

# Public Document Pack

## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

*Rydym yn croesawu gohebiaeth yn Gymraeg.  
Rhowch wybod i ni os mai Cymraeg yw eich  
dewis iaith.*

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let us know if your language choice is Welsh.*



#### Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

Deialu uniongyrchol / Direct line /: 01656 643148 / 643147 / 643694

Gofynnwch am / Ask for: Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 17 October 2019

Dear Councillor,

#### **COUNCIL**

A meeting of the Council will be held in the Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Wednesday, 23 October 2019 at 15:00.**

#### **AGENDA**

1. Apologies for absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest from Members/Officers in accordance with the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 3 - 18  
To receive for approval the minutes of 18/09/2019
4. To receive announcements from:  
(i) Mayor (or person presiding)  
(ii) Members of the Cabinet  
(iii) Chief Executive
5. To receive the report of the Leader
6. Proposals for a Strategic Development Plan (SDP) for the Cardiff Capital Region 19 - 62
7. Annual Report 2018-19 63 - 134
8. Proposed Changes to the JNC Management Structure 135 - 142
9. Capital Programme Update - Quarter 2 2019-20 143 - 164
10. Treasury Management - Half Year Report 2019-20 165 - 176

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11. Changes to Committees Membership, Programme of Meetings and Combined Overview and Scrutiny Committee 177 - 180

12. To receive the following Question from:

**Councillor A Hussain to the Cabinet Member Social Services and Early Help**

There has been an increase of older children with more complex needs going into care. Could the Cabinet Member let the Council know how many such children are in care here in Bridgend, and could he also highlight about their placement?

13. Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Yours faithfully

**K Watson**

Head of Legal and Regulatory Services

Councillors:

S Aspey  
SE Baldwin  
TH Beedle  
JPD Blundell  
NA Burnett  
MC Clarke  
N Clarke  
RJ Collins  
HJ David  
P Davies  
PA Davies  
SK Dendy  
DK Edwards  
J Gebbie  
T Giffard  
RM Granville  
CA Green  
DG Howells

Councillors

A Hussain  
RM James  
B Jones  
M Jones  
MJ Kearn  
DRW Lewis  
JE Lewis  
JR McCarthy  
DG Owen  
D Patel  
RL Penhale-Thomas  
AA Pucella  
JC Radcliffe  
KL Rowlands  
B Sedgebeer  
RMI Shaw  
CE Smith  
SG Smith

Councillors

JC Spanswick  
RME Stirman  
G Thomas  
T Thomas  
JH Tildesley MBE  
E Venables  
SR Vidal  
MC Voisey  
LM Walters  
KJ Watts  
CA Webster  
DBF White  
PJ White  
A Williams  
AJ Williams  
HM Williams  
JE Williams  
RE Young

COUNCIL - WEDNESDAY, 18 SEPTEMBER 2019

MINUTES OF A MEETING OF THE COUNCIL HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 18 SEPTEMBER 2019 AT 15:00

## Present

Councillor SE Baldwin – Chairperson

S Aspey	TH Beedle	JPD Blundell	NA Burnett
RJ Collins	HJ David	P Davies	PA Davies
SK Dendy	J Gebbie	T Giffard	RM Granville
CA Green	DG Howells	A Hussain	RM James
M Jones	MJ Kearn	DRW Lewis	JR McCarthy
RL Penhale-Thomas	AA Pucella	JC Radcliffe	KL Rowlands
B Sedgebeer	RMI Shaw	CE Smith	JC Spanswick
G Thomas	T Thomas	JH Tildesley MBE	E Venables
SR Vidal	MC Voisey	LM Walters	KJ Watts
DBF White	PJ White	AJ Williams	HM Williams
RE Young			

## Apologies for Absence

MC Clarke, N Clarke, DK Edwards, B Jones, SG Smith, RME Stirman, CA Webster and A Williams, Corporate Director – Social Services and Wellbeing

## Officers:

Jackie Davies	Head of Adult Social Care
Mark Galvin	Senior Democratic Services Officer - Committees
Lindsay Harvey	Corporate Director Education and Family Support
Gill Lewis	Interim Head of Finance and Section 151 Officer
Mark Shephard	Chief Executive
Kelly Watson	Head of Legal & Regulatory Services

## 348. DECLARATIONS OF INTEREST

Councillor N Burnett declared a prejudicial interest in Agenda item 9. as BCBC's elected Member representative for meetings of the Court of Swansea University.

Councillor RE Young declared a prejudicial interest in Agenda item 7. as BCBC's representative Member of the Police and Crime Panel.

Both Members left the meeting when respective the items they had declared an interest in were considered.

## 349. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of Council dated 23 July 2019, be approved as a true and accurate record.

## 350. TO RECEIVE ANNOUNCEMENTS FROM:

Mayor

The Mayor announced that it gave him great pleasure to say that the Youth Mayor for the forthcoming year will be Megan Lambert and the Deputy Youth Mayor, Todd Murray.

The Youth Mayor's Charity ball was held on the 6th of September at the Hi Tide in Porthcawl, in aid of the charity Prostate Cymru, a charity chosen by the young people in the Youth Council. Around 30 prizes were donated by local businesses.

All present and new members of the youth council were invited to the Ball, as well as a number of dignitaries including himself, the Leader, Cllr Patel, the Chief Executive and Lyndsay Harvey.

He stated that the Ball was a fun way to end Lewis's term as Youth Mayor and was used as the official handover ceremony for Megan and Todd.

The night was a great success and raised in the region of £400, and it was also encouraging to see our future politicians so eagerly engaged and wanting their voices heard.

On Friday evening his Consort and he, attended the Bridgend Business Forum Awards which were sponsored by Valleys to Coast Housing and took place at the Coed-y-Mwstwr Hotel. These prestigious awards recognise and reward excellence across all sizes and sectors of business in the county borough.

There were various categories of winners, but the overall winner was Rockwool UK Ltd who scooped the overall title of 'Bridgend Business of the Year 2019'.

The awards showed the diversity of business talent within the county borough and over the next few weeks he would be visiting the businesses personally to offer congratulations and see first hand the services that they provide. The evening also raised over £800.00 towards his charity for this year PRIDE Cymru.

The Mayor was also extremely pleased to inform Members that Bridgend Fire Station were crowned overall world champions for the 4th year running in the World Rescue Championships. The finals were held recently in France with Bridgend representing South Wales Fire and Rescue Service and the UK. This is the 7th year that they have won the title and he was sure that members and officers would join him in offering their sincere congratulations, which he would ask our representatives Cllr David White and Cllr Rod Shaw to convey to the Service.

The Mayor stated that he had the pleasure of attending the official opening of the Wales and West Hafod Housing affordable housing scheme in Coity on 28th August. He seen the inside of one particular home that was physically adapted with hoists and wheelchair accessibility. Finally, he also attended the opening of the Porthcawl Town Beach Flood defences last week with members of the Cabinet and Lesley Griffiths, AM. It was heartening to see that this very well executed project is now protecting over 260 sea front properties.

#### Deputy Leader

The Deputy Leader advised that the Council's annual budget consultation is underway, and he thanked everyone who attended the pre-Council briefing. If all Members hadn't attended this, he strongly encouraged them to stay for the second session at the end of Council, so that Members can ensure that they have all the information they need to advise your constituents.

With standard, youth, large-print and easy read versions of the consultation available, a full communications plan is in place to encourage participation. This includes tools and

materials such as an explainer video, radio advertising, posters, leaflets, business cards, QR codes, digital signage, social media posts, media releases and more.

A live social media debate will take place on Tuesday 2 October as part of this, and once more he hoped Members would show their support for this.

Our consultation team is holding awareness events and are visiting equality groups, schools, town and community councils and more.

Five Citizens' Panel events have been organised, and partners at BAVO will be holding two events of their own to support this.

He further hoped Members would encourage people to participate with the consultation as we analyse and use this feedback to inform our final decisions.

Members may be interested to know that we have teamed up with Porthcawl Town Council, Surfers Against Sewage, Keeping Porthcawl Tidy and other volunteer groups who care about the local environment to try and make Porthcawl the county borough's first plastic-free town.

A community group called Plastic Free Porthcawl has been formed, and a dozen businesses have already agreed to stop using at least three plastic items.

Plastic straws, bottles, tops, cutlery, sachets, drinking cups, lids, bags and other on-the-go packaging are all among the biggest offenders when it comes to littering, and too many of them are damaging the planet.

As part of the scheme, we are organising workshops for Porthcawl businesses where they can discover more about the importance and benefits of reducing the use of polystyrene and plastics.

BCBC also want more businesses to sign up to the 'Refill' app which shows where people can fill up reusable bottles with free tap water.

If the scheme is a success, it could be developed further, and he was looking forward to bringing Members more news on this.

#### Cabinet Member – Future Generations and Wellbeing

The Cabinet Member – Future Generations and Wellbeing, provided Members with an update on the strong local response to the childcare offer from Welsh Government. The Council has received around 450 applications since it was introduced in May.

The scheme enables working parents of children aged 3 and 4 to access up to 30 hours of free childcare and early years education for up to 48 weeks of the year.

Applications are currently open for children born between 1 September 2015 and 31 August 2016.

She was sure that Members would wish to help promote this within their wards, and remind working parents that they may be eligible to access free childcare.

#### Cabinet Member – Communities

The Cabinet Member - Communities advised Members that a new re-use shop will open this autumn at the community recycling centre in Maesteg.

Household items that people no longer need and which are in a good condition can be donated to the at the Heol Ty Gwyn Industrial Estate centre.

The shop will be run by social enterprise Waste Savers in partnership with Bridgend County Borough Council and Kier, and will be called 'The Siding' in recognition of Maesteg's mining past.

All of the profits from the sale of re-usable items at The Siding will be re-invested into social programmes.

Waste Savers already operate similar shops at recycling centres in Llantrisant, Newport and Treherbert. They are all extremely popular, so bargain hunters will be in for a real treat, he added.

On another note, the Chief Executive together with himself, will be attending a Valleys Taskforce public engagement event in Tondy on 30th September 2019.

Focusing on the issue of local rail links and the adoption of the valleys lines, this had been organised in collaboration with Transport for Wales and will take place at Coleg Cymunedol Y Dderwen.

Featuring information stands from a number of different organisations, the event will be presented as an informal drop-in between 4.00pm and 7.00pm, and will include a Q&A session which will start at 5.30pm.

He hoped that Members will support this event, and help publicise it within their wards.

#### Cabinet Member – Education and Regeneration

The Cabinet Member – Education and Regeneration, announced that Members may recall how the Valleys Regional Park or 'VRP' initiative is seeking to develop a highly visible network which incorporates uplands, woodlands, nature reserves, country parks, rivers, reservoirs, canals, heritage sites and attractions, all linked with towns and villages across the Valleys.

We received some very good news recently with the announcement that VRP funding has been approved to help support this in Bridgend County Borough.

Bryngarw Country Park is set to receive £500,000, and Parc Slip has been allocated £400,000. In partnership with Awen Cultural Trust and Wildlife Trust, South and West Wales, we will be making a wide number of improvements to enhance the overall visitor experience.

These include habitat and access improvements, solar panels, energy-efficient lighting, new play opportunities for children, 'green-roofed' bike shelters and more.

Electric car and bicycle charging points will be introduced at Parc Slip, while Bryngarw will receive a new education building for visiting schools.

Members may have seen that colleagues in Carmarthenshire recently agreed to mark the anniversary of the Aberfan disaster with a minute's silence at local schools.

October 21st 1966 is one of those rare dates where you can remember exactly where you were and what you were doing when the tragic news emerged.

Shortly after the primary school had completed morning assembly, and started the first lesson of the day, one hundred and forty-four people were killed in the disaster, 116 of whom were children.

He applauded the move by Carmarthenshire, and thought it was only right and fitting that we invite our own local schools to mark this year's anniversary in an appropriate and sensitive fashion, with pupils of an appropriate age.

If Members were so inclined, it could also be made a permanent act of remembrance in years to come, not necessarily through a motion to Council like our friends in Carmarthenshire, but perhaps just by general agreement followed by a circular from the education service.

#### Cabinet Member – Social Services and Early Help

The Cabinet Member – Social Services and Early Help advised that our work with Young Carers hit a milestone recently when the 300th young carers ID card was issued to a local youngster.

The card was developed four years ago to support children and young people who have a caring role in their lives, and is intended to support them in education and make it easier when they find themselves having to explain their circumstances.

Young Carers can simply show the card to their teacher or another adult to let them know about the added responsibilities they have at home.

If a child or young person is in a position where they take responsibility for someone who is ill, disabled, elderly, experiencing mental illness or who is affected by substance misuse, then they are, by definition, a Young Carer.

If they have considerable responsibility for caring for a sibling, this also makes them a Young Carer.

The Council is actively working to identify people who may be young carers, and to offer them support and information.

The scheme has drawn the attention of Welsh Government, and he was delighted to note that they are considering the introduction of a national version that will target Young Carers throughout Wales.

The Cabinet Member – Social Services and Early Help advised that the Care Inspectorate Wales (CIW) was undertaking a National Inspection here at Bridgend this month. He confirmed that the purpose of the inspection, was to explore how well local authorities and local health boards are promoting independence and preventing escalating needs for older adults. The inspection would identify those factors that drive good outcomes for people, as well as the barriers to progress.

#### Chief Executive

The Chief Executive announced that an important briefing would be held for Members on the subject of Brexit Plans on Friday 4 October 2019 at 9.30am in the Council Chamber.

He hoped as many Members as possible could attend this session.

Monitoring Officer

The Monitoring Officer announced to Council three changes of dates to the following Committees :-

1. Audit Committee dated 23rd January 2020 to change to 30th January 2020. An announcement to this effect was made at the last Audit Committee dated 8 August 2019.
2. Subject O&SC 1 which was due to be held on 9 September 2019 has been re-scheduled to 30 October 2019. Members of the Committee have been made aware of the change previously by email.
3. Subject O&SC 3 dated 4 November 2019 to change to 14 November 2019. An announcement to this effect was made at the last Subject O&SC 3 dated 5 September 2019.

351. TO RECEIVE THE REPORT OF THE LEADER

In a major vote of confidence in the Bridgend and Welsh economy in a very challenging and uncertain time, today INEOS Automotive announced it will be constructing a new, bespoke 250,000 sq foot manufacturing and assembly plant at the Brocastle Business Park for the production of their new 4x4 Grenadier vehicle.

With Welsh Government and UK Government support the facility will create 200 jobs initially, and it is hoped up to 500 in the long term. To house this new facility the company is purchasing 14 acres of land from the Welsh Government at market value and with development of the site infrastructure already underway, production of the new vehicle is projected to start as early as 2021.

INEOS Automotive has signed up to the Economic Contract, designed to drive growth and responsible business behaviors in companies. The health and wellbeing of workers is an important part of INEOS' ethos.

INEOS Automotive are already in talks with two Wales-based component supply companies to support their work which could provide a further boost to the Welsh economy.

This new development, will have capacity to accommodate a further 500,000 sq ft and the potential for many more jobs for expanding companies and other new investors. The Minister for Economy and Transport Ken Skates AM has confirmed today that the work to support Bridgend in the wake of Ford's plans will not stop here and he confirmed Welsh Government will continue to do all it can to attract new business opportunities, to support Ford workers and secure further investment in the future of Bridgend.

We look forward to further announcements.

BCBC were also thrilled that Welsh Government has confirmed a vital £3.5m contribution of European Union funding towards the planned extension and redevelopment of the iconic Maesteg Town Hall.

With additional investment in place from this council, Awen, the National Lottery Heritage Fund, Welsh Government Communities Facilities Programme, Maesteg Town Council and the Davies Trust, work can shortly begin on the £6m project, which will repair the 138-year-old landmark building and refurbish it with modern arts and culture facilities.



Planned improvements include a modern library, a heritage and volunteering centre, a café, new workspaces, toilets and fully accessible 'changing place' facilities. A multi-functional performing arts centre is to be created on the first floor, and this will incorporate the main hall, a renovated stage, improved dressing rooms, a bar and for the first time a smaller, more intimate studio theatre and community cinema. The balcony seating area will be refurbished, and both upper and lower floors will be linked by a modern glazed atrium and foyer to address accessibility throughout the building.

Additional funding bids will be submitted early in 2020 to ensure that the building is fully equipped with state of the art furniture and fittings for the reopening. We are thrilled that thanks to our joint efforts with Awen Cultural Trust we have been able to safeguard the future, a bright future of this historic building at the heart of the town, for generations to come.

Hundreds of vacancies will be available at our annual jobs fayre with Job Centre Plus at Bridgend Life Centre tomorrow. Please encourage your constituents who are looking for employment, training and volunteering opportunities to visit the Bowl Hall tomorrow between 10.00am and 1.00pm for support and advice. Residents who cannot make it are welcome to contact our employability team or see them face to face at ti4e- weekly drop in sessions held throughout the County Borough.

Finally, the Leader extended his personal thanks to Cllr M James who had stepped down as Leader of the Plaid Cymru group. Both he and other Group Leaders had worked very effectively and closely together on a cross party basis. He extended his congratulations to Cllr T Thomas as new Leader of this group, who he was sure would want to work as constructively as Cllr James had done during his time as group Leader.

**352. ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2018-19**

The Deputy Head of Finance presented a report, the purpose of which, was to comply with the requirement of the Chartered Institute of Public Finance and Accountancy 'Treasury Management in the Public Services: Code of Practice' (referred to as the Code) to report an overview of treasury activities for the preceding financial year, including the Treasury Management and Prudential Indicators for 2018-19, and to highlight compliance with the Council's policies and practices.

She advised, that as set out in paragraph 3.2 of the report, the Council is required to operate the overall treasury function with regard to the Code and this was formally adopted by the Council in February 2012. This includes a requirement for the Council to approve a Treasury Management Strategy (TMS) before the start of each financial year which sets out the Council's and Chief Financial Officer's responsibilities, delegation and reporting arrangements. Council approved the TMS 2018-19 at its meeting on 28 February 2018.

Paragraph 3.2 also explained that late in December 2017 CIPFA published new editions of Treasury Management in the Public Services: Code of Practice and the Prudential Code for Capital Finance in Local Authorities. However, the TMS 2018-19 and this report has been produced using the 2011 Codes, as due to the late publication of the 2017 Codes, they were not implemented until the TMS 2019-20.

Paragraph 3.4 of the report reminded Council, that Members approved a revised Minimum Revenue Provision policy for 2018-19 on 19th September 2018, which amended the method of calculating the amount to charge to revenue to repay capital financing costs.

All other investment activities not covered by the Code, such as property investments, would be subject to normal Council approvals and need not comply with the Treasury Management Strategy. The current value of these investment properties was £4.635 million.

Section 4.1 of the report outlined the Council's External Debt and Investment Position for 2018-19, with a summary position in Table 1. This shows total external borrowing at year end of £96.87 million, with an average interest rate of 4.69%. This was split between loans from the Public Works Loans Board and Lender's Option Borrower's Options (also known as LOBOs). No additional borrowing was taken out during 2018-19. There are also other long term liabilities totalling £17.88 million, the majority of which relates to the Maesteg School PFI scheme.

