• Facilitate and assist owner occupiers and landlords to access Welsh Government loans to upgrade and bring properties back into beneficial use. • Secure Welsh Government Land to bring 1 brownfield site back into beneficial use for a mixed-use development including mixed tenure housing.	• Facilitate and assist owner occupiers and landlords to access Welsh Government loans to upgrade and bring properties back into beneficial use. • Secure planning permission on Council owned sites. • Bring 1 problematic brownfield site into Council ownership to unlock its development potential through a partnership agreement with Welsh Government.	• Facilitate and assist owner occupiers and landlords to access Welsh Government loans to upgrade and bring properties back into beneficial use. • Secure planning permission on Council owned sites.
Secure money through the Innovative Housing Fund to deliver innovative homes suitable for the future (i.e., carbon neutral, zero carbon).	• Pentrebane Street Caerphilly, funding secured for the development of a mixed-use scheme on this site. • Ty Pontllanfraith, funding secured from the Innovative Housing Fund for the redevelopment of this site and the creation of a 'Garden Village'. • Ty Du, funding secured from the Innovative Housing Fund for the development of this site. • Work with our RSL partners to deliver new carbon neutral homes to meet housing need across the county borough.	• Explore opportunities to deliver innovative homes in partnership with developers / RSLs on key development site within Risca.	• Explore opportunities to deliver innovative homes in partnership with developers / RSLs on key development sites across the county borough.

What we will do:

Project	12 Months	3 Years	5 Years
Set up empty homes team to target empty town centre properties and empty residential properties to bring them back in to beneficial use.	• Prepare an Enforcement Action Plan for Vacant Town Centre Properties and act using relevant statutory powers to bring premises back into beneficial use. • Provide grant support via the Transforming Towns Initiative to bring town centre properties back into beneficial use.	• Take Enforcement Action on Vacant Town Centre Properties and act using relevant statutory powers to bring premises back into beneficial use. • Use WG Placemaking for Towns funds to support residential / commercial development where applicable such as 'Store 21' scheme in Blackwood.	• Take Enforcement Action on Vacant Town Centre Properties and act using relevant statutory powers to bring premises back into beneficial use.

What will this achieve?

• Higher quality Council Housing throughout the County Borough to meet identified housing need.

• Housing in areas of need that have traditionally been less favourable to volume house builders.

• Innovative, energy efficient homes and the showcasing of new construction techniques that could benefit the housebuilding industry more widely.

• Housing that meets the needs of an ageing population in a sustainable manner.

• Provide housing in town centre locations to diversify towns and increase footfall.

Priority Theme: Develop Cluster and Innovation Opportunities

The County Borough has a diverse and varied economic base, featuring companies and sectors that exhibit the area's capability to attract and foster higher value-added jobs. The Baseline Economic Analysis for South East Wales, identifies 3 main sectors within Caerphilly County Borough, where location quotients were at their strongest, these include:

- Life Sciences – one of Welsh Government's nine key sectors.

- Advanced Materials and manufacturing; and

- Food

Examples of some of the companies that are already located within the County Borough include:

Pharmaceutical / life sciences, of which there are numerous examples already operating within the County Borough including:

- Norgine (Tir-y-berth);

- Convatec, Sharp Clinical Solutions, Carey Medical and Williams Medical (Rhymney);

- Biotage (Dyffryn Business Park);

- PCI Services and BBI Group (Penyfan Industrial Estate);

- Frontier Medical and IMP Pharmaceuticals (Pontllanfraith);

- Biometrics Ltd (Nine Mile Point);

- Biological Preparations (Pantglas Industrial Estate).

Advanced Materials and Manufacturing

- General Dynamics UK – a prime contractor and complex systems generator based at Oakdale Business Park;

- BRUSH eu - supply industry leading turbogenerators and power management systems around the world, and design and manufacture high quality transformers and switch gear. (Pontllanfraith);

- Nuaire Ltd – a designer and manufacturer of domestic and commercial ventilation products available in over 40 countries (Western Industrial Estate, Caerphilly);

- IG Doors – Leading UK Door manufacturer (Oakdale Business Park);

- Transcend Packaging – Duffryn Industrial Estate;

- Deregella –manufacture of prototype battery and supercapacitor devices (Pontygwindy Industrial Estate).

Food

- Braces Bakery – Oakdale Business Park;

- Peters Foods – Bedwas;

- Castle Dairies – Pontygwindy Industrial Estate;

- Unilever Best Foods – Oakdale Business Park.

