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**Delivery Plan 2024+**

**Priority Area: TOWN CENTRES**

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| **INPUTS: Potential ‘resources’ that you’re aware of that could help achieve the outcomes** | |
| **Outcome** What are we trying to do and why? | Improve attractiveness, increase footfall, aid vibrancy and sustainability. |
| **Lead officer** | Allan Dallimore |
| **Policy Support Officer** | Paul Hudson |
| **What do we have:** For example, skills, knowledge, experience of teams, officers; budget; assets (land, built assets, equipment, vehicles, etc); policies, strategies, programmes, plans; current/planned initiatives; anything else?   * Experienced, knowledgeable staff within the Business and Enterprise Renewal Team and wider experience officers within other LA departments. * Good working relationships with businesses, elected members, town councils and other organisations to aid outcomes. * Existing land, and property assets including equipment. * Existing delivery partners, existing budgets, strategies and programmes. * Within Caerphilly Town Centre we have acquired a number of buildings to support the redevelopment programme identified through the Caerphilly 2035 Placemaking plan, one of which (the old Barclays bank) is supporting a meanwhile use provision within the town centre.   We have benefitted from a grant programmes through the delivery of the SPF programme aimed at bringing properties back into beneficial use.  The current SPF investment within our town centres are being delivered alongside the Welsh Government transforming towns programme. There is an overarching Economic Regeneration Strategy that in the process of being adopted that places an emphasis on Place a primary theme with town centre regeneration at the heart of the theme and there are a number of Placemaking plans being developed for our town centres. Caerphilly Town Centre has one and Blackwood and Bargoed and due to go through the governance process to adopt them as plans.  In addition to this we have an SPF intervention aimed at delivering a Meanwhile Space program for the benefit of businesses and voluntary organisations and other partners. | |
| **Delivery partners:** Name, organisation and contact details  Local businesses, landowners, housing associations, private sector landlords, adjacent local authorities, Welsh Government Regeneration Department, transport operators, Caerphilly Business Club and their partners, Urban Foundry and Pop-Up Wales.  Partnership working with Coleg Y Cymoedd to share resources. | |
| **Collaborations:** For example, groups, networks, forums, partnerships   * Caerphilly County Borough Council - the development of the Masterplan has drawn upon the expertise from key representatives from across local authority departments, including Planning, Regeneration, Housing. * Placemaking Plans in collaboration with the Design Commission for Wales and developed in line with the Wales Placemaking Charter. * Caerphilly Business Club * PSB * Caerphilly 2035 Programme Board * Caerphilly 2035 Executive Group * WG Regeneration Officer network * WLGA Regeneration Forum * Association of Town Centre Managers * Aneurin Bevan UHB * Coleg y Cymoedd * Town Square * Educate * Construction Hub * Welsh Ice * Alliance Wales and West * Visit Caerphilly * Venture Graduates * Urban Foundry * Cynefin | |
| **Stakeholders:** For example, communities, landowners, businesses etc.  Businesses, landowners, housing associations, private sector landlords, adjacent local authorities, government organisations, transport operators, education providers, town councils, elected members, Caerphilly Business Club, local community groups and other partner organisations/stakeholders. | |
| **Funding streams:**  UK and Welsh government funding streams e.g. SPF, Levelling Up, Transforming Towns, Town Council and community funds, LA budgets, private investment, LA borrowing. | |
| **Good practice resources:** For example, case studies, examples of good practice initiatives; guidance, toolkits; training, learning, development opportunities  Replacement Regeneration Strategy which defines the benefits of town centres and the role they play in regenerative activity,  LDP Masterplans outline strategic goals of town centres as centres of activity whilst the Placemaking Plans go into greater granular detail, Place shaping Plan, Caerphilly 2035 (Ffos Caerffili), Town Centre Audits, Town Centre Management Model, Meanwhile Space Guide. | |