In terms of investments, the year-end position was total investments of £27.4 million, with an average interest rate of 0.94%, £21 million of which was held by other local authorities. This has reduced since the start of the year when it was £30.4 million as a result of a higher level of investments being repaid than raised. This leads to a total net debt at year end of £87.35 million.

Paragraph 4.1.6 of the report, referred to the review of the treasury management function by both internal and external audit during the year, with an overall view by internal audit that the internal control environment is sound and that substantial assurance can be placed upon the management of risks.

Paragraph 4.1.7 of the report referred to the Authorities Treasury Management advisors Arlingclose. The contract runs for four years and is due to expire in September 2020.

Section 4.2 of the report outlined Treasury Risk Management 2018-19 and details how the Council has mitigated and minimised risks, particularly from the unpredictability of financial markets. The main risks the Council faces are Credit Risk, Liquidity Risk and Market Risk, and in managing its investments the Council gives priority to security and liquidity of its funds before seeing the best yield, or rate of return.

Section 4.3 of the report then gave information regarding the external context in which we were operating during 2018-19. The Bank Rate started the financial year at 0.50% and remained at that rate until 2 August 2018, when the Bank of England's Monetary Policy Committee increased the rate by 0.25% to 0.75%. The Bank Rate remained at 0.75% for the remainder of the 2018-19 financial year.

Section 4.4 of the report detailed the Borrowing Strategy and Outturn for the year, with the main objective here being long term affordability. The majority of the Council's borrowing is from the Public Works Loan Board (PWLB) at long term fixed rates of interest, and as reported previously, no additional borrowing was taken out during 2018-19. The Council is currently maintaining an under-borrowed position substituting loan debt with internal cash reserves where possible on a temporary basis.

The Investment Strategy and Outturn information was set out in Section 4.5 of the report, which has been managed taking into account the main risks identified, published credit ratings, and advice from our Treasury Management advisors. Appendix B to the report, showed the equivalence table for the published credit ratings and explained the different investment grades. The majority of investments in 2018-19 were held as short term investments with UK Local Authorities, banks of high credit quality and in Money Market Funds, which give instant access to funds. A summary of our investment profile by counterparty type was set out in Table 2 within the report, with the maturity profile of the investments in Table 3. The majority of BCBC's investments mature within 12 months.

Section 4.6 of the report then highlighted performance management by the Council in terms of the adequacy of its treasury function. This showed that the Council's average rate of return on investments was above that of the average rate of return for Arlingclose's Welsh Local Authority Unitary clients internally managed investments, for the majority of the year.

The Deputy Head of Finance concluded her report, by stating that the reporting arrangements were set out in section 4.8 and the Council's Treasury Management and Prudential Indicators were shown in Appendix A (to the report). This reflected that in 2018-19, the Council operated within the limits and indicators as set out in the agreed TMS 2018-19, as well as complying with its treasury management practices.

There were no questions from Members on this agenda item, therefore it was

**RESOLVED:**                      That Council:

- (1) Approved the Treasury Management activities for 2018-19.
- (2) Further approved the actual Treasury Management and Prudential Indicators for 2018-19, against the ones approved in the Treasury Management Strategy 2018-19.

353. **DEPARTURE FROM DEVELOPMENT PLAN PLANNING APPLICATION P/19/140/FUL - DEVELOPMENT OF A POLICE LEARNING CENTRE, GYMNASIUM, SITE REGRADING, ACCESS, CAR PARKING AND ASSOCIATED WORKS**

The Group Manager Development and Planning Services presented a report on the above planning application previously considered by the Development Control Committee.

He advised Members that they would be familiar with him attending Council to provide updates on the LDP and other development planning matters, whereby he usually emphasised the importance of compliance with and delivery of the Development Plan. Occasionally however, reports were required to be referred to Council, in relation to any developments that are not in accord with the development plan where the Development Control Committee have resolved to approve. This Committee is unable to make this type of determination and the matter must then be referred to Council for decision.

The current application before Members, seeks permission for the redevelopment of the north-western area of the SWP Headquarters site. It is proposed to develop a four storey Police Learning Centre (PLC) and Human Resources Building, a two storey gymnasium, new access arrangement, parking provision and associated hard and soft landscaping works. The scheme also involves the redirection of a mains sewer. The full detail and assessment was outlined in the report.

The application site forms part of a residential allocation in the Bridgend Strategic Regeneration Growth Area for approximately 138 units under Policy COM1 (5) of the Local Development Plan (LDP) (2013). South Wales Police (SWP) have undertaken a large-scale rationalisation programme of their existing facilities and assets and, their original rationalisation proposals, which involved the release of the entire northern part of their existing HQ facilities for alternative development has been replaced. They are now however, pursuing an alternative strategy which entails carrying on with their programme of refurbishment and improvement works and retaining the whole of their existing HQ site at Cowbridge Road.

On the basis that the SWP rationalisation strategy has evolved since the adoption of the LDP in 2013, the investment in the HQ site and that their asset plan going forward is now to consolidate their activities and facilities at their existing site at Cowbridge Road, there is now no realistic prospect of the delivery of any housing under Policy COM1(5) on this site and the housing numbers no longer count towards the Council's land supply. Members may also recall that Council approved a new café building on site in 2017, also as a departure application. The café has now been completed and is operational.

The facility in question, will provide the Police with their own in-house, on-site training, continual professional development, human resources and recruitment centre. The PLC will provide 22 Training classrooms with associated breakout space, a human resource recruitment centre as well as office space for internal departments across the force. It will include provision for an assessments and standards unit, an operations training unit, investigative training and 'policing through technology' facilities. The building would also accommodate an office for the Police and Crime Commissioner.

The new PLC building will be utilised roughly in the ratio of 75% for training and 25% for human resources.

The main access will be via the industrial estate to the north with enhanced pedestrian facilities from Cowbridge Road and a detailed transport assessment has been submitted and agreed by highway officers.

Planning law requires that planning applications must be determined in accordance with the development plan unless material circumstances dictate otherwise.

In this case, notwithstanding the loss of the housing allocation, it is clear that the residential development can now no longer take place in view of the previous development and revised estate strategy. Furthermore, the investment in the site and its comprehensive redevelopment is welcomed as SWP has made a firm commitment to consolidate and retain its operations within the County Borough. The strategy will ensure that a highly prestigious HQ facility will be retained within Bridgend, thereby retaining and creating highly skilled employment opportunities as well as providing a valuable social and community service to the residents and communities of Bridgend.

The Group Manager – Development and Planning Services concluded his report, by confirming that alternative housing allocations will be considered as part of the review of the LDP and consultation on the preferred strategy will commence at the end of the month.

There were no questions from Members on the report.

**RESOLVED:** That Council be minded not to refuse the development and after the Section 106 Legal Agreement between the South Wales Police and the Council has been signed, that the Group Manager – Development and Planning Services (within the Communities Directorate) be given delegated powers to issue a decision notice in respect of this proposal, to include the standard 5 year time limit for implementation and the Conditions attached to the recommendation.

354. **APPOINTMENT OF A REGISTERED REPRESENTATIVE TO THE OVERVIEW AND SCRUTINY SUBJECT COMMITTEES**

The Head of Legal and Regulatory Services presented a report that sought Council's approval of the appointment of Ms. Lynsey Morris as the Secondary School Parent Governor Registered Representative to the Overview and Scrutiny Subject Committees (for Education related items), for a maximum of four years.

She explained that Ms. Morris had been nominated in place of Mr. Kevin Pascoe whose term in the same role had now come to an end.

Accordingly, following an election held in accordance with the Parent Governor Representatives and Church Representatives (Wales) Regulations 2001, the above change had been put forward.

**RESOLVED:** That Council noted the report and approved the appointment of Ms. Lynsey Morris as a Registered Representative for Education terms considered by the Overview and Scrutiny Subject Committees, for a maximum term of four years as the Secondary School Parent Governor Representative.

**355. INFORMATION REPORTS FOR NOTING**

The Head of Legal and Regulatory Services submitted a report, the purpose of which was to inform Council of the Information Reports for Noting which have been published since its last scheduled meeting.

**RESOLVED:** That Council acknowledged the publication of the documents listed in the report.

**356. TO RECEIVE THE FOLLOWING QUESTION FROM:**

Councillor Tim Thomas to the Cabinet Member – Education and Regeneration

Neighbouring local authorities such as the Vale of Glamorgan have similar characteristics and challenges in terms of the Welsh language. Would the Cabinet Member agree that Welsh medium schools provision in this authority should, at the very least, match provision in the Vale of Glamorgan?

**Response**

1. Bridgend County Borough Council is keen to promote the Welsh language and is fully committed to working with Welsh Government to achieve its aim of one million Welsh speakers by 2050. Elected members and officers all fully support the Welsh language and what it means for Bridgend and our nation's future. The local authority readily promotes the benefits of bilingualism at every opportunity and places significant emphasis on the importance of the Welsh language and Welsh-medium education.
2. There is limited value in comparing Welsh-medium education provision in Bridgend with that of Vale of Glamorgan. Welsh Government's proposed methodology (refer to the recent consultation on the draft Welsh in Education Strategic Plans Regulations (Wales) 2019 and Guidance) takes into account the range of Welsh-medium education provision across Wales by introducing a group system. The factors considered when grouping local authorities include: the percentage of learners taught in Welsh, the models of Welsh-medium education provision adopted by the local authority and the linguistic nature of a local authority.
3. The proposed guidance identifies 'Group 3' local authorities as having between 13% and 19% of Year 1 children being taught through the medium of Welsh (in 2017-2018). It may be that Welsh-medium community education is the norm in one/a very small number of areas, but this is the exception not the rule. There is

usually a choice between Welsh-medium education and English-medium education. 'Group 4' local authorities are identified as having 12% or fewer Year 1 being taught through the medium of Welsh (in 2017-2018). There is a choice between Welsh-medium education and English-medium education in these local authorities. On this basis, Bridgend is identified as a Group 4 local authority while Vale of Glamorgan falls into Group 3.

4. As a local authority, we identify our Welsh in Education Strategic Plan (WESP) as the key strategic document which outlines our strategy to support the delivery and growth of Welsh-medium education. I can confirm that Bridgend County Borough Council's WESP has been approved by Welsh Government. The recent consultation on the draft Welsh in Education Strategic Plans Regulations (Wales) 2019 and Guidance recently closed (on 13 September 2019) and, therefore, we await the outcome of this consultation. The local authority will respond accordingly to the new regulations if approved as drafted.
5. However, as noted in the local authority's recent inspection, we need to strengthen the role of the Welsh Education Strategic Forum in delivering the priorities identified in our WESP. This priority will form a key part of our post-inspection action plan (PIAP) which will be shared with and monitored by the Welsh Education Strategic Forum.
6. It is important to note that there remains a 13.9% surplus in the local authority's four Welsh-medium primary schools and a 20.9% surplus in the Welsh-medium secondary school which must be taken into consideration. Officers have recently met with Welsh Government officials to explore ways in which the local authority can better promote the Welsh language, and the benefits of Welsh-medium education, with a view to filling the available places in our Welsh-medium schools. We will be working closely with Welsh Government officials over the next few months to address this issue.
7. The local authority's school modernisation plans, which have recently been submitted to Welsh Government, have identified the areas of Bridgend in greatest need of additional Welsh-medium provision, to meet both demand and anticipated demand from new housing projects. The dissemination of the detail associated with these proposals has been constrained by the process that needs to be worked through which is governed by a strict legislative framework.
8. The current recommendation from the local authority's School Modernisation Board, is for increased provision in both the north east and west of Bridgend. Table A below identifies what the School Modernisation Board will be proposing to Cabinet in the coming months to ensure that the number of Welsh-medium places grows to meet both our desire and duty as a local authority as part of Band B.

Table A Welsh-medium primary school places in Bridgend (current and projected)

Location	Current places in Welsh-medium primary schools	Welsh-medium primary school places scheduled for Band B (2019-2024)
Bridgend North East	378	525
Bridgend West	231	420
Ogmore and Garw Valleys	210	210

Llynfi Valley	315	315
Total	1134	1470

9. By the end of Band B, in order to support the WESP and Cymraeg 2050 initiative, there will be a proposed 30% increase in the number of primary school places in Bridgend to support children entering Welsh-medium education. This is clearly significant.
10. The local authority has been proactive in pursuing and securing significant additional funding for Welsh-medium provision within the county borough. For example, current and projected activity will see an investment of almost £3m in Welsh-medium provision across Bridgend. The local authority will be using this funding to support the development of four new Welsh-medium childcare settings across Bridgend. The planned Welsh-medium childcare settings are designed to offer full-day care, wrap-around care, holiday care and sessional Cylch Meithrin provision. The local authority has also used this funding to facilitate the provision of a new all-weather facility for Ysgol Gyfun Gymraeg Llangynwyd.
11. Areas identified for the new Welsh-medium childcare developments are Bettws, Ogmere Valley, Bridgend central area and Porthcawl. The intention is to increase the number of children who will enter Welsh-medium childcare and then progress into Welsh-medium education. The provisions will all offer an effective feeder for the Bridgend Welsh-medium schools and, as a consequence, hopefully address the current capacity issues within these schools. Alongside this, the local authority has recently developed an information booklet to promote the benefits of Welsh-medium provision for children and their families.
12. The recently completed Ysgol Gynradd Gymraeg Calon y Cymoedd formed part of the Garw Valley South scheme. This scheme involved the replacement and re-location of the existing Ysgol Gynradd Gymraeg Cwm Garw and replacement of Bettws Primary School, to the existing Bettws Primary School site. The total investment for the scheme was £11.2m for the two new-build schools.
13. The co-location of Welsh-medium and English-medium provision on a single site facilitates the sharing of good practice and equality of provision, together with increased educational opportunities. The new Welsh-medium school provides suitable and sufficient learning spaces with the aim of resulting improvement in educational standards. It is encouraging to note that there has been an increase in the number of pupils attending Ysgol Gynradd Gymraeg Calon y Cymoedd since it opened in its new location.
14. As part of the Cymraeg 2050 capital grant funding, a new Welsh-medium childcare building will be provided in Bettws to serve the Garw Valley. This provision aims to promote the Welsh language and increase intake into Ysgol Gynradd Gymraeg Calon y Cymoedd. The re-location of Ysgol Gynradd Gymraeg Calon y Cymoedd to a more central location will help to address surplus places and meet the demand for Welsh-medium education.
15. As far as standards are concerned, all five of our Welsh-medium schools are, currently, either in 'green' or 'yellow' support category. Estyn, in its recent inspection of Bridgend's local government education services, noted that pupils' attainment in Welsh compares favourably with that of pupils in other local authorities. We believe we have effective head teachers in our Welsh-medium

schools and we are pleased to see that they work well with colleagues in other Welsh-medium schools across the region.

16. In conclusion, Bridgend County Borough Council remains firmly committed to promoting the Welsh language and Welsh-medium education. In line with our WESP commitments, we will work closely with partners such as Welsh Government and the Welsh Education Strategic Forum to ensure Welsh-medium education in Bridgend provides the best possible opportunities for learners.

### **Supplementary question by Councillor Thomas**

The Vale of Glamorgan have similar demographics to Bridgend in terms of Welsh medium schools, however, they have 6 primary schools who practice in the medium of Welsh while BCBC only have 4. Any additional schools within the Bridgend area that are earmarked as additional to this, are being planned through major Regeneration projects yet to be realised. He asked what conversation is the Cabinet Member – Education and Regeneration and Corporate Director – Education and Family Support having with Planning colleagues to increase additional schools to practice in the medium of Welsh.

### **Response**

The Cabinet Member – Education and Regeneration advised that both he and the Corporate Director – Education and Family Support were proactive raising the profile of literacy in both Welsh and English language at schools throughout the County Borough. He also had also been proactive in encouraging discussion between Education and Planning within BCBC about school provision in the Local Development Plan, examining new sites allocated for housing and as a result of this, whether there was a necessity to build new schools to support. He reiterated that it was difficult to compare BCBC with the Vale of Glamorgan Council on the subject of educating children in the medium of Welsh at schools, for the reasons alluded to in the response to the initial question. In order to reach Welsh Government targets for a given number of Welsh speakers, it is important not just to rely on Welsh medium schooling, it requires many changes throughout the education system, promoting interest in all modern international languages, including Welsh, and going beyond mere language learning to promote interest in languages and cultures in general. We should look at cost-effective immersive techniques for rapid language learning, also engage with Lifelong Learning and Adult education services, and encourage multi-lingual and multi-cultural awareness in the media. He hoped that a re-configured WESP Forum would incorporate a wide-ranging approach that would ensure interest in Welsh language and culture in an outward-looking European and global context.

The Leader added that the authority had invested £11.2million in the two new build schools in Bettws which reflected BCBC's commitment to educating students in both the Welsh and English language, continuing the excellent work delivered to date under the Council's flagship 21st Century School Modernisation Programme. The Council's biggest capital investment in future years will be in the next phase, Band B of the School Modernisation programme a total of over £65 million. All members of the authority had committed 50% of the new primary provision in Band B of the programme to Welsh medium places. The authority had also committed to developing new Welsh medium childcare facilities in the Ogmere Valley, Bettws, Porthcawl and Bridgend. The authority would enthusiastically consider any opportunities arising from extra funding from Welsh Government funding to further increase Welsh medium provision.

The Corporate Director – Education and Family Support further added that that there had been a significant growth in the use of Welsh medium in Band B, with schools having accommodated 300 additional places for pupils in our Welsh medium schools.



**Second supplementary question by Councillor Gareth Howells**

Please could you share with Members the objectives contained in the Council's Welsh Education Strategic Plan (WESP)?

**Response**

The Corporate Director – Education and Family Support advised that the Bridgend WESP's aims are:

- More seven-year-old children being taught through the medium of Welsh
- More learners continuing to improve their language skills on transfer from primary to secondary school
- More students aged 14-16 studying for qualifications through the medium of Welsh
- More students aged 14-19 in study subjects through the medium of Welsh, in schools, colleges and work-based learning
- More students with advanced skills in Welsh
- More Welsh-medium provision for learners with ALN
- Workforce planning and continuing professional development

Bridgend's Welsh in Education Strategic Plan (WESP) 2017 – 2020 was developed with stakeholders and approved by Welsh Government in September 2018. This means that Welsh Government considers our vision, objectives and outcomes in respect of Welsh education in Bridgend to be appropriate.

**Third supplementary question raised by Councillor Nicole Burnett**

In percentage terms, how many more pupils will have been taught at schools in the medium of Welsh by the end of Band B (ie 2024)?

**Response**

Approximately 30%.

357. URGENT ITEMS

None.