As illustrated Caerphilly is home to several prestigious companies a number of which have diversified during the pandemic to

aid the national call for the manufacture and provision of PPE. Significantly a number of the county borough's Med Tech companies have also experienced growth as a consequence of their ability to manufacture and package pharmaceutical products in response to the Covid pandemic creating hundreds of high value new jobs within the local economy.

In addition, the wider region is home to the world's first compound semiconductor cluster in South Wales. The Compound Semiconductor Centre in Was formed in Cardiff in 2015 as a joint venture between IQE Plc, a leading supplier of advanced compound semiconductor wafer products, and Cardiff University. In 2017, the Cardiff Capital Region through its City Deal invested £38M with IQE co-investing £375M in the Newport CS-mega Foundry at Imperial Park, Newport. The Foundry, is also home to the £50M CSA Catapult, which produces wafer chips that are exported the world over and are embedded in all major developing technologies from smart-phones to wearable technology and from advanced energy systems to next generative automotive. This has led to several firms locating in and operating along the M4 Corridor in Newport and Monmouthshire however supply chain activity is taking place throughout the region, including in Caerphilly.

Why is this a priority?

- Caerphilly is ideally located within the Cardiff Capital Region to capture opportunities associated with emerging technologies and cluster developments;

- There are already emerging clusters within the County Borough e.g., life sciences which potentially can be developed further;

- Both local and regional cluster developments require networking and collaboration in order to maximise economic benefit.

The opportunities this presents are:

- To develop regional clusters linked to emerging key areas including compound semiconductors, artificial intelligence and electric automation;

- To develop the skills base required to meet business needs and to drive our green economic recovery;

- To create higher value jobs.

What we will do:

Project	12 Months	3 Years	5 Years
Develop cluster opportunities.	• Work with City Deal/Welsh Government to deliver key sites including Capital Valley, Rhymney, Ty Du Nelson, Caerphilly Business Park and Oakdale Business Park (plateau 1,2 and 4). • Work with WG to secure £3m investment for the provision of infrastructure at Oakdale Business Park. • Work with the private sector to facilitate their growth plans.	• Redevelopment of Capital Valley – establish the physical needs of potential occupiers. • Ensure the provision of sufficient land through the planning system for new businesses and expansion opportunities for key sectors to establish and grow. • Develop business case for development of commercial development to support Llanbradach park and ride scheme.	
Create and strengthen official lines of communication.	• Work with Caerphilly Business Club to programme business networking opportunities at a local level and make connections to enhance local supply chain activity. • Continue to work closely with businesses in the county borough to address their training needs in association with Further and higher Education partners.	• Work with relevant firms and education/training providers to minimise skills shortages and skills mismatches.	
Target innovation and business set up.	• Gain a better understanding of the skills requirements in respect of the compound semiconductor, life sciences sectors and electric automotive sectors.	• Help establish links between Innovate UK and existing life science businesses identified within the County Borough. (Innovate UK provide support and challenge funding to the health and life sciences sector).	

What we will do:			
Project	**12 Months**	**3 Years**	**5 Years**

	• Continue to roll out the Caerphilly Business Productivity Enhancement Programme to encourage SMEs with more than 10 employees to:
	
	    ▪ Future proof business through becoming more efficient,
	
	    ▪ Introduce new technology, Diversify and broaden the customer base,
	
	    ▪ Develop new products.
	
	• Following a productivity diagnostic of the company, a comprehensive support package will provide implementation support, skills development, research & development, export, GRANT SUPPORT for capital expenditure and any other specialist interventions that are required.
	
	• Bring together public, private and third sector organisations in the County Borough to respond to societal challenges and drive positive change through innovation via the CCR Challenge Fund Programme and Innovate UK.
		• Bring together public, private and third sector organisations in the County Borough to respond to societal challenges and drive positive change through innovation via the CCR and other Challenge Fund Programmes.
		
		• Develop entrepreneurship action plan with Caerphilly Business Club.	

What will this achieve?

• Build upon existing, prominent economic sectors within the County Borough creating strong innovative and resilient clusters.

• Stronger business networks.

• Encourage new participants within prominent economic sectors and establish Caerphilly County Borough as a strong business destination.

Priority Theme: Digital Connectivity

Digital connectivity is critical to a well-functioning, modern economy and the pandemic has highlighted the significant role digital inclusion has played during lockdown. From the ability to engage with health services to maintaining contact with friends and families during periods of lockdown, there has never been a greater need for digital confidence. Digital connectivity and confidence are essential in terms of the delivery and consumption of many, varied services (both public and private) for individuals and households and importantly for business. It is also essential for all sectors of the economy to help to drive growth and create jobs.

Why is this a priority?

- Digital connectivity increases productivity and growth.

- Clear benefits to the economy if small businesses further increase their use of broadband and mobile services.

