

PRIORITY 1: PEOPLE

What we want to achieve	What will be done	Activity to date	Progress (not yet started, in progress, complete)
Building stronger links between future employees and employers	Develop an employer-led career experience programme, providing opportunities for employers and their future employees to build relationships.	<ul style="list-style-type: none"> •Currently being delivered through UKSPF and ARFOR project activity. Activity carried out will be assessed and discussed more widely with the Education service to explore ways of mainstreaming. 	In progress
Employer-led skilled and innovative workforce	Support the development and operation of the new Regional Skills Partnership for Mid Wales	RSP for Mid Wales has been established, and is working well to understand employers' needs .	In progress
	Investigate the establishment of a 'Ceredigion talent bank'	<ul style="list-style-type: none"> •Trialled last 18 months with ARFOR. •External evaluation being undertaken 	In progress, but may not continue without further external funding
	Increased uptake of Apprenticeship programme / Investigate the establishment of an arms-length business to enable more employers to provide apprenticeships.	<ul style="list-style-type: none"> • Some work undertaken through Lifelong Learning Team and RSP. • Needs further discussion 	Not yet started

Creating an entrepreneurial focused culture	Promote Entrepreneurship as a real and potentially rewarding career choice for young people and as second / later life career choice	<ul style="list-style-type: none"> Carried out through current delivery and presence at events, through funded support programmes (e.g. UKSPF Cynnal y Cardi), and the launc of the Ceredigion Business Awards 	In progress
Promoting Ceredigion as a positive place to live, study, work and grow	Introduce a proactive communications campaign in partnership with relevant partners to promote consistent messages about opportunities and activity in Ceredigion. Bring forward proposals to help address key challenges such as affordable housing for young people.	As above	In progress
Positively promote opportunities for all to benefit from economic growth	Build on the lessons of Arfor and other relevant research and programmes to create opportunities for Welsh speakers through economic growth. Work to promote the benefits of employing an inclusive workforce	As above	

PRIORITY 2: PLACE

What we want to achieve	What will be done	Activity to date	Progress (not yet started, in progress, complete) Or Red Amber Green?
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Review and update masterplans for Aberystwyth, and develop similar approaches for towns in the mid and south regions of Ceredigion.

Placemaking plans are now in place for all six towns, and one is also being developed for New Quay. All placemaking plans, including Green infrastructure plans, town regeneration plans, marketing and branding strategies and conservation area appraisals, are located on the website - <https://www.ceredigion.gov.uk/resident/planning-building-control-and-sustainable-drainage-body-sab/planning-building-control/placemaking/>

In progress

Bring forward development plans for the Harbour in Aberystwyth and other strategic sites, including the former Arriva bus depot.

Masterplan developed for Aberystwyth Harbour, included in the LUF programme for Aberystwyth.

In progress

<p>Build on the place plans to identify and deliver opportunities to improve living, working and recreational spaces in town across the three regions.</p>	<p>Bring forward development plans for a Marina at the Harbour in Aberaeron.</p> <p>Develop plans and work in partnership to develop a School of artisan food, supporting the development of the mid region as a centre of excellence for foodservice.</p> <p>Work with partners to identify opportunities to develop facilities that provide entertainment for residents and visitors year-round.</p> <p>Work with partners to identify sources of funding and to attract support for activity that help deliver the place plans.</p> <p>Work with partners to grow the impact of the arts and culture sector as an economic driver and provider of excellent leisure activity.</p>	<p>A Strategic Outline Business Case has been developed for a potential investment in Aberaeron, and other harbours, and forms part of the Mid Wales Growth Deal programme</p> <p>A proposed Canofan Tir Glas development in Lampeter includes a centre of excellence focused on food and farming</p> <p>Some individual investments supported by UKSPF Cynnal y Cardi programme</p> <p>Significant funding has been attracted via the Welsh government Transforming towns programme</p> <p>CCC has worked in partnership with a range of organisations on the City of Literature application to UNESCO</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>
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<p>Ensure Ceredigion has effective strategic sites for employment.</p>	<ul style="list-style-type: none"> · A Science / Enterprise Hub (Aberystwyth Innovation Campus), with a focus on spin-out companies in bioscience, agri-tech and radio spectrum · Investment in key employment sites including, Parc Teifi, Llandysul Enterprise Park, Horeb Food park, Parc Aberporth, Aeron Valley Enterprise Park · Strategic harbour investments in Aberystwyth, Aberaeron and Cardigan. 	<p>Work is on-going across all key employment sites to bring forward investment as part of the Mid Wales Growth Deal</p>	<p>In progress</p>
<p>Develop and enhance Ceredigion's green assets</p>	<p>Continue to attract funding to invest in, and enhance the Public Rights of Way network to enable more people to access the network and thus improve general wellbeing.</p> <p>Attract funding to invest in Ceredigion's Green infrastructure in urban and rural areas, in order to improve biodiversity and highlight / increase contribution to mitigate the impacts of climate change.</p>	<p>The Rights of Way Improvement Plan is in place and some CCC capital funding, along with funding via UKSPF and other Government sources are applied to invest in key parts of the network</p> <p>Support has been attracted via Welsh Government funded Local Places for Nature programme</p>	<p>In progress</p> <p>In progress</p>