The meeting closed at 16:10

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

23 OCTOBER 2019

#### REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

#### PROPOSALS FOR A STRATEGIC DEVELOPMENT PLAN (SDP) FOR THE CARDIFF CAPITAL REGION

##### 1. Purpose of report

1.1 The purpose of this report to Council is to seek authorisation:

- to formally commence the preparation of a Strategic Development Plan (SDP) for the Cardiff Capital Region, with the Vale of Glamorgan Council being Responsible Authority.
- to identify the strategic planning area as the 10 local planning authority areas within the Cardiff Capital Region,
- For relevant officers to engage with the Welsh Government in drafting the Strategic Development Plan Regulations to deliver the governance arrangements for the SDP and Strategic Planning Panel (SPP) outlined in the report.
- To agree that the cost of preparing the SDP is shared across the 10 Authorities on a proportional cost based on SPP voting arrangements, which is reviewed annually, and to cover the start-up costs likely to be incurred in this financial year 2019/20.
- Nominate an elected Member to sit on the Strategic Planning Panel (SPP).

##### 2. Connection to corporate improvement objectives/other corporate priorities

2.1 This report assists in the achievement of the following corporate priority/priorities:

- Supporting a successful economy – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.

##### 3. Background

3.1 The Planning (Wales) Act 2015 sets out the process for establishing and preparing a Strategic Development Plan (SDP). Welsh Government have invited all Local Planning Authorities to submit proposals for SDPs, stating that SDPs are necessary to provide a robust framework for the delivery of the land use implications of existing City Deal proposals and to allow larger than local issues such as housing, employment and infrastructure which cut across Local Planning Authority (LPA) boundaries to be considered in an integrated and comprehensive way.

3.2 Members will recall that at it's meeting on the 28th February 2018, Council Authorise officers of Bridgend County Borough Council to proceed with the preparation of the SDP in conjunction with the 10 Local Planning Authorities in the Cardiff Capital Region.

3.3 In 2018 and on the basis that the way forward would be subject to decision by each authority, work commenced by the ten authorities comprising the Cardiff Capital Region ('CCR') to look

at the potential for a Strategic Development Plan (SDP) for the 10 Local Authorities in the region.

3.4 Since then, work has been on-going to establish some key areas of agreement to enable the project to proceed. At this stage the guidance and regulations for the SDP have not been made and the region is therefore in a position to influence how the process can be managed and a successful SDP delivered. Welsh Government officials have met with Lead Members and officers and are keen to work with the Region to progress the SDP.

3.5 The Cardiff Capital Region Cabinet has held workshops attended by the Leaders, Chief Executives, Lead Cabinet Members for Planning and Chief Planning Officers of the 10 Cardiff Capital Region Authorities to discuss the key issues of:

- Strategic Planning Area Boundary
- Governance
- Scope, Content and Plan Period

3.6 At these workshops and at subsequent discussions, a preferred way forward has been identified in respect of these issues. These considerations are set out below and have informed the recommendations in this report.

#### **4. Current proposal**

4.1 There is a need for joined-up strategic planning for the Cardiff Capital Region, providing an enabling tool for the region's economic growth, transport/connectivity and other ambitions. The best way of achieving this is via a statutory Strategic Development Plan for the Cardiff Capital Region in order to:

- Provide a regional spatial framework for the future development and use of land in the Cardiff Capital Region;
- Achieve truly transformational change in the region;
- Provide the mechanism for consensus to be reached on significant strategic and cross boundary land use issues;
- Provide certainty, transparency and democratic accountability for decision making on land-use planning matters at a strategic/regional level;
- Guide strategic public and private investment decisions, including those made under the City Deal initiative and beyond; and
- Enable true collaboration between LPAs working together on a Development Plan framework for the region, with associated benefits such as shared resources, resilience and savings.

4.2 The City Deal Agreement gave a commitment to prepare a Strategic Development Plan for the region and to work collaboratively on strategic transport and strategic planning issues. This reflects the recommendation from the Growth Commission's report.

4.3 A statutory SDP provides certainty to developers, investors and our communities that key strategic decisions around housing, transport, employment and infrastructure provision are being taken at an appropriate regional level, whilst still allowing key decisions on planning proposals to be taken locally through Local Development Plan allocations and policies and thereafter in development management decisions.

4.4 A proposal to proceed with an SDP for the Cardiff Capital Region can only be put forward to Welsh Government by an identified Responsible Authority, once all Councils have formally given approval. Following this Welsh Government can start preparing the necessary regulations setting out how the SDP should be prepared. Until now, they have not done so

because no SDP proposals have been formally submitted. It is expected that the Cardiff Capital Region will be the first to do so. Therefore, the CCR has the ability to influence these regulations and establish a process that works best for this region. WG officials have confirmed that they are willing to assist the region to achieve this.

### **Responsible Authority**

- 4.5 The Act sets out some initial stages of preparing an SDP, including identifying an area to be designated as a strategic planning area and consulting on this proposal, submitting the proposal and a report describing the rationale, consultation and responses received to the Welsh Government. To do this, the region needs to identify a 'Responsible Authority' to act as the main point of contact for the SDP during the setting up stages.
- 4.6 The role of the responsible authority is purely administrative, acting in support of the work of the 10 local authorities and as the sole point of contact between the Welsh Government and the 10 local authorities. The background work, including all technical work and consultation, e.g. identifying the strategic planning boundary, would be done on a collective basis by officers from all 10 Local Authorities. The role of the Responsible Authority would be to formally submit the proposal on behalf of the whole region to Welsh Government.
- 4.7 The decision on who is identified as the Responsible Authority will be agreed by all 10 councils. A paper setting out the relevant issues on this matter is attached at Appendix D. The Vale of Glamorgan Council has been acting as the Interim Responsible Authority for the SDP, being the main point of contact and coordinator on the SDP project in the short term, in view of the Leader of the Vale of Glamorgan being identified as the Theme Lead for planning under the City Deal arrangements. It is considered necessary, at this stage, to identify the nominated Responsible Authority for endorsement and it is proposed that the Vale of Glamorgan Council undertake this role following on from its temporary role as the Interim Responsible Authority.

### **Strategic Planning Area Boundary**

- 4.8 The SDP needs to be clear about what land area it covers as a land use plan, and this is known as the Strategic Planning Area. The submission to Welsh Government must include justification for the strategic planning area. Economic factors such as commuting flow patterns will need to be considered, along with data on daytime and night-time populations for example, plus other physical or social factors. However, the most significant factors in confirming a boundary are likely to be the vision, desired outcomes, and political consideration of what is already in place in terms of administrative boundaries and the important work already achieved with regard to the Cardiff Capital Region City Deal.
- 4.9 The Cardiff Capital Region covers 10 unitary authorities, but 11 local planning authorities. Areas of the Brecon Beacons National Park, which is its own local planning authority, overlap with areas of Monmouthshire and the Valleys. At the CCR SDP workshops held in July 2018, discussions mainly considered whether the Brecon Beacons National Park area should be within the area, partially within it, or wholly outside it. Considering the advantages and disadvantages of each option, consensus was reached that the strategic planning area should consist of the 10 local planning authority areas within the Cardiff Capital Region as shown on the map at Appendix A which excludes those parts of the Brecon Beacons National Park that overlap with areas of Monmouthshire and the Valleys. The Brecon Beacons National Park Authority has indicated that it agrees with this approach and does not wish to be part of the Strategic Planning Area or covered by the SDP.

### **Governance and Strategic Planning Panel**

- 4.10 The SDP governance model outlined in the Act represents a transfer of strategic planning powers from Local Authorities to a Strategic Planning Panel (SPP). Once the Responsible

Authority has submitted a proposal and the Strategic Planning Area has been formally designated by the Welsh Government, a Strategic Planning Panel will then be formed and charged with the responsibility for preparing a SDP for the strategic planning area. The panel will consist of at least one elected member from each authority, plus other non-local authority nominated members. The elected members will contribute two thirds of the makeup of the panel, with the other nominated members accounting for the remaining third. Only the local authority elected members will have voting rights. It is important to emphasise that the strategic planning panel will be the decision making body with regard to all aspects of the SDP, and not the responsible authority or the individual constituent Councils. Individual Councils will be statutory consultees on all stages of the SDP and representations will be duly considered (see Figure 1), however, as noted, the Panel will be the decision making body.

- 4.11 It should be noted that further detail on the working arrangements of the SPP will be set out through future regulations after the Responsible Authority has reported back to the Minister. Some of these issues are of fundamental significance in terms of governance and go right to the heart of how the SDP will be managed and decisions are taken. Examples include uncertainties concerning voting rights, how many Members would sit on the Panel and how the gender composition requirements of 40-60% female representation of Elected Members could be met. Furthermore, given that the regulations mean that the SPP cannot be established immediately, there is a need to consider the most appropriate interim governance arrangements as the initial stages of the SDP are progressed.
- 4.12 The issue of governance has therefore been given significant consideration at Workshops and subsequent Cardiff Capital Region Cabinet discussions. The focus of these discussions has been around the appropriate representation of voting Members on the Panel from each constituent Council, how each Council can be effectively engaged in the decision making process and what voting arrangements would enable decisions to be made fairly. As a result of these discussions, a preferred governance structure is outlined below.

### **Representation on the Strategic Planning Panel (SPP)**

- 4.13 Voting of the SPP will be weighted having regard not only to the size of the population of the constituent authorities, but also weighted to have regard to the geographical area of the authority, given that the SDP will be a land use plan. This has been set out as follows with a total number equivalent to 23 voting Members of the Panel:

<b>Local Authority</b>	<b>No. of Members on the Strategic Planning Panel</b>	<b>Weighting of Vote for Constituent LA</b>
Blaenau Gwent	1	1
Bridgend	1	2
Caerphilly	1	3
Cardiff	1	5
Merthyr Tydfil	1	1
Monmouthshire	1	3
Newport	1	2
Rhondda Cynon Taff	1	3
Torfaen	1	1
Vale of Glamorgan	1	2
<b>Total</b>	<b>10</b>	<b>23</b>
Nominated non-voting Panel Members	5	N/A

- 4.14 To ensure meetings are manageable and that Councils can resource the Panel with appropriate Members, it is recommended that the Panel comprises 1 Member from each

constituent Council who are nominated to represent their Council and their vote is weighted accordingly. For example: 1 Member's vote from Cardiff has the weight of 5 votes. This will need to be set out by Welsh Government in the Regulations establishing the Panel or in the Panel's constitution.

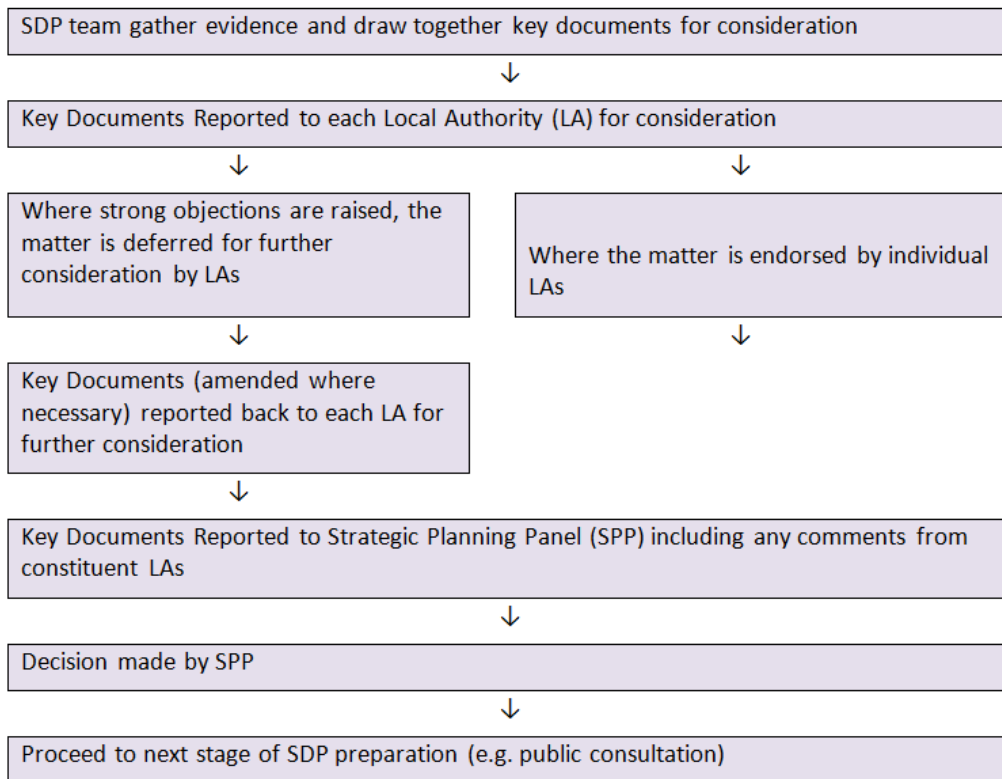
- 4.15 The Act requires the voting members of the Panel to comply with the Strategic Planning (Composition of Panels and Qualifying Expenditure) (Wales) Regulations 2016 which require the local planning authority representatives to have a gender balance with no more than 60% of the Panel comprising one gender, except where the make-up of constituent local planning authorities makes the composition requirements unachievable. WG officials have advised they will take a pragmatic stance on this and that the LPA members of the panel should comprise the most appropriate members in terms of their role within the constituent Councils, alongside relevant knowledge and experience.
- 4.16 The Panel will consist of LPA members as set out above, and other (non-elected) members. The panel requests and appoints non-elected nominated members (e.g. representatives from Business/Industry, Environmental, Transport etc.) but they do not have voting rights on the Panel. Local Authority members will make up 2/3rds of the Panel, therefore with 10 LA members there would be 5 nonelected members and a total panel of 15.

### **Engagement with Constituent Councils**

- 4.17 To ensure that the constituent Councils are effectively engaged in the process, there will be formal stages of consultation in addition to continuous informal involvement throughout the preparation of the SDP. Potential options for 'a prior consent approach' or 'a consultation approach' to involve each Council in the process prior to the SPP making a formal decision have been considered and Counsel Opinion was sought about the legalities of the various approaches and whether there were alternatives not yet considered. Counsel did not consider that a unanimous vote of all LPA Members on the SPP was a realistic prospect. Nevertheless, Members on the Panel need to have an effective mechanism to gauge and reflect the views of their Councils. The aim being to provide that the SDP is prepared and progressed on the basis of working to achieve unanimous support for its proposals in advance of decisions being made by the SPP.
- 4.18 Assuming the process mirrors that of Local Development Plan preparation, it is considered that the key stages of reporting / decision making (noting stages ii and iii can be combined) will be:
- i. Delivery Agreement
  - ii. Vision
  - iii. Preferred Strategy
  - iv. Deposit SDP
  - v. Focussed Changes to SDP (if relevant)
  - vi. Submission of SDP to Welsh Government
  - vii. Inspector's Report and Adoption
- 4.19 At present, when preparing Local Development Plans, Members are engaged in a variety of ways, for example: Community Engagement workshops; Visioning workshops; formal and informal Member briefing sessions with Full Council, the Cabinet or Executive, Political Groups or individual ward Members; formal reporting at key stages of development plan preparation; and during open public consultation at key stages of development plan preparation.
- 4.20 It is anticipated that the same engagement will take place in the preparation of a Strategic Development Plan. In addition Welsh Government officials envisaged that the SPP could be supported by a number of sub-committees focussing on key theme areas like Housing, Employment, and Transport and other LA Members could be on these Committees.

4.21 Figure 1 shows how a 'Prior Consultation' approach should work at each of the key stages in plan preparation. In addition to the formal reporting stages above, Members of constituent Councils will be involved in the process throughout.

**Figure 1: Suggested Prior Consultation Reporting Process**



### Voting

4.22 Part 2(14) of the Planning Act states the SPP must make standing orders regulating its procedure and these must specify a quorum for meeting of the panel, which must include at least half of the Local Planning Authority Members. Consideration has been given to the decision making framework for the Strategic Planning Panel.

4.23 It is recommended that decisions made on the SDP by the SPP shall require a 70% quorum of voting Members on the Panel and decisions shall require a 70% majority vote of a quorate meeting.

### Interim Governance Prior to Establishment of SPP

4.24 Finally, in respect of governance, it must be recognised that there will be a delay of several months before the WG lays regulations and formally establishes the Strategic Planning Panel. Therefore, it is recommended that an interim SPP is set up to steer the process between now and then and to enable preparatory work to be undertaken in the intervening period. It is recommended that each Council nominate a Member to represent them on an Interim Strategic Planning Panel with delegated authority to take initial decisions on the preparation of the SDP. The Interim Panel would have responsibility for oversight of the initial tasks to proceed with the SDP. These will include: preparation and formal submission of SDP Proposal to the Minister including justification for the Strategic Planning Area (60E of the Planning Act), liaison with Welsh Government on SDP draft regulations and guidance, recruitment of the SDP Team, and procurement of goods and services as required. It is likely that the Interim Panel will need to meet every 1-2 months during this initial period prior to the formal establishment of the Strategic Planning Panel.



4.25 In line with other authorities within the region and having regard to the role of the Interim Strategic Planning Panel in making these initial decisions, it is recommended that the Council is represented by the relevant Cabinet member.. In this case this would be the Cabinet Mmbr for Communities. It is recommended that this member thereafter represents the Council on the Strategic Planning Panel, and that delegated authority be granted to the Chief Executive, in consultation with the Leader to nominate future representatives on the Panel to replace them as appropriate.

### **Scope, Content and Plan Period of the SDP**

4.26 In the absence of regulations or guidance on SDPs, officers have sought advice from Welsh Government officials about the likely scope, content and plan period of the SDP. Officers consider a 20 year plan period (e.g. 2020-2040) is most appropriate but further discussion can address this matter alongside plan content. The scope and content of the SDP is also open to debate and further consideration taking into account the scope and content of other development plans in the hierarchy i.e. the National Development Framework (NDF) and Local Development Plans (LDPs). Only those matters that have a regional significance should be included in the SDP and the scope needs to ensure that the preparation of the SDP is both manageable and effective. The emerging NDF would run to 2040.

4.27 At this stage, it would be premature to be explicit about the scope and content of the Plan and this will be informed to a large extent by the evidence and the guidance to follow. However, at this stage, it is expected that the plan will include the following:

- Objectives
- A Vision for the Cardiff Capital Region
- A Spatial Strategy that acknowledges the diversity of the region and its opportunities
- Strategic policies and proposals

4.28 It is expected there will be core issues / topics that must be covered by the SDP, including:

- Housing need & supply – whole region, by LPA or Housing Market Areas
- Employment need & supply
- Strategic sites and new settlements
- Strategic Infrastructure e.g. Transport
- Green Infrastructure e.g. Green Belt
- Strategic Policies / Development Management Policies

4.29 There may be other matters that could be covered if there was a willingness and / or need to do so, to maximise the benefits of preparing an SDP for the region. These could include: Decarbonisation and climate change mitigation, Minerals, Waste, Gypsy and Traveller need and provision, Renewable Energy, Retail, Tourism, Air Quality, Health Agenda and so on.

4.30 Whilst there remains some uncertainty on these matters, the governance framework recommended above will ensure that the scope and content of the Plan is evidence based and relevant to the constituent Councils of the Strategic Planning Area who will be engaged throughout the process of plan preparation.