- Businesses benefit from growth by accessing broader markets and increased productivity from engaging with the digital economy.

- Business optimisation with the time and cost savings an internet connection can bring to business operations including access to cloud services.

- Increasing digital skills within both the business community and wider communities within the County Borough.

The opportunities this presents are:

- To provide a strategic direction for the 'Digital' strand at both a regional level through CCR and at a local authority level.

- Increase digital connectivity within Caerphilly County Borough and across the wider CCR and beyond.

- Enable the County Borough to benefit from new forms of artificial intelligence (driverless cars, wearable devices), many of which will rely on 5G networks.

- Enable the County Borough to benefit from new forms of technological advances linked to care home provision.

- To enable the Council to provide and offer digitally enabled services 24/7.

Project	12 Months	3 Years	5 Years
What we will do:			
Work with Partners to Increase broadband speed.	• Promote initiatives to increase the availability of SFBB (Super Fast Broad Band) and UFBB (Ultra-Fast Broadband).	• Continue to promote initiatives to increase the availability of SFBB and UFBB.	
Provide digital support and advice to business.	• Work with WG to offer digital infrastructure support services to local businesses / enhance digital connectivity / promote the role of artificial intelligence in business.		
Promote the concept of Regional / Community Wi-Fi as the potential for enabling a functional and connected future.	• Roll out Free Wi Fi in all Principal Towns and Rhymney and Newbridge.	• Explore opportunities through CCR investment and Welsh Government Funding opportunities.	
Explore the opportunity to roll-out a 5G Network across the CCR.	• Support the work of the CCR Digital Strategy • Continue to work with private sector providers engaged in rolling out their 5G network across the CCR and County Borough.		
Ensure innovative technologies through the use of broadband are incorporated within new housing developments.	• Work with developers to ensure the incorporation of innovative technologies within new housing developments in line with national planning policy.		
Improve Broadband Speeds in Schools.	• Completion of SuperFast Broadband Installations in Schools in line with the Learning in Digital Wales Programme. • Seek funding opportunities through WG and work with schools to improve network infrastructure.	• Seek funding opportunities through WG to increase broadband speeds for schools to Ultra-Fast Broadband to support future digital provision.	

What we will do:

Project	12 Months	3 Years	5 Years
Coding for Younger People to enable young people to have the relevant skills for the future.	• Work with partners in WG & Consortia to promote the use of coding in line with the Digital Competence Framework.		
Assess the potential development of Wi-Fi analytics and digital towns.	• Utilise Wi Fi analytics to inform Town Centre Strategies.		
Assess the ability of town centre traders to offer increasingly popular digital services such as click and collect and look to share best practice where this has worked well.	• Work with 'Near Me Now' to pilot a new digital platform for use by business in Principal Towns throughout the County Borough.		

What will this achieve?

- Enable the County Borough to keep pace with technological advancement and realise the economic benefits associated with digital connectivity.

- Increasing social justice by providing an environment where everyone has equal access to all the digital necessities required for modern living.

Priority Theme: Improving Resilience through Education, Training & Careers Advice

Education, Training, Employability and Skills support is vital in times of economic uncertainty, and it is clear that the pandemic threatens to reverse progress made in reducing unemployment and economic inactivity over the last decade. There is an urgent 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. There are different economic challenges faced in different parts of the County Borough, and the pandemic has accentuated these differences further. Notwithstanding this the key principles of protecting jobs, developing the economy, and increasing skills and business growth applies equally across the whole of the County Borough. Working in partnership with training providers and business and industry, the Council will seek to increase the availability of skilled workers, quality jobs and identify opportunities to enhance access for residents to high value 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 & 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.

Why is this a priority?

- Children and adults need to be given appropriate career support to aid their understanding of the type of employment available to them in the county borough and the wider region and help them make the right choices to lead them into the world of work.

- To ensure that the appropriate soft skills and technical skills are provided to undertake the work that is available, and to give people the confidence and skills to encourage entrepreneurship.

- To 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.

- Ensure that there are opportunities for upskilling the current workforce and to upskill for new jobs in the green economy.

- Improve links between schools and local businesses.

The opportunities this presents are:

- The creation of an appropriately skilled workforce within the region.

- Reduce worklessness by aligning interventions in the provision of employment support services.

- Development of skills in key growth areas and in areas where there are skills shortages as a consequence of the pandemic & Brexit.

- Creation of employment opportunities through an effective apprenticeship and the CCR graduate programme.

- Support mechanisms that employ pathways into work and improve employability by removing barriers to employment.