<p>Improved perception of Ceredigion as a vibrant place to live, work and visit.</p>	<p>Launch and operate a proactive marketing and communications programme to promote Ceredigion as a place to live, work and play (Under the Caru Ceredigion and Discover Ceredigion brands)</p>	<p>All the above programmes are contributing to promoting positive developments and opportunities for communities, businesses and individuals in Ceredigion. The launch of the Caru Ceredigion Business and Community Awards provided a key platform to promote positive developments and opportunities</p>
<p>Make Ceredigion a vibrant place for events</p>	<p>Develop and implement an events strategy to attract suitable major events to Ceredigion.</p>	<p>A number of key national / international events have been hosted in Ceredigion, with support from CCC and other key partners, including Rali Ceredigion, Festival of Other Voices, Wales Craft Festival, Aber Comedy Fest.</p> <p style="text-align: right;">In progress</p>

PRIORITY 3: ENTERPRISE

What we want to achieve	What will be done	Activity to date	Progress (not yet started, in progress, complete) Or Red Amber Green?
Support the creation of new businesses and helping existing businesses grow in Ceredigion (create more mid-size businesses)	Aim to achieve 300 new businesses opening every year in Ceredigion.	A range of business support programmes have been introduced and supported via the UKSPF and Arfor programmes.	In progress
	Tailor and enhance the business support & finance offer (including business mentoring and direct advice and support) for new and existing businesses working with the appropriate range of support organisations including Welsh Government and its agencies (e.g. Business Wales & Development Bank).	CCC works alongside other delivery partners (Business Wales, Welsh government directly, and locally supported initiatives) to provide direct business support to businesses in Ceredigion. Over the last four years, there has been a net growth in the number of enterprises in Ceredigion	In progress
	Creatively use the County Council's assets and skills to support business startup and growth (e.g Food Centre Wales, Council land and buildings)	Food Centre Wales continues to provide direct support to enable growth in the Food Manufacturing sector	In progress

	<p>Investigate the establishment of an Enterprise Hub in Ceredigion in partnership with Higher Education and Welsh Government.</p>	<p>The Hub concept is still being considered via the Tir Glas proposal in collaboration with UWTSD. There is also close working with Aberystwyth University , particularly around innovation at Aber Innovation</p>	<p>In progress</p>
<p>Raise the awareness of Ceredigion as a great place to establish and grow businesses</p>	<p>Establish a Business Awards programme for Ceredigion.</p> <p>Launch and operate a proactive marketing and communications programme to promote Ceredigion's business activity (Under the Caru Ceredigion brand)</p>	<p>Caru Ceredigion Community and Business Awards scheme successfully launched in 2024</p>	<p>In progress</p>
	<p>Continue to develop Food Centre Wales and develop the Horeb Food Park, and work with other key partners to help grow the food sector.</p>	<p>Food Centre Wales continues to deliver successfully under a Welsh government contract. Plans for the development of the site to provide further support for the sector are at Outline Business Case stage as part of the Mid Wales Growth Deal programme</p>	<p>In progress</p>

<p>Strengthen / Capitalise on key opportunities for our key sectors – Food / Farming, Agri-Tech, Tourism, Aerospace / Spectrum technology, Bioscience</p>	<p>Deliver key tourism infrastructure investments (e.g. Harbours), and continue to work in partnership with the tourism industry to jointly promote the Ceredigion tourism offer.</p> <p>Work with Aberystwyth University and Trinity St Davids University to support investments in key applied research and technology activities.</p>	<p>A Ceredigion Harbours Development programme forms part of the considerations for the Mid Wales Growth Deal - currently at Strategic Outline Case stage</p> <p>On-going work with Aber Innovation around supporting new innovators. £5m funding secured from Innovate UK to support innovation in Agri-Food and Agri-Tech in north and Mid Wales, led by Ceredigion County Council</p>
<p>Tackle structural weaknesses / market failure where they exist in our Foundational Economy (specifically Construction and Care sectors)</p>	<p>Investigate the establishment of arms-length businesses and other creative solutions to tackle capacity issues in the construction and care sectors.</p> <p>Continue to explore and develop innovative solutions to support Ceredigion businesses win more public sector in Ceredigion.</p>	<p>To be commenced</p> <p>Some work has been delivered in this area through partners in Business Wales, but needs further review and investigation</p> <p>To be commenced</p>

<p>Ensure Ceredigion has the infrastructure (both direct and supporting) to support growth opportunities.</p>	<p>Work with private and public partners to deliver the sites and premises infrastructure required to support growth in key employment sites across Ceredigion</p>	<p>A Sites and Premises programme has been established via the Growth Deal, with one key strategic site identified in Ceredigion (Horeb Enterprise Park), with further work being undertaken to identify opportunities in Aberystwyth</p>	<p>In progress</p>
<p>Develop and maintain a strong collaborative approach to economic growth.</p>	<p>Establish a key account management system so that key businesses have identified, relevant contact points within Ceredigion County council to help address their requirements</p> <p>Investigate the feasibility and usefulness of establishing business / sectoral forums.</p>	<p>Limited activity to establish a formal programme of key account management. This will be a focus for 2025/26</p> <p>Food Centre Wales operate a Food and Drink cluster - no other clusters or for a currently exist for other sectors</p>	<p>To be commenced</p> <p>In progress</p>