### **Officer and Financial Resources**

4.31 The SDP will require a new way of working by Local Planning Authorities across the region. At present, planning policy in the region is generally undertaken at individual Local Planning Authority level, with a limited degree of collaboration and joint procurement of services at a regional or sub-regional level (undertaken on an informal footing). However, the region

already benefits from a strong degree of communication in this field through the South East Wales Strategic Planning Group (SEWSPG).

- 4.32 The delivery of the SDP will require focus and commitment and significant staff time. There are several ways in which this could be achieved, which need to be considered further. Potential options include:
- a. Informal collaboration with a Lead Authority
  - b. Procure consultancy services to undertake the SDP on behalf of the region
  - c. One or more LPAs prepare the SDP on behalf of the region
  - d. Regional SDP team established with appropriate personnel appointed which could include seconded officers from across the region
  - e. Formal reorganisation of regional strategic planning to cover all planning policy functions including Local Development Plans and associated work
- 4.33 The consideration of the various options is set out in the 'Staff Resources' paper at Appendix E. Chief Planning Officers have given this matter some consideration and recommend that option 'd' is the preferred way forward in terms of cost efficiency and ensuring that the project is given sufficient focus and resource to ensure it is delivered in a timely manner.
- 4.34 Depending on which option is pursued for resourcing the project, and what the plan period, scope and content of the SDP is will influence the cost of preparing the SDP. It is expected that the overall cost of preparing an SDP, followed by a 'light touch' Local Development Plan (LDP) will be less than the cost of preparing 10 individual LDPs.
- 4.35 The costs of introducing an SDP will include the following:
- Staff costs (including on-costs);
  - Governance costs which include the cost of the panel (including members and stakeholders) and their running costs;
  - A proportion of the time spent by specialist staff who input to the development plan system (e.g. GIS, ecologist, landscape architect, highways engineer, legal, leisure, education, social services, press/communications, development management, housing, property/estates and archaeology/heritage);
  - Specific consultation bodies (Welsh Government, Natural Resources Wales and Dwr Cymru Welsh Water);
  - Gathering an evidence base (This takes into account; sustainability appraisal/strategic environmental assessment, including an assessment of impacts on the use of the Welsh language; habitats regulation assessment; strategic housing market assessment and gypsy and travellers assessment; employment sites and market appraisal; retail assessment; renewable energy assessment; landscape appraisal; recreation and open space assessment; strategic flood consequences assessment; minerals and waste study and transport modelling);
  - Examination costs (taking into account the cost of the Planning Inspectorate, programme officer, expert evidence and accommodation costs);
  - Printing costs, translation costs and cost of adverts; and
  - IT consultation database, maintenance and ICT support.
- 4.36 Analysis of the cost of preparing an SDP with a designated team is attached at Appendix F. This report concludes that the estimated SDP cost for the Cardiff Capital Region will be £3.14m over 5 years. By way of background, the preparation of individual Local Development Plans across the region cost between £1.4m and £2.2m depending on the complexity of local circumstances. It is expected that the cost of preparing future light touch LDPs will be significantly reduced as some of the key contentious issues that require significant Plan

Examination time and expenditure will have been agreed at the SDP stage where the costs will be shared and significantly reduced by doing so once rather than 10 times.

4.37 The overall cost of the SDP based on a 5 year delivery programme is estimated to be £3,141,101 as follows:

- Initial project set up costs £50,000
- SDP Team Staff costs £1,812,036
- Strategic Planning Panel £26,400 plus existing budget for LPA Members
- Additional costs associated with SPP £34,290
- Additional staff within local authority – existing budget
- Evidence base £795,000
- Examination £283,180
- Printing costs £55,000
- Translation costs £55,195
- Cost of adverts - None
- IT Support - £30,000

4.38 It is recommended that the cost of preparing the SDP is shared across the 10 Authorities on a proportional contribution based on the vote weighting for the Strategic Planning Panel which reflects population size and geographical area\*. This will be reviewed annually. Based on the proportional split of funding recommended the estimated cost would be shared between the constituent Councils as follows:

**Table 2: SDP Costs per Local Authority**

Local Authority	% cost based on SDP Member votes	Total cost (£)	Annual cost (£)
Blaenau Gwent	4.35	136,590	27,318
Bridgend	8.7	273,180	54,636
Caerphilly	13.04	409,456	81,891
Cardiff	21.74	682,636	136,527
Merthyr Tydfil	4.35	136,590	27,318
Monmouthshire	13.04	409,456	81,891
Newport	8.7	273,180	54,636
Rhondda Cynon Taff	13.04	409,456	81,891
Torfaen	4.35	136,590	27,318
Vale of Glamorgan	8.7	273,180	54,636
<b>TOTAL</b>	<b>100.01%</b>	<b>£3,140,314</b>	<b>£628,062</b>

\* Note the legal provisions in Schedule 2A of the Planning and Compulsory Purchase Act 2004 (as amended by the Planning (Wales) Act 2015) relating to the financial arrangements for Strategic Planning Panels. The figures as stated are due to rounding and are those presented and agreed by the CCR Cabinet. The exact detail may differ marginally, however, this will be insignificant in the overall funding of the SDP.

4.39 Each constituent Council will need to agree to an initial contribution to cover the start-up costs likely to be incurred in this financial year 2019/20, to be managed by the Vale of Glamorgan Council as Responsible Authority. An initial contribution of £50,005 (see Appendix F for cost analysis) is recommended to cover the start-up costs (should there be any underspend, this will be carried forward to the main project budget) likely to be incurred in this financial year 2019/20, divided as follows:

<b>Local Authority</b>	<b>% cost based on SDP votes</b>	<b>£</b>
Blaenau Gwent	4.35	2,175
Bridgend	8.7	4,350
Caerphilly	13.04	6,520
Cardiff	21.74	10,870
Merthyr Tydfil	4.35	2,175
Monmouthshire	13.04	6,520
Newport	8.7	4,350
Rhondda Cynon Taff	13.04	6,520
Torfaen	4.35	2,175
Vale of Glamorgan	8.7	4,350
<b>TOTAL</b>	<b>100.01 (rounded)</b>	<b>50,005</b>

4.40 Welsh Government officials have also indicated they may be able to provide some financial support for the SDP and this is being actively pursued at the time of writing.

4.41 In addition, Local Authorities will need to consider the cost of their own LDP work that will vary between Authorities depending on the stage they are at. The cost of the SDP will also need to be met in addition to any LDP work.

#### **Provisional Timeline for Preparation of SDP**

4.42 To proceed all 10 Councils must first agree to embark on preparing a Strategic Development Plan for the Cardiff Capital Region. Assuming this is agreed in autumn 2019, a provisional timeline for the preparation of the SDP is set out at Appendix C, which includes starting work on the evidence base as soon as possible, publishing a Preferred Strategy in 2022, a Deposit Plan in 2023 and Examination then Adoption in 2024/25.

### **5. Effect upon policy framework and procedure rules**

5.1 An SDP represents the regional level of the Development Plan hierarchy in Wales, with the Welsh Government's National Development Framework operating above it. It will provide a strategic framework for Local Development Plans to be prepared at local authority level. A SDP will still allow key decisions on planning proposals to be taken locally through Local Development Plan allocations and policies and thereafter in development management decisions.

### **6. Equality Impact Assessment**

6.1 The Planning (Wales) Act 2015 sets out the process for establishing and preparing a Strategic Development Plan (SDP) and is supplemented by the Strategic Planning (Composition of Panels and Qualifying Expenditure) (Wales) Regulations 2016. The preparation of the SDP will be undertaken in accordance with this and all other relevant legislation.

### **7. Well-being of Future Generations (Wales) Act 2015 implications**

7.1 The SDP will be prepared in accordance with the 7 Wellbeing goals and the 5 ways of working as identified in the Act.

### **8. Financial implications**

8.1 The cost of preparing the SDP will be met from each constituent local authority and any such costs will be in addition to the cost of preparing individual LDPs. However, in the longer term

this will be off set by the reduced cost of preparing 'light touch' LDPs with the strategic element being provided under the SDP. In Bridgend's case the initial start up cost will equate to £4,350 with an ongoing annual cost of £54,636. This cost will need to be met from existing budgets as well as the ongoing cost of producing the LDP.

8.2 The initial set up costs may be financed from Welsh Government and the Minister for Housing and Local Government has indicated in a letter dated 15<sup>th</sup> July 2019 that £50,000 has been set aside for this purpose.

## 9. Recommendation

9.1 That Council:

9.2 Agrees the content of this report and agrees that the Responsible Authority be authorised to submit the Proposal for a Strategic Development Plan for the Cardiff Capital Region to the Minister on behalf of the 10 Local Planning Authorities in the region.

9.3 Agrees that the Vale of Glamorgan Council to be the Responsible Authority for the Cardiff Capital Region Strategic Development Plan.

9.4 Agrees that the Strategic Planning Area should comprise the 10 Local Planning Authority areas within the Cardiff Capital Region as shown on the map at Appendix A to the report.

9.5 Agrees that relevant officers to engage with the Welsh Government in drafting the Strategic Development Plan Regulations to deliver the following governance arrangements for the SDP and Strategic Planning Panel:

- (i) That the Strategic Planning Panel will be comprised of 10 Members, one from each constituent Local Authority with the weighting of votes for each constituent Local Authority being based on its population and geographical area as follows:

Local Authority	No. of Members on the Strategic Planning Panel	Weighting of Vote for Constituent LA
Blaenau Gwent	1	1
Bridgend	1	2
Caerphilly	1	3
Cardiff	1	5
Merthyr Tydfil	1	1
Monmouthshire	1	3
Newport	1	2
Rhondda Cynon Taff	1	3
Torfaen	1	1
Vale of Glamorgan	1	2
<b>Total</b>	<b>10</b>	<b>23</b>
Nominated non-voting Panel Members	5	N

- (ii) That constituent Councils will be engaged through a prior consultation process as set out in Figure 1 and the Strategic Planning Panel shall have full regard to the comments of constituent Councils;

- (iii) That decisions made on the Strategic Development Plan by the Strategic Planning Panel shall require a 70% quorum of voting Members on the Panel and decisions shall require a 70% majority vote of a quorate meeting.

9.6 Agrees to the setting up of an Interim Strategic Planning Panel prior to the formal establishment of the Strategic Planning Panel and the nominated Member below represent the Council on the Interim Strategic Planning Panel with delegated authority to take initial decisions on the preparation of the SDP (with a vote weighted in accordance with the table at Recommendation 6(i)) and thereafter on the Strategic Planning Panel. The Council nominate:

Cllr Richard Young

9.7 Agrees that in the event that Member is no longer able to sit on Interim Strategic Planning Panel, delegated powers be granted to the Chief Executive, following consultation with the Leader of the Council, to nominate a new Member to represent the Council on the Interim Strategic Planning Panel and Strategic Planning Panel.

9.8 Agrees that a Regional Strategic Development Plan Officer Team be established to progress the preparation of the Strategic Development Plan to be appointed by representatives of the Interim Strategic Planning Panel, with appropriate human resource support from the Responsible Authority.

9.9 Agrees that the cost of preparing the Strategic Development Plan be shared across the 10 Authorities on a proportional cost based on the voting representation on the Strategic Planning Panel, to be reviewed on an annual basis, and an initial contribution of £50,005 be paid to cover the start-up costs likely to be incurred in this financial year 2019/20 as indicated above unless funding is made available from Welsh Government Sources.

**Mark Shephard**  
**Corporate Director - Communities**  
**23 October 2019**

**Contact Officer: Jonathan Parsons**  
**(Group Manager Planning & Development Services)**

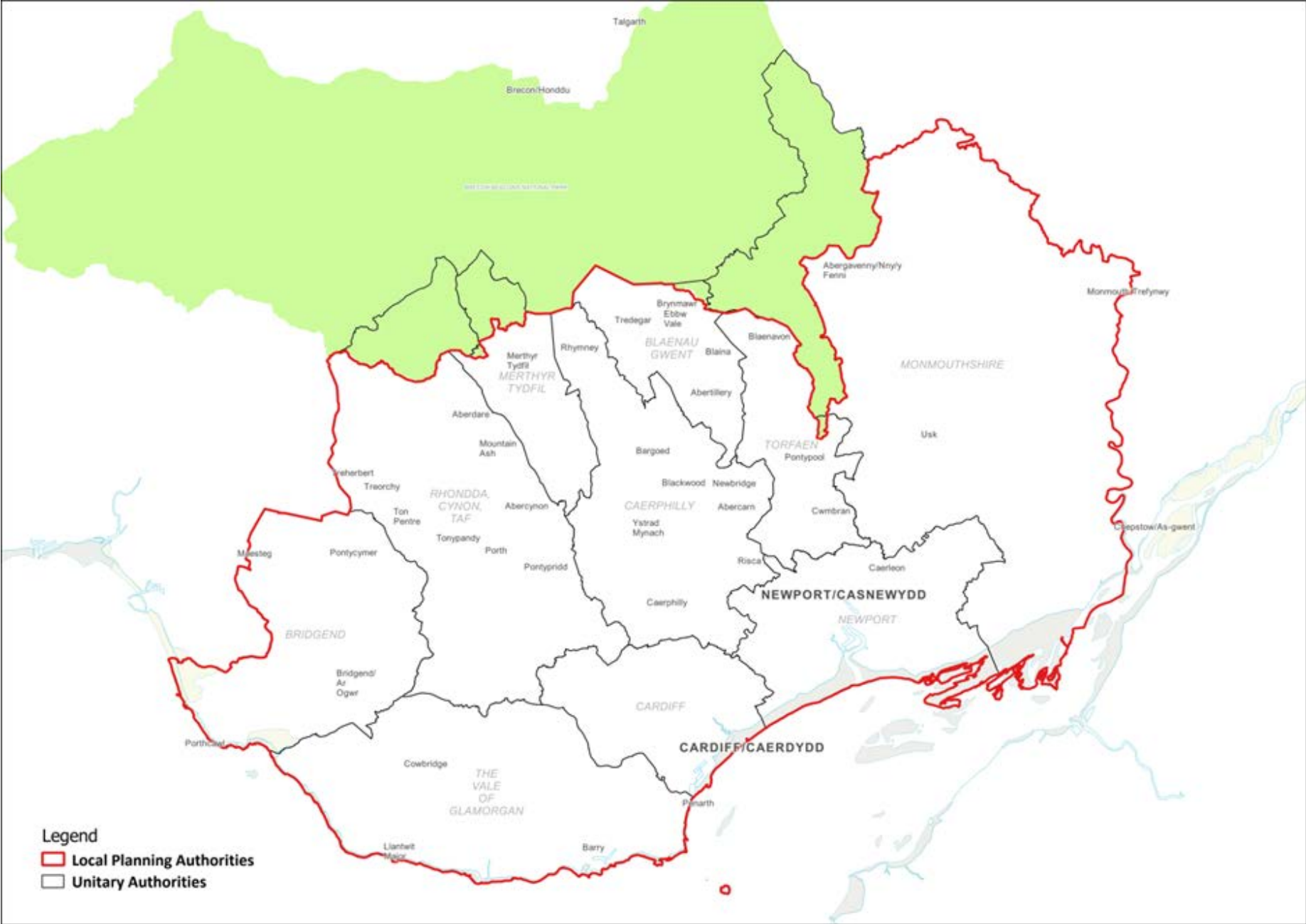
**Telephone: (01656) 643153**

**E-mail: [jonathan.parsons@bridgend.gov.uk](mailto:jonathan.parsons@bridgend.gov.uk)**

**Background documents:**

None

Appendix A: Strategic Planning Area – Recommended Boundary shown edged red



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Lesley Griffiths AC/AM  
Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig  
Cabinet Secretary for Energy, Planning and Rural Affairs



Llywodraeth Cymru  
Welsh Government

Ein cyf : Our ref : QA1282787

Leader and Chief Executive of the Council

13 December 2017

Dear Colleague,

### **Invitation to Local Planning Authorities to prepare a Strategic Development Plan (SDP)**

The Planning (Wales) Act 2015 included the legislation necessary to produce Strategic Development Plans (SDPs). SDPs allow larger than local issues such as housing, employment and infrastructure which cut across a number of Local Planning Authorities (LPAs) boundaries to be considered in an integrated and comprehensive way.

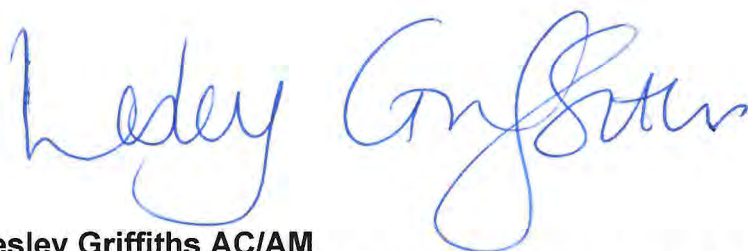
The role of the planning system in delivering excellent outcomes for Wales at national, regional and local levels has never been more prominent. Our new National Strategy: Prosperity for All acknowledges the key role the planning system must play by recognising planning decisions as a critical lever to deliver the central goal of prosperity for all. It notes planning decisions affect every area of a person's life. They determine where homes are built, where services are provided, the quality of the local environment, the promotion of sustainable economic growth and access to open space. The right planning system is critical in delivering the objectives of the strategy – this includes ensuring better LDPs and SDPs are produced in the future.

SDPs have the potential to reduce complexity and repetition currently contained in LDPs and make more effective use of resources. The ability to pool resources, reduce preparation costs, undertake more joint technical work, utilise existing skills and expertise and rationalise issues crossing administrative boundaries should not be lost. SDPs are also necessary to provide a robust framework for the delivery of the land use implications of existing and emerging City Deal and Growth Deal proposals.

My vision for the development plan system is to achieve the most expedient way of maintaining LDP coverage through the production of Joint LDPs, while encouraging and facilitating a strategic approach through SDPs to deal with issues of regional importance. This is not about setting up parallel or competing plans, rather a streamlined suite of plans that complement and integrate as one.

To date, no proposals have been forthcoming. I consider preparing SDPs on a consistent basis for each of the three regions of South East, Mid and West and North Wales will ensure the most efficient use of resources, maintain an effective decision making framework and deliver high quality planning outcomes. **I am therefore inviting proposals for SDPs, based on the 3 regional footprints, to come forward.**

Yours sincerely,



**Lesley Griffiths AC/AM**

Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig  
Cabinet Secretary for Energy, Planning and Rural Affairs



Ein cyf : Our ref: QA1282787

Arweinydd a Phrif Weithredwr y Cyngor

B Rhagfyr 2017

Annwyl Gyfaill,

### **Gwahoddiad i Awdurdodau Cynllunio Lleol baratoi Cynllun Datblygu Strategol**

Roedd Deddf Cynllunio (Cymru) 2015 yn cynnwys y ddeddfwriaeth angenrheidiol i greu Cynlluniau Datblygu Strategol. Mae'r Cynlluniau yn caniatáu i faterion mwy na materion lleol megis tai, cyflogaeth a seilwaith sy'n cynnwys nifer o ffiniau Awdurdodau Cynllunio Lleol i gael eu hystyried mewn dull integredig a chynhwysfawr.