What we will do:

Project	12 Months	3 Years	5 Years
Develop a skilled workforce and tackle unemployment to respond to the needs of business both locally and regionally.	• Continue to deliver the Caerphilly Academy - training, work placement and apprenticeship programme to support the needs of business. • Assist the CCR project team in the delivery of its "graduate" programme by working with the Caerphilly Business Club to identify opportunities for business to take part & benefit. • Engage with the DWP Kickstart scheme and Restart Scheme at an authority-wide level, with a commitment to host 10 Kickstart work placements across various service areas.	• Review and where beneficial maintain or extend the apprenticeship programme in partnership with Local Businesses. • Continue to engage with the DWP Restart Scheme.	
Work with partners, in the private, public and third sector, utilising labour market intelligence to identify future growth demand and skill requirements.	• Align skills and employment support provision to meet the needs of future employment.	• Align skills and employment support provision to meet the needs of future employment.	• Align skills and employment support provision to meet the needs of future employment.
Explore opportunities for targeted career advice aligned to current and future job opportunities.	• Work with Welsh Government and CCR to pilot career advice initiatives.	• Roll out new career advice initiative.	
Formalise links between businesses, schools, FE and HE establishments.	• Seek funding opportunities through WG and work with schools to improve network infrastructure.	• Seek funding opportunities through WG and work with schools to improve network infrastructure.	• Seek funding opportunities through WG and work with schools to improve network infrastructure.

What we will do:			
Project	**12 Months**	**3 Years**	**5 Years**
Ensure training and skills provision enables those currently in employment to upskill.	● Work with local business and training providers to support those in employment to have access to in work training and progression opportunities.		
Work with partners to upskill the workforce and expand the workforce in green sectors. Investment in low carbon housing at scale and upgrading housing stock particularly Council housing, is likely to be a central plank of recovery to increase energy efficiency of Council homes, reduce fuel poverty and create jobs in the green economy.	● Work with local business and training providers and developers to support those in the construction sector to have the necessary training and skills to meet the decarbonisation ambitions of the Council and Welsh Government.		
Continue to provide crucial assistance to people who might have lost their job or training opportunity because of the pandemic or Brexit, and help people develop new skills fit for the future and to find new employment opportunities.	● Work with individuals to provide appropriate employment support through the existing employment support programmes including CfW, CfW+, CfW++, Inspire 2 Work, Inspire 2 achieve, Bridges into Work and Nurture Equip and Thrive to ensure participants are given the support that is required to support them into employment.	● Develop and roll out a regional Employment Support Programme for the CCR to succeed the current EU/WG funded programmes.	

What will this achieve?

● Create an appropriately skilled workforce.

● Improve career choices and life opportunities.

● Facilitate access to employment.

Priority Theme: Transport Infrastucture & Connectivity

Regeneration and investment should address both physical and social exclusion and to this extent, "Delivering Prosperity after Covid" should identify the immediate infrastructure needed to increase connectivity between people and places. This section addresses connectivity in terms of the physical accessibility to services, facilities, employment and places and infrastructure required to deliver the priority themes identified within this document.

Why is this a priority?

- There is a need to identify major infrastructure projects that would significantly improve connectivity.

- Regeneration success of key strategic sites depends upon public transport integration and connectivity.

- There is a need to promote place-making development around key transport hubs and nodes.

- To unlock and actively promoting rail improvements and the reinstatement of new links.

- There is a need to roll out a comprehensive network of electric vehicle charging points to actively promote the decarbonisation of our transport system.

The opportunities this presents are:

- Making strategic sites more attractive to investors.

- Improving connectivity and access to employment opportunities.

- Improving access to employment opportunities outside the County Borough.

- Re-inforcing Metro hubs.

- Ensure that active travel funding proposals align with emerging Transforming Towns projects.

- To maximise the economic, social and environmental benefits and opportunities the electric vehicle agenda will provide, and enable electric vehicles to be a fundamental part of our fleet.

What we will do:

Project	12 Months	3 Years	5 Years
Improve the resilience of the strategic highway network of the A469 to Rhymney.	• Progress Design and Feasibility stage in preparedness for Levelling Up Fund Submission in 2022.	• Submit Levelling Up Fund Bid to UK Government to fund the strategic highway improvements.	
Improvement to the strategic highway network.	• Undertake initial feasibility and design for Bedwas Bridge Highway Improvements.	• Secure funding and all relevant consents for the Bedwas Bridge Highway Improvement Scheme.	• Cross-valley link between Crumlin, Ystrad Mynach and Nelson, involving new bus interchange at Maesycwmmer to facilitate east-west and north-south services.
Implementation of METRO proposals in relation to Capital Valley, the wider Rhymney area and the A465.	• Undertake Options appraisal and feasibility work to establish the optimum location for a new A465 interchange.	• 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. • Work with Transport for Wales to provide a new METRO stabling facility at Rhymney Station.	• 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. • Work with Transport for Wales to provide a new METRO stabling facility at Rhymney Station.
Implement further key transport improvements including park and ride.	• Design and prepare a business case for a park and ride in Twyn Carno ward for 100 spaces. • Design and prepare a business case for a new park and ride in Llanbradach ward for 250/500 spaces (Phase 1).	• Increase the number of park and ride spaces at Ystrad Mynach park and ride. • Hengoed park and ride.	