**Activities** add more lines if needed.

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| **Ref** | **Key Tasks** | **Lead** | **Partners** | **By when** | **RAG** |
|  | Community Cohesion – utilise SPF funding to undertake town centre public realm improvement projects in our main town centres | Business Enterprise and Renewal Team | Community groups, town council, businesses. | March 2026 | G |
|  | Meanwhile Spaces – provide Start Up opportunities, reduce empty properties within town centres | Urban Foundry/Pop Up Wales/Town Centres | Other LA departments | March 2026 | G |
|  | Town Centre Improvements – using the Town Centre Audits as the main driver to improve visitor perception, attract more businesses and encourage greater footfall. | Business Enterprise and Renewal Team | Other LA departments | March 2026 | G |
|  | Completion Placemaking Plans.  Completion of Regeneration Strategy | Business Enterprise and Renewal Team | Other LA departments, organisations/businesses | June 2025  Summer 2025 | G |
|  | Identify and secure funding for key projects within Placemaking Plans. | Business Enterprise and Renewal Team | Other LA departments, organisations/businesses | Ongoing to 2035 | A |
|  | Secure Transforming Town Loans | Business Enterprise and Renewal Team | Landlords, Developers,  Private Investors, Businesses | Complete | G |
|  | Secure Acquisition Fund to support development in Bargoed and Blackwood | Business Enterprise and Renewal Team | Landlords, Developers,  Private Investors | Summer 2025 | G |

**Critical links with other Priority Areas** (grey out this Priority Area)

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| Housing | Working on ensuring sustainable housing in town centres and tackling vacancy rates |
| Town Centres/Community Hubs | Identifying opportunities for greater community activity in our town centres |
| Employability | Developing more diverse work opportunities in our town centres including new Meanwhile Spaces |
| Decarbonisation | Using the tools available to us to ensure our town centres reduce their carbon footprint |

**Who else needs to be involved** are there people/groups/organisations that can help to deliver the priority

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| Who | What can they bring / why should they be involved | How will you include them |
| Businesses | Feedback and knowledge | Consultation, questionnaires, town centre stakeholder meetings |
| Town Councils | Funding and knowledge | Consultation, questionnaires, town centre stakeholder meetings |
| Community Groups | Feedback and knowledge | Consultation, questionnaires, town centre stakeholder meetings |
| Elected Members | Support, feedback | Consultation, questionnaires, town centre stakeholder meetings |
| Government Organisations | Funding and guidance | Communication channels |

**Risks** are there any risks you have identified.

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| **Actual risks** | **Risk rating** (low/medium/high) | **How will you manage/mitigate this risk** – what are you doing to reduce the risk | **Risk owner** |
| Funding - Funding streams post SPF / Levelling Up are uncertain. CCBC Match funding is limited | Medium | Awareness of all funding opportunities and private investment available. | Lead Organisation |
| Internal Resources – Need more staff resources to deliver transformative change | High | Look to build posts into bids that are submitted for external funding | Business Enterprise and Renewal Team |
| Local Authority funding changing priorities | High | Take all options into consideration | Lead Organisation |
| Change of Policies – WG currently have a Town Centre First Policy | Low | Be mindful of change, consider contingency plans | Lead Organisation |

**Well-being of Future Generations Act – 5 Ways of Working**

Have you considered the Ways of Working in the development of your actions? (tick where appropriate)

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| Long term | Prevention | Integration | Collaboration | Involvement |
| ✓ | ✓ | ✓ | ✓ | ✓ |

More information is available here: <https://www.futuregenerations.wales/about-us/future-generations-act/>

**Measures of success** how will you know if you’re making a difference

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| * Town centre surveys / audits * Feedback from business community at business events held in town centres e.g. Stakeholder Meetings, Caerphilly Business Club Meetings * The number of projects delivered/completed, evaluation of completed projects. Outputs and outcomes achieved. * Case Studies * The amount of inward investment attracted * Reduction in vacancy rates * Successful Meanwhile Spaces * Increase in footfall * Increase in number of businesses operating out of town centres * Increase in dwellings in town centre locations * Number of community orientated facilities in town centres   . |