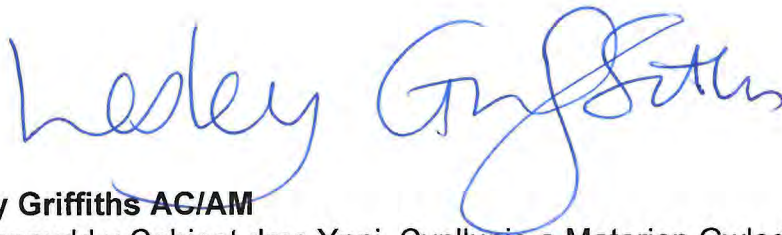
Nid yw swyddogaeth y system gynllunio wrth ddarparu canlyniadau rhagorol i Gymru ar lefelau cenedlaethol, rhanbarthol a lleol erioed wedi bod mor amlwg. Ein Strategaeth Genedlaethol newydd: Mae Ffyniant i Bawb yn cydnabod y swyddogaeth allweddol sydd gan y system gynllunio i gydnabod penderfyniadau cynllunio fel dull hollbwysig o ddarparu'r nod canolog o ffyniant i bawb. Mae'n nodi bod penderfyniadau cynllunio yn cael effaith ar bob agwedd ar fywyd person. Maent yn penderfynu ble y caiff tai ei hadeiladu, ble y darperir gwasanaethau, ansawdd yr amgylchedd lleol, hyrwyddo twf economaidd cynaliadwy a mynediad i fannau agored. Mae'r system gynllunio iawn yn hollbwysig wrth ddarparu amcanion y strategaeth - mae hyn yn cynnwys sicrhau bod Cynlluniau Datblygu Lleol a Chynlluniau Datblygu Strategol yn cael eu datblygu ar gyfer y dyfodol.

Mae gan Gynlluniau Datblygu Strategol y posibilrwydd o leihau y cymhlethdod a'r ail-adrodd sydd o fewn Cynlluniau Datblygu Lleol i wneud defnydd mwy effeithiol o adnoddau. Ni ddylid colli'r gallu i gronni adnoddau, lleihau costau paratoi, cynnal mwy o waith technegol ar y cyd, defnyddio sgiliau ac arbenigedd presennol a rhesymoli materion sy'n mynd ar draws ffiniau gweinyddol. Mae Cynlluniau Datblygu Strategol yn angenrheidiol hefyd er mwyn cynnig fframwaith cadarn ar gyfer darparu goblygiadau defnydd tir cynigion presennol a newydd Bargeinion Dinesig a'r Bargeinion Twf.

Fy ngweledigaeth ar gyfer y system cynllunio datblygiadau yw sicrhau'r dull mwyaf hwylus o gynnal Cynlluniau Datblygu Lleol drwy gynhyrchu Cynlluniau Datblygu ar y Cyd, tra'n annog a hwyluso dulliau strategol drwy'r Cynlluniau Datblygu Strategol i ddelio gyda materion sydd o bwys rhanbarthol. Nid yw hyn yn golygu sefydlu cynlluniau ar y cyd neu gynlluniau sy'n cystadlu, yn hytrach, cyfres syml o gynlluniau sy'n ategu ac yn integreiddio fel un.

Mae pedwar prosiect wedi'u cymeradwyo hyd yma. Rwy'n teimlo y bydd paratoi Cynlluniau Datblygu Strategol yn gyson ar gyfer pob un o'r tri rhanbarth, y De-ddwyrain, y Canolbarth a' Gogledd a'r Gorllewin a Gogledd Cymru yn sicrhau y defnydd mwyaf effeithiol o adnoddau, gan gynnal fframwaith effeithiol ar gyfer gwneud penderfyniadau a sicrhau canlyniadau cynllunio o safon uchel. **Rwyf felly'n gwahodd cynigion ar gyfer Cynlluniau Datblygu Lleol, yn seiliedig ar y 3 model rhanbarthol.**

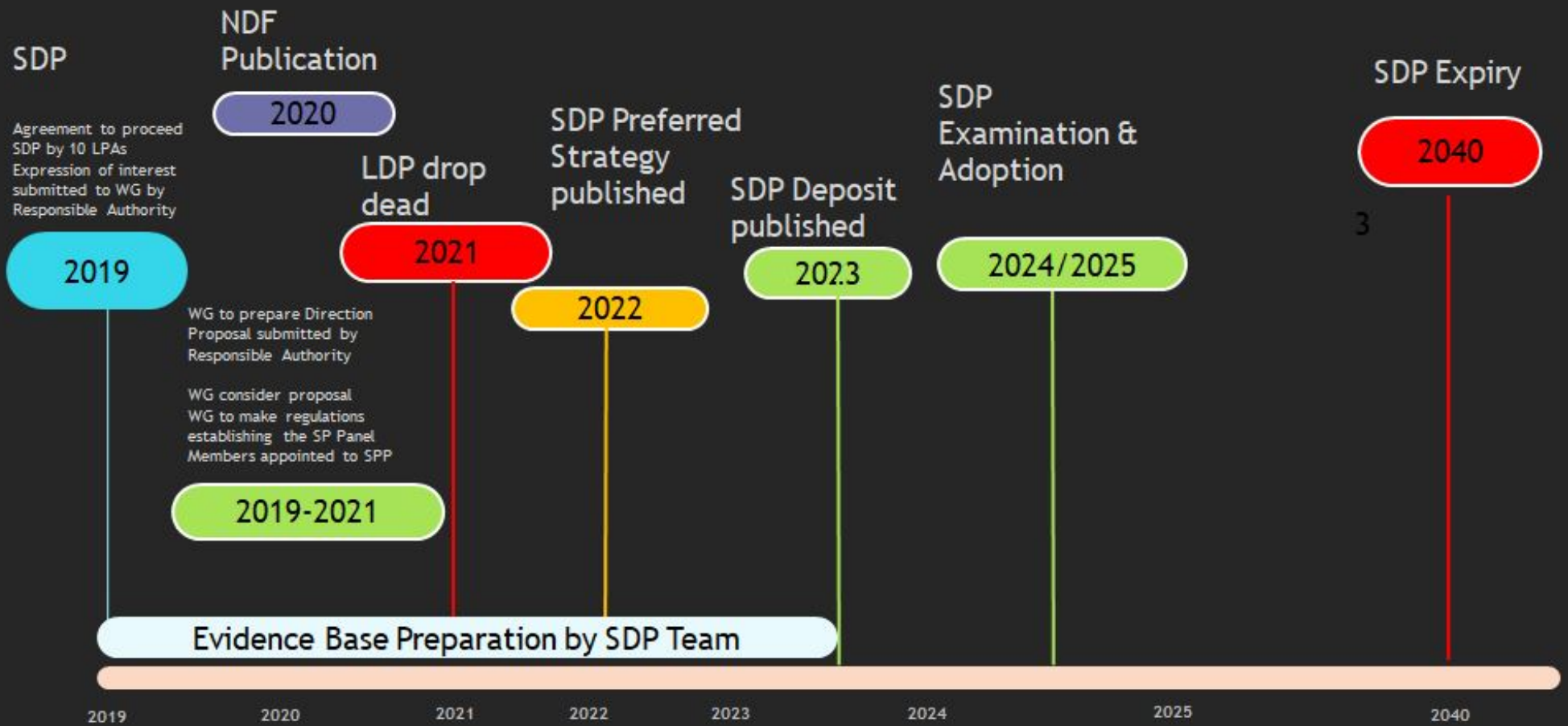
Yn gywir,



**Lesley Griffiths AC/AM**

Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig  
Cabinet Secretary for Energy, Planning and Rural Affairs

# SDP Roadmap



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## **Cardiff Capital Region Strategic Development Plan: Responsible Authority - Options Paper**

### **Introduction**

This paper has been prepared to consider who should be nominated as the Responsible Authority for the purpose of the Cardiff City Region Strategic Development Plan (SDP). It considers the issue of a 'responsible authority' for the purpose of section 60E, Part 3, of the Planning (Wales) Act 2015 (the Act). It sets out various options for consideration to inform a recommendation to each Council as part of a wider report seeking authorisation to proceed with an SDP for the region.

The responsible authority's role is primarily a coordinator of information and a formal channel for communication between the collective group of local authorities and the Welsh Government. It is envisaged that the majority of background work, such as the technical work to devise a strategic planning boundary, including consultation, would be done on a collective basis by officers from all 10 Local Authorities. The Responsible Authority would then formally submit the proposal on behalf of the whole region to Welsh Government.

The paper has been prepared in consultation with chief planning officers from the Cardiff Capital Region and forms part of a group of papers to be presented to Members on the SDP proposals.

### **Who decides who is the Responsible Authority?**

The decision on who is identified as the Responsible Authority will need to be agreed by each constituent Council.

### **What is the Responsible Authority?**

The Responsible Authority is a nominated Local Authority within the Strategic Planning Area that acts as the main point of contact for the SDP project. The responsible authority's role is primarily a coordinator of information and a formal channel between the collective group of local authorities and the Welsh Government. The Responsible Authority is essentially a purely administrative role and does not infer any degree of authority for decision making in respect of SDP matters that will be the remit of the Strategic Planning Panel.

Welsh Government officials have advised that the purpose of the Responsibility Authority is that of being the 'host' for the processes necessary to enable the Strategic Planning Panel to function, it is not about plan preparation.

Part 3 of the Planning (Wales) Act 2015 (see Annex i) sets out the 'responsible authority' means the Local Authority given a direction by the Welsh Ministers to submit a proposal for an area to be designated as a strategic planning area under section 60D of the Act. Before issuing such a direction, the Welsh Government will first have been notified by the

'responsible authority' of the proposal to prepare a SDP for the region (see template letter at Annex ii) and therefore one of the first tasks in starting the SDP preparation will be to identify a responsible authority to act as the main point of contact and coordinator for the initial stages.

### **What will the Responsible Authority do?**

The Act sets out the various tasks, following the Direction by the Welsh Ministers, that need to be undertaken by the responsible authority (acting in conjunction with the other authorities) within 6 months of the direction or such time specified in the direction. These tasks are listed below:

- Prepare a proposal for an area to be designated as a strategic planning area which must include: a map showing the boundaries of the strategic planning area, a statement of the reasons for proposing that area, and any other information specified by the Welsh Ministers in the direction.
- Consult all other local planning authorities within all or part of the area covered in the proposed strategic planning area, and any other persons specified in the direction.
- Prepare a report about the consultation.
- Submit to the Welsh Ministers the proposal and the report about the consultation carried out.

Once the above has been undertaken, the Minister will make regulations to establish the strategic planning area and establish a strategic planning panel for that area. The Responsible Authority will continue to act as the point of contact and administrator for that process. That Council's legal / finance procedures will be used where applicable during the SDP process.

### **Identification of Responsible Authority**

The decision on who is identified as the Responsible Authority will need to be agreed by each Council. To inform this decision, Chief Planning Officers from across the region have considered the options available based on a willingness and capability to take on the Responsible Authority Role.

Of the 10 Local Planning Authorities in the Cardiff Capital Region, 7 authorities have Local Development Plans (LDPs) that expire in 2021 and as such the majority are working on LDP reviews and replacement LDPs. In this respect, their ability to focus resources within their Strategic Planning Teams towards the SDP is more limited and it would appear logical at this stage that the Responsible Authority is one of those Planning Authorities not working on a new LDP. Furthermore, other Local Authorities in the region who are not actively undertaking LDP work have directed resources away from their Strategic Planning teams and towards Development Management where work pressures are constantly high and this



may pose resource issues for some authorities and their ability to volunteer to be the Responsible Authority.

Consideration has also been given to the joint working arrangements of the Cardiff Capital Region City Deal. The Leader and Managing Director of the Vale of Glamorgan Council are the 'Planning' Representatives on Cardiff Capital Region City Deal. The Vale of Glamorgan is the 'host authority' for the Shared Regulatory Services sub-regional service and therefore has some previous experience of hosting regional working. Having adopted the Vale of Glamorgan LDP in 2017 the Council does have available resource within the Strategic Planning team to undertake the administrative work required by the Responsible Authority during the early stages of the SDP preparation.

The Vale of Glamorgan Council has been acting as the Interim Responsible Authority for the SDP, being the main point of contact and coordinator on the SDP project in the short term. For the same reasons, it is recommended that the Vale of Glamorgan Council are identified as the 'Responsible Authority' for the SDP going forward.

## Annex i

### Part 3 of the Planning (Wales) Act 2015

#### **60D Power to designate strategic planning area and establish strategic planning panel**

- (1) The Welsh Ministers may by regulations—
- (a) designate an area in Wales as a strategic planning area for the purposes of this Part, and
  - (b) establish a strategic planning panel for that area.
- (2) A strategic planning area must comprise—
- (a) all of the area of one local planning authority, and
  - (b) all or part of the area of at least one other local planning authority.
- (3) The Welsh Ministers must not make regulations under this section unless—
- (a) they have given a direction under section 60E(1) to a local planning authority all or part of whose area is included in the strategic planning area to be designated by the regulations,
  - (b) either—
    - (i) a proposal for an area to be designated has been submitted in accordance with section 60E(6), or
    - (ii) the period for complying with section 60E(6) has ended without a proposal being submitted, and
  - (c) they have carried out any consultation required by section 60F(1).
- (4) Paragraphs (a) and (b) of subsection (3) do not apply in relation to regulations that revoke or amend previous regulations under this section.
- (5) Schedule 2A contains provisions about strategic planning panels.

#### **60E Preparation and submission of proposal for strategic planning area**

- (1) The Welsh Ministers may direct one or more local planning authorities to submit a proposal for an area to be designated as a strategic planning area under section 60D.
- (2) If the Welsh Ministers give a direction under subsection (1), they must state their reasons for doing so.
- (3) In this section, the “responsible authority” means—
- (a) where a direction under subsection (1) is given to a single local planning authority, that authority;
  - (b) where a direction under subsection (1) is given to two or more local planning authorities, those authorities acting jointly.
- (4) The responsible authority must prepare a proposal for an area to be designated as a strategic planning area.
- (5) Before submitting the proposal to the Welsh Ministers, the responsible authority must consult—

- (a) each local planning authority, other than one to which the direction under subsection (1) was given, for an area all or part of which is included in the proposed strategic planning area, and
  - (b) any other persons specified in, or of a description specified in, the direction.
- (6) The responsible authority must submit to the Welsh Ministers—
- (a) the proposal, and
  - (b) a report about the consultation carried out under subsection (5).
- (7) A proposal submitted under subsection (6)(a) must include—
- (a) a map showing the boundaries of the area which the responsible authority propose should be designated as a strategic planning area,
  - (b) a statement of the reasons for proposing that area, and
  - (c) any other information specified by the Welsh Ministers in the direction given under subsection (1).
- (8) The responsible authority must comply with subsection (6)—
- (a) before the end of any period specified in the direction;
  - (b) if no period is specified in the direction, before the end of six months beginning with the day on which the direction is given.
- (9) The Welsh Ministers may agree to extend the period for complying with subsection (6) in a particular case.
- (10) The responsible authority must comply with any requirements set out in the direction as to—
- (a) how the consultation required by subsection (5) must be carried out;
  - (b) the form and content of the report about the consultation;
  - (c) how the proposal and the report must be submitted under subsection (6).
- (11) Subsection (12) applies if the Welsh Ministers, having given a direction under subsection (1), decide not to designate a strategic planning area.
- (12) The Welsh Ministers must give notice of their decision and the reasons for it—
- (a) to the responsible authority, and
  - (b) if a proposal has been submitted under subsection (6), to each authority within subsection (5)(a).

**Annex ii – Template Letter to Minister**

**\*\*\*\*\*DRAFT (Requires Full Council Approval)\*\*\*\*\***

Julie James AM  
Minister for Housing and Local Government  
National Assembly for Wales  
Cardiff Bay  
Cardiff  
CF99 1NA

Dear Julie James AM,

**Re: Strategic Development Plan for Cardiff Capital Region**

I write to you on behalf of the Cardiff Capital Region as the Responsible Authority for the purpose of Section 60E, Part 3 of the Planning (Wales) Act 2015 (the Act).

I am pleased to advise you that the 10 Councils in South East Wales have formally resolved to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region, covering the following Local Planning Authority areas:

- Blaenau Gwent
- Bridgend
- Caerphilly
- Cardiff
- Merthyr Tydfil
- Monmouthshire
- Newport
- Rhondda Cynon Taf
- Torfaen
- Vale of Glamorgan

In response to this letter I would be grateful if you could use your powers under the Act to issue a Direction to submit a proposal for the area to be designated as a strategic planning area under section 60D of the Act. Once the Direction is received we will prepare and consult on the proposal for the strategic planning area to enable you to thereafter prepare regulations to designate the area as a strategic planning area and establish a strategic planning panel for the area.

I look forward to hearing from you and working together to prepare a Strategic Development Plan for the Cardiff Capital Region.

Yours sincerely,

**On behalf of the Responsible Authority**

## **Cardiff Capital Region Strategic Development Plan Paper: Staff Resources**

This report has been prepared to consider how the Cardiff City Region could respond to the regional working agenda in respect of strategic planning services to facilitate the preparation of a Strategic Development Plan (SDP). It sets out various options about how the project could be resourced with staff and recommends a preferred option.

The report has been prepared in consultation with chief planning officers from the Cardiff Capital Region and has been agreed by them.

### **Background**

At present, planning policy in the region is generally undertaken at individual Local Planning Authority level, with a limited degree of collaboration and joint procurement of services at a regional or sub-regional level (undertaken on an informal footing). However, the region benefits from a strong degree of communication in this field through the South East Wales Strategic Planning Group (SEWSPG).

Whilst Local Government Reform has been dismissed in the short term, Welsh Government have made it clear they want to see more collaborative working between Local Authorities and Planning Policy has previously been identified as an area which should be mandated to operate on a regional or sub-regional basis. Welsh Government has the regulatory power to require LPAs to undertake an SDP, Joint LDP or LDP if appropriate.

The previous Minister had invited the preparation of Joint LDPs in the region, which has been rejected by Local Authorities in the region to date for numerous reasons. The preparation of an SDP provides the opportunity for the region to come together at a strategic level to plan for sustainable development in the Cardiff Capital Region. Following this, local authorities may choose to prepare joint LDP 'lite' documents that accord with the SDP strategy.