What we will do:

Project	12 Months	3 Years	5 Years
Improve connectivity along the A472 Corridor.	• Secure funding for a feasibility study to identify how connectivity can be enhanced along the A472 Corridor.	• Include proposal for enhancing the A472 in the Local Development Plan.	• Develop detailed designs, secure funding and secure planning permission for proposed enhancement scheme.
Caerphilly Metro Transport and Investment Hub.	• Progress the Caerphilly Interchange to Weltag stage 2.	• Progress the Caerphilly Interchange / Metro scheme to Weltag stage 4. • Submit Levelling Up Fund Bid to UK Government to fund the Caerphilly interchange.	• Progress scheme. • Weltag stage 5. • Reinstatement of Cwmbargoed freight line for passenger provision. • Provide new metro hubs at Nelson and Tredomen and maximise park and ride opportunities at proposed new stations.
Electric hub.	• Roll out Electric Vehicle Charge Points at key locations across the County Borough.	• Identify the opportunities and funding sources for establishing Caerphilly Town Centre as the first 'all electric' transport hub.	
Implementation of key infrastructure projects.	• Provision of cycle facilities at all transport hubs together with key employment and retail destinations.	• Focus development at Caerphilly Business Park / Ness Tar centred on a new METRO Hub (residential, B1 offices, live / work units and leisure).	• Reinstatement of the former Newport to Caerphilly rail line for passenger transport.

What will this achieve?

- A better-connected County Borough, with improved connectivity within the County Borough as well as being better connected to the opportunities within the wider Cardiff Capital Region.

- Progress on the Decarbonisation of our transport network.

- Make active travel a real option for the transport mode of choice.

- Greater investment within the County Borough and the development of key strategic infrastructure.

Priority Theme: Town Centre Regeneration and Diversification

Prolonged lockdown has fundamentally changed consumer behavior, as people have become dependent on having products delivered to their home. Town centres are not only at risk of being obsolescent to shoppers. People who are now used to exercising in their immediate locality or front room, may not go back to the gym; employees who like working from home may not return to the office; and friends accustomed to socialising online may no longer pop down the pub. It is not just the everyday functions of towns that are likely to be affected. The impact of travel bans is already evident on destination retailing such as out of town shopping centres and City Centres and on our tourism destinations. Many town centres and high streets may not manage to recover from the effects of the COVID-19 crisis, unless we act swiftly to develop the necessary capacity for recovery and then longer-term transformation.

Why is this a priority?

- The shift towards online retail has accelerated as a result of the Covid pandemic and town centres are at risk of becoming obsolete if this short-term trend cannot be reversed.

- The rise in retail vacancy rates and the resultant reduced footfall will undermine the viability of other businesses in our towns such as those in the hospitality sector.

- There is a need to promote place-making development around key transport hubs and nodes.

The opportunities this presents are:

- The opportunity to apply the Town Centre First Principle for uses that drive footfall e.g. Health Centres, Schools to act as a catalyst to breathe new life and purpose into Town Centres.

- Improved connectivity and access to employment opportunities in Town Centres.

- Reinforcing Town Centre locations as a focus for active travel and strategic Metro hubs.

- Reinforcing Town Centres as convenient places to live.

What we will do:

Project	12 Months	3 Years	5 Years
Assess the suitability of Local Development Orders / Town Centre Enterprise zones in South East area towns.	• Undertake initial Assessment.	• Introduce Local Development Orders if the Assessment indicates this is an appropriate way forward.	
Consider the Strategic Acquisition of key sites and premises in our prioritised town centres.	• Secure Funding to acquire key sites and premises.	• Acquire as appropriate and bring property and key sites back into beneficial use.	
Prepare an enforcement action plan for town centres - targeting statutory action on target properties where necessary.	• Target problematic premises with statutory action to encourage property owners to invest in their premises. • Take action in default if necessary. Initial focus on Bargoed Town Centre.	• Target problematic premises with statutory action to encourage property owners to invest in their premises. • Take action in default if necessary.	
Investigate and encourage all opportunities to locate public sector / third sector commercial occupation in town centres. To include service hubs, health and well-being provision etc.	• Liaise with Health Board to establish their requirements for facilities in town centres. • Work with other public sector and third sector bodies to locate in town centres.		
Undertake a review of the current town centre offer for incubation space, start up space, managed space, live work space and graded office space and an assessment of future demand in light of changing ways of working accelerated by the Covid pandemic.			

What we will do:

Project	12 Months	3 Years	5 Years
Assess need and potential for housing provision in town centres, to include standards, tenure mix, access arrangements, client groups etc.	• Progress the Acquisition of Pentrebane Street, Caerphilly for mixed use development including mixed tenure housing. • Work with the private sector to secure new residential accommodation above retail units in town centres.	• Identification of sites for residential development through the Local Development Plan preparation process.	
Establish a meanwhile use programme to encourage community use and pop-up provision.	• Identify town centre premises suitable for meanwhile uses and pop-up provision.		

What will this achieve?

- Diversification of the uses in the Principal Town Centres.

- Provide housing in town centre locations.

- Bring empty Premises back into beneficial use and increase occupancy levels.

- Provision of cultural and service offer that maintains the relevance of town centres in an age of online shopping and remote working.

- Increase footfall and increase dwell time to make our towns more vibrant.

- Reinvigorate our town centres and improve investor confidence.

- Provide support to town centre businesses to adapt and survive.

- A shop local marketing strategy to encorage the return of shoppers to the high street.

- Build a more resilient, sustainable economy.

- Provide the creative industries with opportunities to hold events for the sports and music sectors within key town centre venues.

- Reintroduction of our Programme of Events to attract visitors and increase footfall.

Priority Theme: Tourism Recovery

Prior to the pandemic, jobs, visitors and spend were all on an upward trend and tourism was worth an estimated £122m for the local economy and responsible for an estimated 1632 jobs in Caerphilly and 68,700 jobs within the Cardiff Capital Region. However, the Tourism sector has been one of the sectors hardest hit by the coronavirus pandemic and the outlook remains highly uncertain. Encouraging news on the roll out of the vaccines has boosted hopes for recovery but challenges remain, and the sector is expected to remain in survival mode until well into the Autumn of 2021.

Domestic tourism has restarted and is helping to mitigate the impact on jobs and businesses in some destinations. However, the survival of businesses throughout the tourism ecosystem is at risk without continued government support and although UK and Welsh Governments have taken impressive action to cushion the blow to tourism, to minimise job losses and to build recovery in 2021 and beyond, more needs to be done.

Why is this a priority?

- Tourism is an important area in terms of ongoing, long-term economic growth providing much needed jobs in the County Borough.

- There is a need to restore visitor confidence.

- Tourism connects people to our unique Welsh culture, heritage and natural landscapes and maintaining the sector is also good for our citizens well-being providing valued attractions in the heart of our communities.

- Tourism contributes to the enhancement and conservation of our cultural, natural and historic heritage and is fundamental in terms of sustaining accommodation and hospitality businesses.

The opportunities this presents are:

- To make full use of digital, technology and data to engage new audiences, enhance the visitor experience and provide an offer that continues to meet consumer expectations.

- To develop the tourism industry to contribute to the further enhancement and conservation of Caerphilly's cultural, natural and historic heritage and minimise damage to the natural and built environment.

- To provide an inclusive and accessible offer that is open to all.

- To promote our tourism attractions to the creative industries for use by the UK's film, heritage, sports and music sectors.

- To build back a resilient, future-proof tourism sector, further efforts will be needed to ensure the industry is employing more UK nationals in year-round, quality jobs and that this workforce is adequately and appropriately skilled.

What we will do:

Project	12 Months	3 Years	5 Years
Develop a positive narrative/ reputation for tourism in Caerphilly County Borough as a go to destination for Activity and Heritage holidays focusing on those areas of competitive advantage such as mountain biking, cycling, walking, heritage and activity tourism all of which are particular strengths in Caerphilly.	• Engage with virtual and digital travel trade to identify opportunities for Activity and Heritage trips / holidays in Caerphilly with UK and international tour operators. • Develop a marketing plan to reinvigorate and reinforce the attractiveness of the county borough to domestic tourism and increase awareness of what is on offer in the county borough to encourage visitors to Visit Caerphilly when they are visiting other attractions in the region. • Update the Visit Caerphilly Webpage and utilise social media platforms to ensure that the Visit Caerphilly Brand is effective and recognised by prospective visitors to the region. • Promote the Valleys Regional Park Discovery Gateways at Caerphilly Castle, Cwmcarn Forest and Penallta Parc in partnership with the VRP/WG and CCR.		
Work with partners to develop new high-quality attractions and activity products, particularly those providing distinctive and unique experiences that can attract visitors all year round.	• Heritage – Work with Cadw on proposals to elevate Caerphilly Castle from a Tier 1 tourism attraction to a Tier 2 tourism attraction. • Heritage – Expand the events and tourism offer at Llancaiach Fawr Manor and explore the feasibility of developing accommodation at the site.		