### **Matters and Issues**

In the Cardiff Capital Region there are 10 Local Planning Authorities with varying status in terms of their development plan status. The following provides a list of Local Development Plan (LDP) Status across region in order of plan expiration / review:

**Blaenau Gwent** - adopted on 22nd November 2012, Expires 2021; Undertaking plan review.

**Bridgend** - adopted 18th September 2013, Expires 2021; Undertaking plan review.

**Caerphilly** - adopted 23rd November 2010, Expires 2021.

**Merthyr Tydfil** - adopted 25th May 2011, Expires 2021; Undertaking plan review.

**Monmouthshire** - adopted 27th February 2014, Expires 2021; Undertaking plan review.

**Rhondda Cynon Taf** - adopted 2nd March 2011, Expires 2021.

**Torfaen** - adopted 3rd December 2013, Expires 2021; Undertaking plan review.

**Cardiff** – adopted 28th January 2016, Expires 2026.

**Newport** – adopted 27th January 2015, Expires 2026.

**Vale of Glamorgan** – adopted 28<sup>th</sup> June 2017, Expires 2026.

The availability of staff resources within each Local Planning Authority will depend on the capacity of the team and the level of work being undertaken on other projects outside the SDP such as LDP review, preparation of SPGs, policy support to corporate projects and development management. The table below provides a summary of available resource in planning policy teams in the region at May 2019.

	Core Policy Team	Other	Current Work programme and ability to resource SDP
<b>Blaenau Gwent</b>	1 x Team Manager 1 x Team Leader 1 x Planning Assistant  Total - 3 FTE	Service Manager has Policy, DM and Building Control within remit.  Central admin support.  Minerals provided by Carmarthenshire	Policy team currently working on LDP Review.
<b>Bridgend</b>	1 x Team Manager 1 x Team Leader 2 x Senior Officer (one currently vacant) 2 x Planning assistant (1 FT, 2 PT)  Total – 6 FTE	Strategic Transportation function now within wider planning function	Policy team currently working on LDP Review.  Currently undergoing re-structure following merger with Strategic Transportation Function  Depending on workloads could contribute ad hoc to regional work.
<b>Caerphilly</b>	2 x Team Leaders 2 x Principal Officers 3 x Senior Officers  Total - 7 FTE		
<b>Cardiff</b>	3.5 x Policy Planners  Plus 3 FTE Officers within Team currently providing	7 Place-making Team Planners covering Design, Master-planning, Projects,	

APPENDIX E – Staff Resources for SDP

	Core Policy Team	Other	Current Work programme and ability to resource SDP
	flexible support as Non-Strategic DM Case Officers  Total – 6.5 FTE	Infrastructure, viability, CIL, S106, Heritage & Conservation.  Head of Planning, Operational Manager of Strategic DM & Place-making & Operational Manager for Non-Strategic DM.	
<b>Merthyr Tydfil</b>	1x Team leader  2.5 x Policy officers  Total – 3.5 FTE	No admin support.  Minerals service provided by Carmarthen.	Policy team currently working on 1 <sup>st</sup> Replacement LDP. Examination June / July 2019. Adoption anticipated Jan 2020.  There will be some capacity to assist with SDP work post adoption.
<b>Monmouthshire</b>	1 x Planning Policy Manager 1 x Principal Officer 1.8 x Senior Officer  1 x Research Officer  Total – 4.8 FTE	Head of Planning Service (including Development Management, Housing function and BC)	Policy team currently working on LDP Review, alongside current LDP monitoring for AMR and 4x SPG in progress for current LDP.  No surplus capacity to assist with SDP, but if colleagues wish to apply for SDP roles and are successful, they would be supported and their posts would be backfilled.
<b>Newport</b>	1 x Planning Policy Manager 1.8 x Senior Policy Officer  Total – 2.8 FTE	Planning Systems Officer (pooled resource with DM/BC/Policy)	Newport LDP adopted 2015. Currently working on SPG, plan monitoring and planning consultancy work for DM and internal Council projects.  Have some capacity to

	Core Policy Team	Other	Current Work programme and ability to resource SDP
			assist with specific projects and evidence base.
<b>Rhondda Cynon Taf</b>	1 X Planning Manager (vacant) 1 X Team Leader 2 X Senior Planners 1 X Planner 1 X Planning Assistant (vacant)  Total – 6 FTE		This team would primarily be required to prepare any future LDP for Rhondda Cynon Taf. Could offer interaction and sharing of information with the Regional SDP team.
<b>Torfaen</b>	2 x Principal Policy Officers (Joint Team Leaders) 2 x Senior Policy Planners  Total – 4 FTE	DM support provided by Central Admin Unit (not dedicated)  Forward Planning and Building Regulations teams report directly to Head of Planning and Development who reports directly to Chief Officer Neighbourhoods, Planning & Public Protection	Policy team currently working on LDP Review.
<b>Vale of Glamorgan</b>	1 x team leader 3 x senior planner (1 on secondment at Merthyr) 1 x Assistant planner  Total – 5 FTE	1 x Head of Service (Planning & Regeneration),  1 x Operational Manager (Planning & Building Control)  Admin support from DM Support Services team as required  Minerals provided by Carmarthenshire	VOG LDP adopted 2017. Currently working on SPG, plan monitoring and planning consultancy work for internal Council projects (Housing, Estates etc.)  Have capacity available to undertake SDP Responsible Authority role in 2019/20 and 2020/21 before SDP Team set up.  Have capacity to assist with specific projects and evidence base work to assist SDP Team.



### Options for Delivering SDP

The delivery of the SDP requires focus and commitment and significant staff time. There are several ways in which this could be achieved, which are considered further below.

#### Option 1 – Informal collaboration with a Lead Authority

Keep existing structures across 10 Local Planning Authorities in the region, identify a ‘Lead Authority’ and divide the workload across existing staff, delegating tasks on an informal collaborative basis reporting to lead authority.

Pros	Cons
<ul style="list-style-type: none"> <li>• Could start immediately</li> <li>• No need for structural re-organisation</li> <li>• Allows flexibility to respond to peaks / troughs in workload</li> </ul>	<ul style="list-style-type: none"> <li>• Other work distracting from SDP preparation</li> <li>• Reliance on other LPAs to find resource to help out</li> <li>• Participants likely to retain own ‘LA’ bias</li> <li>• Lack of autonomy of ‘Lead Authority’</li> <li>• Would still require Lead Officer role to be appointed</li> </ul>

#### Option 2 – Procure Consultancy Services

Keep existing structures across 10 Local Planning Authorities in the region, procure consultants to undertake all SDP preparation reporting back to LPAs. Would most likely need a ‘Lead Authority’ to act as commissioning authority and contact.

Pros	Cons
<ul style="list-style-type: none"> <li>• Impartiality</li> <li>• No need for structural re-organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Cost – likely to be more expensive to but in services</li> <li>• Lack local knowledge / experience</li> <li>• Reliance on LPA officers to check work and steer consultant input</li> <li>• Lack of ‘buy-in’ on a long-term basis</li> <li>• Delays in set-up / procurement which would still require LPA support</li> <li>• Less experience with Member liaison and issues of trust</li> </ul>

#### Option 3 – One or more LPAs prepare the SDP on behalf of the Region

One or more existing LPA undertake the preparation of the SDP on behalf of the region, using existing resources and recruiting new staff as necessary which could include secondment from other authorities. The body would be responsible for preparation and delivery of the SDP, and potentially SDP review and SDP monitoring. Would require remuneration from other LPAs not participating directly.

Pros	Cons
<ul style="list-style-type: none"> <li>• No need for structural re-organisation</li> <li>• Cost</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources within existing LPAs to do this</li> <li>• Other work distracting from SDP prep</li> <li>• Participants likely to retain own 'LA' bias</li> <li>• Lack of autonomy of the Authority</li> <li>• Would still require Lead Officer role to be appointed and other staff</li> </ul>

#### Option 4 – Regional SDP team established

Set up a regional SDP team to prepare the SDP who would be responsible for preparation and delivery of the SDP, and potentially SDP review and SDP monitoring.

Pros	Cons
<ul style="list-style-type: none"> <li>• Allows true regional approach to SDP – not local parochialism</li> <li>• Provides focus on SDP in isolation from other work</li> <li>• Would draw together the best people for the job</li> <li>• Provides a framework for collaboration at a regional level on land use planning matters</li> <li>• Could be used on a commercial basis to provide expertise / services for strategic planning outside the region</li> </ul>	<ul style="list-style-type: none"> <li>• Needs set up cost / time</li> <li>• Liaison / involvement from LPA officers will still be required and resourced</li> </ul>

#### Option 5 – Regional Strategic Planning Re-structure / Merger

A formal restructure incorporating the strategic planning policy function of all 10 Local Planning Authorities in the region into one Regional Strategic Planning Policy Service. This service would be responsible for the delivery of all matters relating to Development Plan preparation, adoption and monitoring across the whole region. It would be a single

organisation with shared terms & conditions and a joint responsibility for delivering this service across the whole region. The body would be responsible for preparation and delivery of the SDP, Joint or single LDP lites, SDP/LDP review, evidence gathering, and Plan monitoring.

Pros	Cons
<ul style="list-style-type: none"> <li>• Allows true regional approach to SDP – not local parochialism</li> </ul>	<ul style="list-style-type: none"> <li>• Needs set up cost / time</li> <li>• Operationally impractical given current LDP reviews underway</li> <li>• Employee terms and conditions and trade union impacts</li> <li>• Would still require separation of workload / functions to divide out SDP and LDP work</li> </ul>

### Preferred Option

Having regard to the benefits and disadvantages of the ways of working set out above, the preferred option is considered to be Option 4 – Regional SDP team established.

In addition to the core team, there is likely to be specific projects that could be undertaken either by consultants or by officers with relevant expertise within the region who could be seconded or tasked to deliver a specific project (e.g. population projections). Secondment from existing local authority teams could result in LPA’s having difficulty in progressing their own LDPs to meet Delivery Agreement timeframes. Any secondments will need to be programmed to ensure that the ability of the affected authorities to deliver their plans, in accordance with their delivery agreements, is not prejudiced.

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## **Cardiff Capital Region Strategic Development Plan – Cost Analysis (June 2019)**

### **Introduction**

1. This paper has been prepared to support the report seeking authorisation to proceed with the Strategic Development Plan (SDP) for the Cardiff Capital Region. It sets out the likely cost of preparing the SDP on this scale using best available evidence at this time. Evidence includes the Welsh Government’s Regulatory Impact Assessment Methodology for the Planning (Wales) Bill alongside actual costs for Local Development Plan preparation in the region over recent years and planned spend on current LDP preparation. The WG’s cost estimate for the SDP was circa £3.5m however this was a total cost and included costs such as LPA Members, LPA consultees and press notices which are not included below as explained in the report where appropriate. This report concludes that the estimated cost of preparing the SDP for the Cardiff Capital Region will be circa £3.14m over 5 years.
2. The cost associated with preparing the SDP will need to be met by the constituent Local Authorities, albeit Welsh Government have indicated a willingness to support this collaboration project with some financial contribution which has yet to be agreed.
3. The Strategic Planning (Composition of Panels and Qualifying Expenditure) (Wales) Regulations 2016 set out the expenditure of a panel that is “qualifying expenditure” to be met by the constituent local planning authorities and includes: staff costs; remuneration of nominated and co-opted members of the panel; costs associated with the hire / occupation of premises; consultancy and technical fees; equipment costs and other costs associated with enabling a panel to undertake its functions under Part 6 of the 2004 Act.

### **Initial project set up costs**

4. To date a significant amount of officer time has been dedicated to this process on a collaborative basis with input from officers across the region. If all Councils agree to proceed with the SDP, this will increase further in the short term before the SDP Team and Panel are established. Therefore, it is considered necessary to establish an initial budget to cover officer time involved in this project which varies between constituent authorities but is of benefit to the region as a whole and thus should be covered by the region.
5. Initial tasks will include:
  - Preparation and formal submission of SDP Proposal to the Minister including justification for the Strategic Planning Area (60E of the Planning Act)
  - Liaison with WG on SDP draft regulations and guidance
  - Support to constituent LPAs on SDP matters such as attendance at Member and Officer briefings
  - Recruitment of SDP Team
  - Procuring appropriate office and meeting accommodation for SDP Team and Strategic Planning Panel (SPP) as appropriate

6. There are potential costs associated with these tasks such as staff time (with on costs), travel expenses, legal advice and other technical support as required.
7. It is considered that £50,000 will be adequate to cover staff costs for this initial work, whilst any underspend can be carried forward to the main project. It is proposed in the main report that each constituent LA contribute their share towards this cost to the Responsible Authority following agreement by all Councils to proceed with the SDP. The Responsible Authority will administer the fund in the first instance and enable other Local Planning Authorities (LPAs) to charge their costs to the SDP project as appropriate.
8. The proportional split of funding recommended in the main report is shown in the list below, and attributes this initial project set up cost as follows:

<b>Local Authority</b>	<b>% cost based on SSP votes</b>	<b>£</b>
Blaenau Gwent	4.35	2,175
Bridgend	8.7	4,350
Caerphilly	13.04	6,520
Cardiff	21.74	10,870
Merthyr Tydfil	4.35	2,175
Monmouthshire	13.04	6,520
Newport	8.7	4,350
Rhondda Cynon Taff	13.04	6,520
Torfaen	4.35	2,175
Vale of Glamorgan	8.7	4,350
<b>Total</b>	<b>100.01</b>	<b>50,005</b>

#### **SDP Team Staff costs**

9. The delivery of the SDP will require focus and commitment and significant staff time. It is therefore considered that the best method for delivery would be to establish a dedicated regional SDP team to undertake the project (see Resources paper at Appendix E for justification of this approach).
10. It is essential that the lead officer for the SDP Team is a person with a detailed knowledge of planning policy with proven experience of delivering a complex major project like the SDP. They will need to have a range of skills and personal attributes to enable them to deliver the project on time and within budget. The job will involve collaboration with 10 Local Authorities, including building relationships and trust with Members and Chief Officers across the region and supporting the Strategic Planning Panel. The position and salary therefore needs to be competitive to attract the very best person for the job and to reflect the seniority and responsibility that the role has for delivering strategic planning in the region. It is therefore recommended that the job is a Head of Service level equivalent to the Head of Service roles within the City Deal Office Leadership Team and the proposed salary below reflects this.

11. Similarly, the Policy Officers appointed to the SDP team need to be experienced officers with detailed knowledge of planning policy and proven experience of working on a complex major project like the SDP. To deliver the SDP, the team will have to understand and resolve a wide range of land-use planning issues that will vary significantly across the Cardiff Capital Region. Their work will inform plan-making in the region for the future and it must therefore be of the highest quality. In order to attract the very best people for the job, it is considered appropriate that the salaries reflect the more complex nature of the work at a strategic / regional level and are higher than the nearest equivalent role within Local Planning Authorities. The proposed salaries below reflect this.
12. It should be emphasised that these are indicative salaries at this stage for the purpose of estimating a cost for the preparation of the SDP. They would need to be scrutinized through a job evaluation process in due course once job description and person specifications have been devised.
13. Given the scope and nature of the project it is considered the following team structure would be appropriate:
  - Head of SDP Team – up to £69,318
  - Policy Officers x 4 – up to £41,675
  - Technical support x 1 up to £32,878
14. The WG regulatory assessment assumed 60% on-costs which are 4% higher than those of a LPA due to estimated higher accommodation costs and were taken from a Welsh Government funded body. These are considered to be robust assumptions for this report<sup>1</sup>.
15. Initially, it is thought that only the Lead Officer plus 2 in support would be required to start the project and set out the work programme for the delivery of the SDP, with the team growing to full strength once the plan preparation is underway. Therefore, the staff costs for the 5 year delivery programme are set out in Table 1 assuming mid-point salary range and 60% on-costs.

**Table 1: SDP Team Staff Costs (including on-costs)**

	Year 1	Year 2	Year 3	Year 4	Year 5
Head of SDP £100,958 (£63,099 + £37,859)	£100,958	£100,958	£100,958	£100,958	£100,958
Policy Officer £64,390 (£40,244 + £24,146)	£64,390	£64,390	£64,390	£64,390	£64,390
Policy Officer £64,390 (£40,244 + £24,146)	£64,390	£64,390	£64,390	£64,390	£64,390
Policy Officer £64,390 (£40,244 + £24,146)	£0	£32,195 (6 months)	£64,390	£64,390	£64,390
Policy Officer £64,390 (£40,244 + £24,146)	£0	£32,195 (6 months)	£64,390	£64,390	£64,390
Technical £50,011	-	£50,011	£50,011	£50,011	£50,011

<sup>1</sup> Note that Vale of Glamorgan Policy Team on-costs are currently approximately 40%.

APPENDIX F – SDP Cost Analysis

(£31,257 + £18,754)					
Annual Total	£229,738	£344,139	£408,529	£408,529	£408,529
Overall Total					£1,799,464

16. Total staff costs including on costs for the 5 year SDP Preparation are therefore estimated at £1,799,464. This is slightly higher than the estimate used by WG of £1,739,350, who assumed lower salaries but a larger team of 7 with a hierarchy of Principal, Senior and Planning Officers. The Planning Policy Lead Officers in the region have considered this matter in light of their own management experience in delivering LDPs and consider the proposed team structure above to be more appropriate for the SDP project.
17. In their analysis WG estimated ‘start up costs’ for an SDP team of £12,572 for desks, storage, IT, phones, and printing equipment, which appears reasonable. Therefore, a total staff cost of £1,812,036 is considered a reasonable estimate for the 5 year project.
18. Once the SDP is adopted, it is considered that the SDP Team will continue to have a significant role to play in spatial planning in the region, including: monitoring and review of the SDP, involvement and support for LDPs / LDP Lite, regional evidence base review and close working arrangements with the Regional Transport Authority. Furthermore, given their skills and experience they will be able to offer services (commercially) to other regions in Wales and beyond embarking on regional spatial planning. Therefore, it is recommended that the SDP Team is established on a permanent basis with a predicted annual cost of approximately £408,529 although this has not been included in the cost appraisal for the initial preparation and adoption of the SDP.
19. In addition to the core team, there is likely to be specific projects that could be undertaken either by consultants or by officers with relevant expertise within the region who could be seconded or tasked to deliver a specific project (e.g. population projections). These costs are included in the ‘Evidence Base’ section. Secondment from existing local authority teams could result in LPA’s having difficulty in progressing their own LDPs to meet Delivery Agreement timeframes. Any secondments will need to be programmed to ensure that the ability of the affected authorities to deliver their plans, in accordance with their delivery agreements, is not prejudiced.

**Strategic Planning Panel**

20. The Panel will comprise of two thirds locally elected members and one third from social, economic and environmental partners. It is estimated that the Panel will comprise of up to 23 local elected members (see paragraphs 2.13-2.16 of main report) and up to 11 nominated members for the South East Wales area.
21. It is estimated that the Strategic Planning Panel will be required to meet on a quarterly basis for half a day. Therefore it is estimated that 20 meetings, which is equal to 10 full days over the five year plan period will be required.