What we will do:

Project	12 Months	3 Years	5 Years
Work with partners to develop new high-quality attractions and activity products, particularly those providing distinctive and unique experiences that can attract visitors all year round.	• Heritage – Expand the cultural events on offer at the New Tredegar Winding House. • Activity – Work with NRW to promote and develop Cwmcarn Forest Drive as a destination activity and explore opportunities to expand the network of legal bike trails within the Forest. • Activity – Work with Tomorrow Tourism to prepare a long-term plan to develop Cwmcarn as a national visitor attraction through the provision of new activities and attractions to complement the existing offer.		
Work with accommodation providers to diversify the range and type of accommodation provided in the county borough.	• Work with the Council's preferred developer partner to develop proposals for a new boutique hotel in Park Lane, Caerphilly. • Undertake a feasibility study to ascertain what type of accommodation should be provided at Llancaiach Fawr Manor.	• Identification of new sites for development through the Local Development Plan preparation process.	
Work with partners to maximise existing assets and further develop new leisure establishments to drive the night-time economy and increase dwell time in the Principal Town Centres to encourage visitors to take weekend breaks in the county borough.	• Blackwood Miners' Institute and the Caerphilly Workmens' Hall are both important historic assets in their respective town centres. Vibrant and successful theatres play an important role as an economic driver for developing employment and for the night-time economy. Officers will work with the management of both venues to build on their existing offer and encourage both venues to harness opportunities for greater networking with, and involvement of local businesses in their activities particularly those that operate in the 'experience' and evening and night time economy.		

What we will do:

Project	12 Months	3 Years	5 Years
Ensure that there is a sufficient variety of quality food and drink, leisure, entertainment, cultural activities and accommodation in our Principal Towns to attract and hold visitor/customers in town centres to develop their Night Time economy and make them more successful.	• Work with the Council's preferred developer partner to develop proposals for a new boutique hotel in Park Lane, Caerphilly. • Provide financial support (Transforming Towns Grant) to businesses looking to locate in Caerphilly and Blackwood Town Centres.	• Work with the developer partner to secure Planning Permission for a new hotel in Caerphilly.	
Reintroduce local and major events when restrictions permit to encourage people to visit town centres and to showcase and encourage the development of the towns' night time economy and encourage visitors to experience the towns' food, drink, entertainment and accommodation businesses alongside each event.	• Prepare and agree a programme of Covid safe events for the Autumn of 2021.		
Develop the leisure offer in Town Centres to bridge the transition from the day into the evening economy and help retain day time visitors, shop workers and employees in town into the evening.		• Identification of new sites for development through the Local Development Plan preparation process.	

What will this achieve?

- Provide job and training opportunities for local residents and help to diversify the local economy.

- Increase visitor numbers and town centre footfall and drive economic recovery and growth.

- Provide a wide range of high-quality attractions and activities that can attract visitors to the county borough all year round.

- Enhance the night-time economy in Caerphilly and Blackwood and increase dwell time.

- Sustain local services such as shops, restaurants and pubs and support a broader and more vibrant and active community by attracting arts, sports or cultural events to the county borough.

- Restore Visitor confidence.

- The return of tourism activity in a safe environment for staff, community and visitors alike.

- Help tourism businesses to adapt and survive.

- Safe return of domestic tourism through an up to date marketing strategy.

- Provision of clear information to visitors and limit uncertainty (to the extent possible) in terms of Covid restrictions through the Visit Caerphilly Website.

- Strengthened co-operation within the region to promote the Cardiff Capital Region as a safe Visitor Destination.

- Build a more resilient, sustainable tourism economy.

- Promotion of our tourism attractions to the creative industries for use by the UK's film, heritage, sports and music sectors.

- Reintroduction of our Programme of Events to attract visitors and increase footfall.

Re-Configuration of Existing Employment Sites & Identification of New Employment Sites

The County Borough has over 400 hectares of functioning employment land spread across 36 sites, housing four 'anchor companies' (those identified by Welsh Government as being of global or international importance) and many others which provide important local employment.