22. When preparing the SDP, it is anticipated that all Members of the strategic planning panel will sit on sub committees. It is anticipated that 4 sub committees would be formed to consider the main strategic issues of population, housing, transport and infrastructure. It is assumed that 9 members of the strategic planning panel will sit on each sub group (consisting of two thirds members and one third stakeholders). Each sub committee would meet for a full day, four times a year, over a three year period, therefore 12 days per sub group. This equates to 12 days x 4 subgroups = 48 days for 9 members.
23. In addition, it is expected that the SDP Lead Officer will meet individually (or jointly as appropriate) with Members of constituent authorities during the preparation of the SDP to discuss Strategic issues and their impact within the Local Authority area.
24. The Regulations prescribe that the costs of remuneration of a constituent local planning authority member of a panel is not “qualifying expenditure”. This will require time and commitment from Councillors but it is expected that this involvement is covered by existing budgets and no additional budget will be expected to cover these costs.
25. The Regulations do include remuneration for nominated and co-opted members of the panel as qualifying expenditure to be met by the constituent local planning authorities. It is expected there will be up to 11 such Members of the panel<sup>2</sup>, attending an estimated 20 meetings of the Panel and a further 12 days for sub-committee meetings. Based on a total 32 days throughout the process Remuneration is expected to be £26,400 in total for the 10 nominated Members of the Panel<sup>3</sup>.

**Additional costs associated with the Panel**

26. The undertaking of the SPP’s role and function is likely to incur additional costs in relation to expenses, room hire etc. WG estimated that this would cost the SPP £34,290 over the five year plan preparation period which appears reasonable.

**Additional staff within local authority**

27. WG’s regulatory impact assessment assumed the time spent by LPAs on the SDP and light touch LDP would be the same as for inputting on the LDP in the basis there would be no increase in their work load, but a redistribution of their time between the SDP and light touch LDP. It was estimated they would spend two thirds of their time inputting to the SDP and one third on the light touch LDP.
28. However, in practice this will not be the case for the first SDP, which will be prepared at a time when at least 5 LPAs in the region are working on LDPs, hence the need to establish a separate team responsible for delivering the SDP (as set out above). With this in mind, there will only be limited involvement of those constituent LPA officers which does not amount to an increase in

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<sup>2</sup> Note this is a ‘maximum scenario’ that assumed 23 SPP voting LA Members being 2/3 of the panel and 11 co-opted Members being 1/3 of the panel

<sup>3</sup> Remuneration is equivalent to that paid to appointed persons at National Park Authorities of £3625 per annum equating to a daily rate of £75 / day.

cost to individual LPAs. There will inevitably be cost-savings arising from shared evidence base and the SDP evidence base being useful to LDPs in preparation but it is difficult to quantify this at this stage given the varying stages of LDP preparation across the region.

29. In addition, there will be some involvement from other consultees within Local Authorities such as Highways, Ecology, Landscapes, Education, Housing, Parks, Drainage, Environmental Health etc. However, given the strategic level of the document, their input will be less detailed than at LDP stage (where site allocations will be made) and should be covered within existing budgets. Therefore, no additional cost has been attributed here.

### Evidence base

30. WG estimated that on average the cost of gathering the LDP evidence base for a single authority would be between £195,000 and £265,000. This varies from area to area depending on the prevalent land use issues and depending on capacity and capability within LPA teams and the use of consultants to undertake projects. The approximate cost of evidence base work within the region for previous LDPs is shown below:

- Blaenau Gwent - £127,000
- Bridgend - £250,000
- Caerphilly - £200,000
- Cardiff - £418,000
- Merthyr Tydfil - £106,000
- Monmouthshire - £489,000
- Newport - £210,000
- Rhondda Cynon Taff - £300,000
- Torfaen - £200,000
- Vale of Glamorgan – £168,000

31. The above indicates an average cost in the region of £247,000. The scope of the studies required for the SDP will be similar to those prepared for an LDP however the SDP will consider broad principles and scale of provision, whilst the detail, such as site identification will be reflected in LDPs. These studies include:

- Sustainability Appraisal and Strategic Environmental Assessment
- Habitats Regulations Assessment
- Equalities Impact Assessment
- Health Impact Assessment
- Local Housing Market Assessment
- Population and Household Projections
- Gypsy and Traveler Accommodation Assessment
- Affordable housing viability
- Employment sites and market appraisal
- Retail assessment
- Renewable Energy
- Landscape

## APPENDIX F – SDP Cost Analysis

- Recreation/ open space / green infrastructure
- Flooding – Strategic Flood Consequences Assessment
- Minerals
- Waste
- Transport

32. For an area such as South East Wales WG estimated that the evidence base could cost approximately three times the cost of preparing an individual LDP's evidence base i.e. £795,000 based on WG's upper estimate, which is considered to be a reasonable assumption.

### Examination

33. WG's estimated cost of a SDP examination for South East Wales was £283,180 taking into account the cost of two Inspectors and programme officer, accommodation costs and expert evidence. This is considered reasonable having regard to examination costs experienced for individual LDPs<sup>4</sup>.

### Printing costs

34. WG estimated that the printing costs for a SDP are approximately £55,000. In practice, it is questionable whether it will be necessary or appropriate to print the SDP and associated consultation documents in paper form as most authorities only have electronic versions of their LDP available now. However, the cost has been included in the overall assumptions to ensure the overall cost assumptions are realistic and robust.

### Translation costs

35. WG estimated translation costs to be £1,660 based on £83 per 1000 words for a 20,000 word document. These costs are still relevant today (VOG costs £80 per 1000 words). WG estimated that the SDP would be approximately 50% of the size of an average LDP (40,000 words at that time) and noted as a comparison, in Scotland, the adopted TAY Plan (10,300 words) SES Plan (17,000 words). However, more recent analysis of LDPs suggests the average length is closer to 80,000 and therefore, a more accurate cost assumption based on it being half the length of an LDP is £3,320.

36. WG did not include any cost estimate for translation of all the supporting information, letters and documents associated with preparing an SDP, however, this is a cost that will be incurred. Whilst it is difficult to judge at this stage without knowing the word count of the examination and supporting documents, based on similar LDP documents, a reasonable assumption would be 625,000 words costing £51,875.

### Cost of adverts

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<sup>4</sup> Examination costs for LDPs: Cardiff £300,000; Vale of Glamorgan £155,000; Blaenau Gwent £75,000; Bridgend £80,000; Caerphilly £147,000.

37. WG assumed in 2015 that adverts would be required by regulations at the following SDP stages; Delivery Agreement; Preferred Strategy; Strategic Sites; Deposit; Submission; Examination and Adoption. It was assumed that one advert could cover two local planning authorities, therefore giving a 50% saving and cost of £44,100.

38. Since then the LDP amendment regulations<sup>5</sup> have removed the requirement to advertise in the local press in recognition of the fact that there are more effective ways of engaging local communities. Therefore, officers will expect WG to omit these requirements in the SDP Regulations. Therefore, this cost has been excluded from this analysis.

### IT Support

39. The responsible authority will be able to provide normal ICT support to the team at nominal cost which is not included. However, there will be specific costs associated with the SDP, including an SDP database to manage the process such as the various stages of consultation. WG estimated the cost of an IT consultation database to be the same as for an individual local planning authority (estimated to be £15,000 to £20,000). An additional £10,000 is assumed for software licenses and support.

### Conclusion

40. The overall cost of the SDP based on a 5 year delivery programme is estimated to be £3,141,101 (rounded to £3.14m) as follows:

- Initial project set up costs £50,000
- SDP Team Staff costs £1,812,036
- Strategic Planning Panel £26,400 plus existing budget for LPA Members
- Additional costs associated with SPP £34,290
- Additional staff within local authority – existing budget
- Evidence base £795,000
- Examination £283,180
- Printing costs £55,000
- Translation costs £55,195
- Cost of adverts - None
- IT Support - £30,000

41. Based on the proportional split of funding recommended in the main report the estimated cost would be shared between the constituent Councils as follows:

**Table 2: SDP Costs per Local Authority**

Local Authority	% cost based on SPP Member votes	Total cost (£)	Annual cost (£)
Blaenau Gwent	4.35	136,590	27,318
Bridgend	8.70	273,180	54,636
Caerphilly	13.04	409,456	81,891

<sup>5</sup> The Town and Country Planning (Local Development Plan) (Wales) (Amendment) Regulations 2015

APPENDIX F – SDP Cost Analysis

Cardiff	21.74	682,636	136,527
Merthyr Tydfil	4.35	136,590	27,318
Monmouthshire	13.04	409,456	81,891
Newport	8.70	273,180	54,636
Rhondda Cynon Taf	13.04	409,456	81,891
Torfaen	4.35	136,590	27,318
Vale of Glamorgan	8.70	273,180	54,636
<b>Total</b>	<b>100.01%</b>	<b>3,140,314</b>	<b>628,062</b>

42. In addition, Local Authorities will need to consider the cost of their own LDP work that will vary between Authorities depending on the stage they are at, as indicated below:

- Blaenau Gwent - adopted on 22nd November 2012, Expires 2021; Undertaking plan review.
- Bridgend - adopted 18th September 2013, Expires 2021; Undertaking plan review.
- Caerphilly - adopted 23rd November 2010, Expires 2021.
- Merthyr Tydfil - adopted 25th May 2011, Expires 2021; Undertaking plan review.
- Monmouthshire - adopted 27th February 2014, Expires 2021; Undertaking plan review.
- Rhondda Cynon Taf - adopted 2nd March 2011, Expires 2021.
- Torfaen - adopted 3rd December 2013, Expires 2021; Undertaking plan review.
- Cardiff – adopted 28th January 2016, Expires 2026.
- Newport – adopted 27th January 2015, Expires 2026.
- Vale of Glamorgan – adopted 28th June 2017, Expires 2026.

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

23 OCTOBER 2019

#### REPORT OF THE CHIEF EXECUTIVE

#### ANNUAL REPORT 2018-19

##### 1. Purpose of Report

- 1.1 The purpose of this report is to present the Council's Annual Report 2018-19 (**Appendix A**) for Council to consider and approve.

##### 2. Connection to Corporate Improvement Objectives /Other Corporate Priorities

- 2.1 This report assists in the achievement of the following corporate priority/priorities;-
1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
  2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
  3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

##### 3. Background

- 3.1 According to the [Shared Purpose Shared Future](#) statutory guidance (SPSF: 2) for the Well-being of Future Generations (Wales) Act 2015, individual public bodies must annually review the progress of their well-being objectives and publish a report to assess the extent to which these objectives contribute to the 7 wellbeing goals in accordance with the sustainable development principal.
- 3.2 Under section 15 of the Local Government (Wales) Measure 2009 and in accordance with the related statutory guidance issued by the Welsh Government, the authority must publish its assessment of performance for the previous financial year before 31 October.
- 3.2 In March 2018, the Council published its Corporate Plan 2018-22. The Plan sets out its vision, that is, always to act as 'One Council working together to improve lives', and its three corporate improvement priorities, also known as well-being objectives. The Plan also reiterates the well-being objectives for 2018-19.
- 3.3 The Plan defined 40 commitments to deliver the three well-being objectives and identified 58 outcome-focused indicators for the financial year 2018-19.

3.4 The Council's Medium Term Financial Strategy (MTFS) identified how it would best use its resources to support the achievement of the well-being objectives and statutory duties, including the management of financial pressures and risks over the next four years.

#### **4. Current situation / proposal**

4.1 The Annual Report, prepared under the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015, evaluates how well the Council did in 2018-22 in delivering its commitments and planned outcomes for the financial year, using its success measures and other evidence.

4.2 Overall, the Council performed well in 2018-19. Of the 40 commitments 35 (88%) were completed successfully and the remaining 5 (12%) achieved most of their milestones.

4.3 The Corporate Plan identified 58 indicators to measure success. Of the 56 indicators with a target, 37 (66%) are on target, 9 (16%) are off target by less than 10% and 10 (18%) missed the target by more than 10%. Detailed information about the Council's performance against its commitments and targets is included in **Appendix A**.

4.4 In 2018-19, the Welsh Local Government Association defined and collected 32 Public Accountability Measures (PAMs), for local authorities' performance. At the time of writing this report, data for all indicators is not available, so a full comparison of how we did nationally cannot be made. The 'How do we compare?' section in **Appendix A** sets out performance on indicators that have been published to date. This is also available on the ['Mylocalcouncil'](#) website.

4.5 The Annual Report also provides an overview of complementary steps we have taken outside of the Corporate Plan to improve the well-being of the citizens of the County Borough. A summary of budgets for the year, regulators' findings and themes that underpin our work are also set out in the report.

4.6 This is an important document as it provides citizens and stakeholders with detailed information about the Council's performance against its well-being objectives and outcomes. It also includes national comparable measures to give a full picture of how we performed across a range of services.

4.7 Once approved, the Annual Report will be published on the Council's website and shared with stakeholders. Hard copies of the report will be produced and placed in the Council's public libraries.

#### **5. Effect upon Policy Framework & Procedure Rules**

5.1 The Annual Report provides an assessment of progress on the Corporate Plan 2018-22 which forms part of the corporate policy framework.

#### **6. Equality Impact Assessment**

6.1 The Annual Report provides information on the Council's performance and has no negative equality implications.

#### **7. Well-being Future Generations (Wales) Act 2015**



7.1 The well-being goals identified in the Act were considered when writing this report. It is considered there will be no significant or unacceptable impacts upon the achievement of the well-being goals / objectives as a result of this report.

## **8. Financial Implications**

8.1 There are no financial implications arising from this report.

## **9. Recommendation**

9.1 That subject to any amendments by Cabinet on 22 October, that Council approves the Annual Report 2018-19 (**Appendix A**).

**Mark Shephard**  
**Chief Executive**

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## **Background documents**

- Corporate Plan 2018-22

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**Bridgend County Borough Council**  
**Annual Report 2018 to 19**  
*Working together to improve lives*

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***“One council  
working  
together to  
improve lives”***

# Introduction

Welcome to Bridgend County Borough Council’s annual report. It evaluates our progress against our well-being objectives, which our Corporate Plan outlines. This report relates to our performance for the year April 2018 to March 2019.

Our vision is to act as “one council working together to improve lives”. We will do this by delivering our well-being objectives. These represent our ambitions and commitments to our citizens and our contribution to Wales’ seven well-being goals as outlined in the Well-being of Future Generations (Wales) Act 2015 (the Act).

## Our contribution to the well-being goals

This report sets out our contribution by well-being objective to the seven well-being goals. These are set out below:

Well-being goal	Well-being objective		
	Supporting a successful economy	Helping people be more self-reliant	Smarter use of resources
A prosperous Wales	✓		✓
A resilient Wales			✓
A healthier Wales	✓	✓	✓
A more equal Wales	✓	✓	✓
A Wales of cohesive communities	✓	✓	✓
A Wales of vibrant culture and thriving Welsh language	✓	✓	
A globally responsible Wales	✓		

# Progress against our well-being objectives

This report looks back on the progress we made together during 2018 to 19 on the steps to meet our well-being objectives. To evaluate performance, we have 58 measures of success, which we review annually to set targets to drive improvement. Analysis of performance shows that for 56 of the measures for which we have data:

- 37 (66%) met their target
- 9 (16%) were off target by less than 10%
- 10 (18%) missed the target by more than 10%

Where available, trend data shows that 33 indicators showed an improvement in performance or maintained the maximum level of performance (3) compared to last year.

In addition to our measures of success, we also made a number of commitments to support the delivery of our well-being objectives. Analysis of the year-end data shows that we have delivered what we said we would, with 35 88% of our commitments successfully completed. The other five (12%) achieving most of their milestones.

Like many councils, we are facing a number of challenges including decreasing resources coupled with greater demand on services.

One of the most significant pieces of work during 2018 to 19 has been in response to the health board boundary change. This meant that from April 2019 the management of all health services within the Bridgend County Borough transferred from Abertawe Bro Morgannwg University Health Board to the new Cwm Taf Morgannwg University Health Board. The implementation of the SSWB Act continues to be a priority for us and has been a main driver for change and for new ways of working. The principles underpinning the SSWB Act are further strengthened by the Well-being of Future Generations (Wales) Act.

These principles are:

- thinking more about the long term
- working better with people and communities
- looking to prevent problems
- taking a more joined-up approach

We continue to work hard to change and improve services at the same time as having to make significant efficiency savings. These stand at around £32.6 million over the period 2018 to 19 and 2021 to 2022. Making smarter use of our resources will include prioritising our spend better out of necessity.

Also it will mean investing in those things that make the most difference to outcomes for local people, and particularly the political priorities around young people and the society's most vulnerable.

Similarly we need to be more adaptive to respond to these financial challenges. Thus enhanced and intelligent collaboration with the private sector, other public sector partners and the third sector are crucial. There should be enhanced engagement with the public to gain a better mutual understanding of priorities, and together create workable solutions.

This report focuses mainly on what we achieved on the three well-being objectives that you told us were the most important to you as part of the annual budget consultation process we run. There are also many other areas that we contribute towards to improve the economic, social, cultural and environmental well-being. This shows our commitment to improving well-being for all our citizens, although not a corporate priority.

Despite the financial challenges we face, we are proud of what we have achieved. We remain committed to working with our partners and local communities to achieve our ambitions for Bridgend County Borough now and over the longer term. We are putting in place solid foundations that future generations can benefit and improve on. We do this so that we can provide effective services which are important to our citizens, and that will improve people's lives now and in the future.

Please look at our annual report and let us know what you think. For those readers that would like to see more in depth information, the report includes many links to detailed reports and data. We welcome comments on how we have done and how we can further improve our services for those we serve.



**Cllr Huw David –  
Leader of the Council**



**Mark Shephard –  
Chief Executive**

# A snapshot of Bridgend County Borough

in numbers



Population  
**144,876**



Area  
**98.5 square miles**



Households  
**64,766**



Average house price  
**£150,412**  
(UK HPI: April 2019)



Primary schools  
**48**



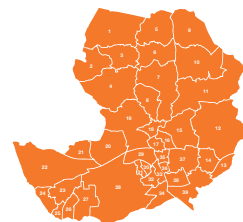
Secondary schools  
**9**



Special schools  
**3**



Faith schools  
**6**



Wards  
**39**



Councillors  
**54**

Regional AMs  
**4**

Constituency AMs  
**2**

MPs  
**2**



Council staff (full-time equivalent)  
**4,225**

## Our services include:

Bridgend County Borough Council delivers over 800 separate services which, these include:

- schools
- social care, safeguarding our most vulnerable adults and children
- planning and building control
- maintaining highways and public transport
- refuse and recycling
- street cleaning and safety
- parks and play areas
- environmental health, including food hygiene and health and safety
- collecting revenues
- and administering benefits
- elections
- leisure, arts and libraries
- supporting business and tourism
- special events and festivals

## Well-being in Bridgend County Borough

Below is a snapshot of economic, social, cultural and environmental well-being across Bridgend County Borough. These categories of well-being are prescribed in the Well-being of Future Generations (Wales) 2015 Act:

### Social well-being

- **48%** of school pupils and **22%** of adults take part in sport three times a week
- **40,825** junior swims with **42** disabled children supported
- **81,767** over 60s free swims recorded for **5,000** individual users, which is the highest participation in Wales out of 22 local authorities
- **2,013** referrals through the National Exercise Referral Scheme resulting in **29,593** visits to the 72 weekly classes
- **74%** of adults feel they have good or very good general health
- More than 7 out of every 10 children is a healthy weight (**74.4%**)

### Cultural well-being

- **74%** of adults attend or participate in arts, culture or heritage activities at least three times a year
- **65%** of people strongly agree that the 'Welsh language is something to be proud of'
- **27%** of adults volunteer
- Almost **20,000** children attended library events and activities over the summer holidays in July and August 2018 (Plan covers 2018-19)
- **2,835** children took part in the Summer Reading Challenge in 2018
- Over **50,000** children attended library events and activities throughout 2018-19
- Almost **120,000** children's books were borrowed in 2018 to 19

### Economic well-being

- **70.8%** of the working age population are in employment
- **20.6%** (provisional) of pupils achieved five GCSEs at A\* - A, compared with 20.1% last year
- **98.8%** (provisional) of pupils at A level achieved level 3 threshold, compared with 98.3% last year
- Average full-time resident salary **£28,709** (Welsh average £26,967) (2018)
- **4,160** active businesses

### Environmental well-being

- **69%** of people feel they can access information about Bridgend County Borough Council in the way they would like to
- **73%** of people are satisfied with the services and facilities available in Bridgend County Borough
- Since we introduced the new recycling scheme in 2017, we have recycled around **40,000** tonnes of waste, according to Welsh Government statistics
- Bridgend is the top plastic recycling town in Wales, and the 2nd best in the UK with **3,264** tonnes of plastic sent for recycling between 2017 to 18
- In 2018 to 19, Bridgend County Borough residents recycled enough food waste to power a typical school for over four years



# How we assess our performance

The Local Government (Wales) Measure 2009 requires us to ‘make arrangements to secure continuous improvement’. The Well-Being of Future Generations (Wales) Act 2015 requires local authorities to deliver a public service that meets the needs of the present without compromising the ability of future generations’ ability to meet their needs. Whilst the Well-Being Objectives are assessed on an annually, they cannot be completed within one year. We therefore review our well-being objectives annually, and refine our planned activities, while monitoring progress throughout the year to our improvement journey.