The anchor companies identified by Welsh Government include:

- Dwr Cymru Welsh Water – based at Nelson;

- General Dynamics UK – prime contractor and complex systems generator with a base at Oakdale Business Park;

- Norgine Ltd – pharmaceutical company with a base at Tiryberth;

- Nuaire Ltd – ventilation product manufacturer headquartered at Western Industrial Estate, Caerphilly.

There are many other important employers within the County Borough, which together account for thousands of jobs, some of these include:

- BBI Group – Oakdale Business Park;

- Abingdon Flooring – Penyfan Industrial Estate;

- Unilever UK – Croespenmaen Industrial Estate;

- Nordam Europe – Hawtin Park;

- Seda UK Ltd – Hawtin Park;

- International Greetings – Penallta Industrial Estate;

- Orangebox Ltd – Penallta Industrial Estate;

- Kautex Textron – Dyffryn Business Park;

- Mollertech (UK) Ltd – Nine Mile Point;

- Peter's Foods – Bedwas House Industrial Estate;

- MII Engineering – Pantglas Industrial Est.

- RF Brookes – Rogerstone (500+jobs);

- PHS – Western Industrial Estate;

- IG Doors – Oakdale Business Park.

Why is this a priority?

- Some estates have issues in terms of:
  - Quality of business premises in terms of size and standards;
  - Suitability of business premises;
  - Vacancy rates reflect the quality and standard of the business premises.

- There is a need to enhance and expand the employment base within the County Borough.

- There is a need to identify new sites for employment use to accommodate the expansion plans of businesses within the county borough.

The opportunities this presents are:

- Provision of new employment land and premises which meets the demands of business:
  - Seeking to invest within the area from outside;
  - Already within the area and looking to expand.

What we will do:			
Project	**12 Months**	**3 Years**	**5 Years**
Establish sites with scope for redevelopment.	• Identify a key list of sites that offer an opportunity for redevelopment / reconfiguration, having regard to vacancy rate trends, quality / type of existing premises, size and location e.g. Capital Valley, Rhymney.	• Ensure that schemes are able to make best use of infrastructure improvements brought about by investment in Metro. • Consider the need for start-up units in the redevelopment/reconfiguration of sites. • Produce masterplans for key employment sites. • Ensure that funding for the redevelopment of particular sites can be secured, through landowners, City Deal, Welsh Government and other stakeholders.	• Redevelopment of relevant sites
Establish more robust links with industrial property agents, landowners & existing occupiers to ensure redevelopment meets the needs of business and other stakeholders.	• Identify willing partners and funding opportunities to take forward sites for redevelopment e.g., Capital Valley, Rhymney.		

What we will do:

Project	12 Months	3 Years	5 Years
Prioritise the redevelopment of sites that would be beneficial in terms of promoting the growth of key sectors within the County Borough.	• Work with CCR on a pipeline of strategic sites and premises to attract funding to facilitate employment growth. • Work with WG to unlock employment land at Oakdale Business Park through the provision on the necessary infrastructure to access the land.	• Draw up masterplans for relevant sites in conjunction with key stakeholders and support developers looking to submit planning applications to facilitate development.	
Oakdale Plateaus' 2 and 4.	• Oakdale Plateaus' 2 and 4 – secure a private sector partner to redevelop vacant land for private sector-led employment use.	• Work with the private sector to conclude the redevelopment of Oakdale Plateaus' 2 and 4.	
Identify new sites for Business and Employment use.	• Undertake a robust assessment of land availability to inform the type and location of employment land and premises to be provided.	• Identification of new employment sites for development through the Local Development Plan preparation process. • Consider land availability and access to transport network as key considerations.	
Invest in new Council owned start up units.	• Identify willing partners and funding opportunities to take forward sites for redevelopment for start-units. • Prepare up to date Masterplan to guide the provision of new units at Caerphilly Business Park.	• Obtain planning permission and commence development.	

What will this achieve?

- Redevelopment opportunities that will maximise the financial return for estate holders.

- Provide opportunities for inward investors and indigenous SMEs.

- Address existing infrastructure issues which are hindering redevelopment.

- The reconfiguration and redevelopment of existing employment sites to provide modern, energy-efficient units to replace older, larger underutilised or vacant ones.

- Provision of land suitable for employment use and encourage clusters in key sectors.

- Provision of la diversity of land and premises suitable to enable the growth of indigenous SMEs.

- Restore investor confidence.

- Support for businesses to adapt and survive through the Caerphilly Enterprise Fund.

- Continue to provide clear information, advice and support to business through the Caerphilly Business Club and the Caerphilly Business E Newsletter.

- Strengthen co-operation within the region to promote the Cardiff Capital Region as a great place to do business.

- Build a more resilient, sustainable green economy.