## Performance measures

A number of performance measures are identified within our Council’s Corporate Plan which helps show the progress made in delivering the Well-Being Objectives we have set ourselves. Where applicable, targets are set against these performance measures to show the desired level of achievement.

Performance measures are assigned a Red Amber Green (RAG) status of:

- **green** where the measure is on or above target
- **amber** where the result is within 10% of the target
- **red** where the result is greater than 10% from the target.

The trend arrow shows whether we have improved on last year’s performance and a brief explanation of where performance is below target is also given.

## Well-being objectives

Progress against our key programmes’ commitments affects how we assess progress on each well-being objective. We assign a RAG status to each commitment using a balanced appraisal of performance data along with the current progress of agreed tasks. The self-assessment categories are listed below:

A **red** status means that there are delays of more than 10% of the total length of the planned action. And/or budget and/or performance measures for the commitment are mostly red.

An **amber** status means that there are delays of less than 10% of the total length of the planned action. And/or performance measures for the commitment are a mixture of red, amber and green.

A **green** status means that the commitment is being met, and on budget. Also the performance measures are mostly green.



**Well-being objective one**

**Supporting a  
successful economy**

## Why we choose this objective?

We want to build a county borough where people have more opportunities to secure meaningful work, develop a career and improve their family income and circumstances. We know that higher levels of prosperity boost health and well-being, and create more resilient communities that need fewer services. We believe that education remains the most important lever for improving young people's life chances. We believe that a successful economy can and should be balanced against the environment's needs.

## What do we want to achieve?

### Our aims

1. To help local people develop skills and take advantage of opportunities to succeed and extend that success to every community in the county borough
2. To create conditions for growth and enterprise
3. To create successful town centres

## Our key programmes

Under this objective, there are four key programmes to help achieve our aims and deliver improvements in well-being.

### Cardiff Capital Region City Deal

This is a long term programme that will see £1.28 billion invested in the regional economy. The City Deal will help boost economic growth in 10 local authority areas including ours by improving transport links, increasing skills, and helping people into work. Also it will deliver high quality apprenticeships and give businesses the support they need to grow.

### Strategic Review of Post 16 Education and Training

This programme evaluates education provision and curriculum delivery across Bridgend County Borough. It ensures that there are clear options available to provide the best possible opportunities for learners in the county borough.

### Successful Economy Programme

This programme consists of key regeneration and development schemes, including regeneration and a flood defence scheme in Porthcawl and the redevelopment of Maesteg Town Hall. We are also developing a programme of improvement in Bridgend town centre, using Welsh Government's 'Targeted Regeneration Investment Programme'. As part of the Valleys Taskforce, we are working to maximise opportunities for regeneration in the valleys and will continue to lobby for transformative projects such as the Pencoed rail crossing.

### Tackling Poverty

To ensure a consistent and targeted approach to tackling poverty, we are streamlining the available grants to do so. Thus we can focus on alleviating child poverty and supporting vulnerable families through early intervention initiatives including Flying Start, Families First, Supporting People and Communities First Legacy Funding.

# How did we do?

## Performance measures

**Aim:** to help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the county borough.

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The percentage of working age population that is in employment.** <b>(Higher)</b>	71.4%	Increase on 2017 -18 actual	70.8%	▼	73.1%
The percentage of economically active 16 - 64 year olds.** <b>(Higher)</b>	75.4%	73.2%	74.0%	▼	76.7%
The total number of apprentices employed across the organisation. <b>(Higher)</b>	31	17	43	▲	
The number of apprenticeships/pre-apprenticeship work placements taken by looked after children. <b>(Higher)</b>	0	1	1	n/a	n/a
The percentage of children living in households where no one is working.* <b>(Lower)</b>	14.9%	14.89%	19%	▼	12.6%
This is outside of our control but reflects the effect of financial challenges on the local economy. We will target Welsh Government funding to address this.					
The percentage of Year 11 leavers from schools in the authority identified as not being in education, employment or training (NEETs) in the Careers Wales Annual Destination Survey Statistics. <b>(Lower)</b>	n/a	1.5%	0.9%	n/a	1.6%
The percentage of all care leavers who are in education, training or employment at: a) 12 months b) 24 months after leaving care <b>(Higher)</b>	a) 60.53%	a) 60%	a) 63.64%	▲	
	b) 46.67%	b) 55%	b) 57.89%	▲	
The percentage of 16 - 64 year olds without qualifications.** <b>(Higher)</b>	11.3%	Decrease on 17-18 actual	10.5%	▲	8.6%

\* Dec 2017 figure from StatsWales

\*\* Data from StatsWales

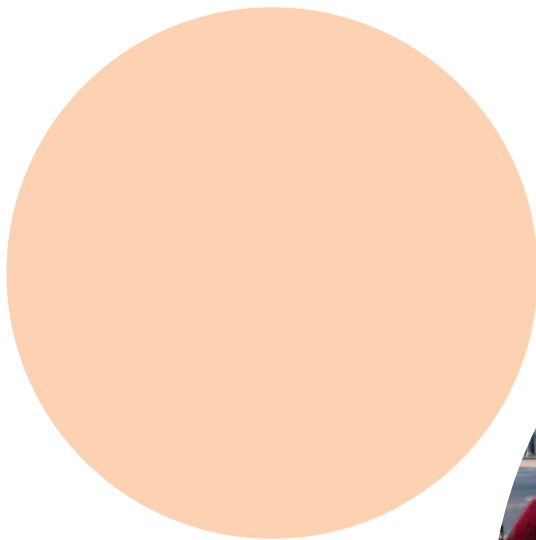
## Education measures

(Figures for educational achievement relate to the previous academic year)

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The size (%) of the gap in educational attainments between pupils 15+ entitled to free school meals and those who are not (measured by Level 2 inclusive indicator). <b>(Lower)</b>	29.1%	24.1%	32.9%	▼	32.2%
Performance of both eFSM and nFSM pupils in the Level 2 inclusive indicator improved in the 2017 to 2018 academic year. However, the increase in the performance of nFSM pupils was greater than the increase in the performance of the eFSM pupils and this resulted in the increased size of the gap between the two cohorts.					
The percentage of pupils year 11, in schools maintained by the local authority, who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics. <b>(Higher)</b>	53%	64.4%	56.6%	▲	55.1%
Whilst we missed our ambitious target, Bridgend's performance improved from 53.0% to 56.6% in the 2017 to 2018 academic year, placing Bridgend above the all-Wales average. Bridgend's ranking in Wales increased from 13th to 9th.					
The percentage of schools meeting the Learning & Skills Measure in terms of the subject offer at Key Stage 4 & Post 16. <b>(Higher)</b>	100%	100%	100%	—	n/a
The percentage of pupils at A level achieving Level 3 threshold. <b>(Higher)</b>	98.1%	99%	98.3%	▲	97.6%
The percentage of pupils at A level achieving the Level 3 threshold rose 0.2% from 98.1% to 98.3% this year. Six of our schools achieved 100% performance and we remain above the Welsh average.					
The percentage of pupils achieving 3 A*-A grades at A level. <b>(Higher)</b>	9.4%	10%	9.2%	▼	13.4%
The percentage of pupils achieving 3 A-A* grades at A level fell from 9.4% to 9.2% for the 2017-2018 academic year, while the Welsh average rose in the same period from 10.5% to 13.4%. <ul style="list-style-type: none"> <li>The all Wales average result was possibly due to strong performance in the Advanced Skills Challenge Certificate; this is expected to be a feature in Bridgend's results in the summer of 2019.</li> </ul>					

**Aim: to create conditions for growth and enterprise**

Measure and preferred outcome <i>(higher or lower)</i>	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
Total annual expenditure by tourists. <b>(Higher)</b>	£344.23 million	£351.11 million	£347.30 million	▲	n/a
The number of business start-ups. <b>(Higher)</b>	n/a	536	460	n/a	n/a
460 is a provisional result but it will not be confirmed until Nov 2019					
The number of active businesses. <b>(Higher)</b>	n/a	4046	4160	n/a	n/a
The percentage occupancy of council-owned starter units. <b>(Higher)</b>	n/a	90%	93.5%	n/a	n/a
The number of homes benefitting from the low-carbon and renewable energy heat schemes. <b>(Higher)</b>	n/a	n/a	n/a	n/a	n/a
This is a four year programme which is at its initial stage in 2018 and target is not applicable as schemes are not yet constructed. One hundred homes are targeted to benefit from the Caerau Heat Network by 2022.					



## Aim: to create successful town centres

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The number of visitors to town centres - footfall for: a) Bridgend b) Porthcawl <b>(Higher)</b>	n/a	a) 7,307,130	a) 6,761,710	n/a	n/a
	n/a	b) 2,604,245	b) 2,160,100		
These are based on the cameras retained under the new footfall contract for each town, therefore historical data not comparable.					
The number of vacant premises in town centres a) Bridgend b) Maesteg c) Porthcawl d) Pencoed <b>(Lower)</b>	a) 66	Maintain the 2017 to 18 actuals in all 4 towns	a) 60	▲	n/a
	b) 9		b) 10	▼	
	c) 10		c) 11	▼	
	d) 4		d) 6	▲	
Targets have been missed in three towns, but the actual number represents only a marginal increase and is not part of a continual trend. We have recently commissioned a retail study to inform the review of its Local Development Plan. This will recommend appropriate retail policies for inclusion in the plan which will help to promote the vitality and viability of our town centres.					
The number of residential units in Bridgend town centre, that have had: a) Planning application approved b) Work completed <b>(Higher)</b>	a) 14	a) 20	a) 0	▼	n/a
	b) 0	b) 20	b) 24	▲	
The financial value of externally funded town centre regeneration projects underway/in development. <b>(Higher)</b>	£21.25 million	£15 million	£20.8 million	n/a	n/a

## Steps taken to achieve our key programmes

We made 13 commitments to support the delivery of this well-being objective, through our four key programmes. In 12 commitments, we achieved all that we had planned. Therefore we have assessed our performance as **green**. The other commitment we assessed as **amber** because we did not fully complete the action we had planned. There was a slight delay in the building works at the Rest Bay Water Sports Centre. External drainage works at the Harbourside Kiosk were outstanding but are now proceeding.

## Cardiff Capital Region City Deal

### City Deal

We are one of 10 local authorities in the programme, which aims to invest £1.2bn in the regional economy. The City Deal will help boost economic growth by improving transport links, increasing skills, helping people into work and giving businesses the support they need to grow.

During 2018 to 19, work continued on key themes. These include a regional housing investment fund, a digital strategy with a regional Wi-Fi, open data and regional skills programme. The latter includes greater access to apprenticeships, schools engagement and a skills investment fund.

In March 2019, the Cardiff Capital Region City Deal listed the first series of localised projects that focus on transport and infrastructure. Each council receiving £3 million to spend in its area. The £3 million intended for Bridgend County Borough will be spent on the 'park and ride' facility at Pyle. This is part of the development of an integrated transport hub to extend and enable improved access to new and existing work, training, education, culture, retail and leisure activities. The development will incorporate space for approximately 75 cars. Also it will have electric vehicle charging facilities, cycle parking bays, enhanced links with the growing Village Farm Industrial Estate and future active travel improvements. We will continue to work alongside the City Region and the City Deal team to ensure we can engage in and influence the programme's opportunities.

### Apprenticeships and work placements

A further development as part of the City Deal was the launch of one-year pilot of a new graduate scheme. The scheme will provide targeted support for businesses to create an initial 50 graduate internships in 2019 to 2020. It aims to retain talented graduates in the region. This will be done by highlighting the employment opportunities and investments being made in state-of-the art sectors like financial technology, cyber security and compound semiconductors.

Also apprenticeships are excellent for encouraging young generations to learn a breadth of skills in varied environments relating to their interests and career choice. Apprenticeships not only offer training but also improved job prospects. Learning a new skill and connecting with people also provides well-being benefits in terms of self-esteem, confidence and life satisfaction. In 2018 to 19, we employed 42 apprentices across our services.



Work placements are another route offering young people an opportunity to access a real-time working environment. Through them, they gain workplace experience to help them make informed choices about their future options. For example, Awen Cultural Trust collaborated with our specialist education partner to create a work placement programme for students attending Heronsbridge special school. We offered one week supported placements to four students at our Wood-B and B-Leaf programmes, in the carpentry and horticultural vocations. The placements proved to be very popular and one student expressed an interest in taking part in taster sessions.

The student has since been accepted onto the programme. He is in the process of being referred to Elite Supported Employment Agency where we will be investing in ways to maximise his potential. There were 50 individuals supported in 2018 to 19 and this is Sam's story.

## Case study: work placement

After completing an Agored Cymru accredited course on Health and Safety Awareness in the Workplace, Sam secured a work placement with Foxtroy Residential Care Home. This gave him the opportunity to apply his newly acquired skills in a real work environment.

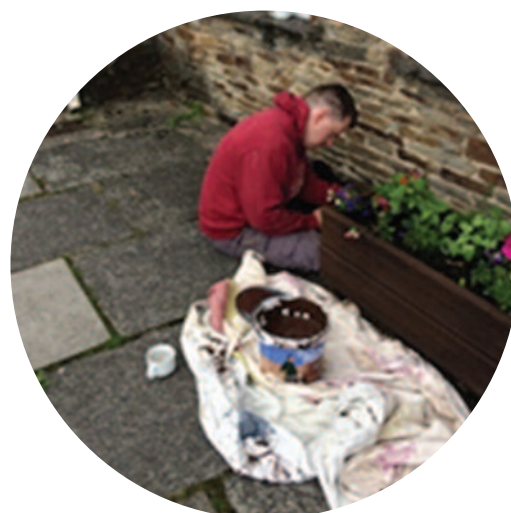
Every Wednesday he attends the care home where he has been buddied up with Paul the caretaker. Paul has proven to be a great mentor, involving Sam in a range of duties including watering plants, painting and general ground maintenance of the premises. Since taking up the work placement, Sam has been increasing his skills and gaining valuable life and work experiences.

A big thank you also must go out to Foxtroy for all the ongoing support in making Sam's work placement such a positive and rewarding experience.

“

*“I really enjoy going there and it makes a nice change in the middle of the week. It's good to be doing something different and learning new things”*

(Sam)



# Strategic review of post-16 education and training

## Education provision

In 2017, we completed the review of the curriculum and schools' estates for primary and secondary school education. In 2018 to 19, we concentrated our efforts on the future of post-16 education. We undertook a major consultation over the future of post-16 education in the county borough between December 2018 and March 2019. We wanted to review whether the current provision should be changed, and asked for views on six possible concepts for the future of post-16 education. Local residents made it clear that they opposed any options including the closure of school sixth forms and the development of a county-wide sixth form centre instead.

The two options most supported by consultation respondents were:

**Option A:** The retention of sixth forms in all secondary schools.

**Option B:** A mixed model with some school-based sixth forms and one, or more, merged sixth forms/sixth form centres.

Further analysis will be undertaken and once completed, we will be asking residents again for their views on the revised options. We intend to do this between November 2019 and the end of January 2020.

## More able and talented

Each year our schools identify the brightest students entering Year 12 and invite them to join the Seren Academy Network. The total number of students is usually around 130. These students will normally have a minimum of six or seven GCSEs at A\*/A. The Seren Academy Network is designed to encourage and to support our most able students in preparing and applying to the most prestigious universities. Students are invited to listen to speakers from prominent universities and other organisations. They are also invited to attend a national conference to hear from and meet undergraduates and staff from the UK's leading universities. Students can also attend masterclasses that give them a wider view of subjects beyond the A level curriculum. Other opportunities are promoted through the network. These include summer schools at top universities, internships, specialist support for mathematics and possible work with PhD students on an area related to their research.

Our Seren students gained eight offers for Oxbridge in 2017, six in 2018 and 10 in 2019. This is a positive success rate when compared to applications made. In 2017, 56.3% of Seren students were successful in gaining places at the Sutton Trust top 30 universities and this rose to 73.8% in 2018. When other highly selective higher education destinations are considered, the success rate was 79.3% in 2017 and 87.7% in 2018.

For the Bridgend County Borough launch in 2017, we invited the Outreach Team from Lady Margaret Hall (LMH), Oxford to talk about applying to Oxbridge and also the LMH Foundation Year. This may be due to their background, being in a first generation to attend university or their school being under-represented for Oxbridge applications. The successful students spend a year studying like undergraduates at LMH to prepare them for making a successful application to Oxbridge or the Russell group in the following year. All their costs are met and the course is highly sought after with around 17 places available each year. A Coleg Cymunedol Y Dderwen student was inspired to apply and became the only successful candidate from Wales. She started her Foundation Year in Oxford in October 2018.

# Successful Economy Programme

## Porthcawl regeneration

Town centres as lively social spaces are places that people want to visit, which in turn increases footfall and supports the sustainability of local businesses. Porthcawl has undergone significant regeneration to secure its future as a premier seaside town, creating jobs, homes and investment in the local economy for years to come.

In 2018, the £3m project to replace the 'Tarmac beach' with new sea defences was completed. This complements the revitalised Jennings Building, Harbourside Kiosk, Pilots Lookout Tower, Customs House and the marina's redevelopment. The new defences will provide effective protection for around 260 seafront properties against flooding and erosion for the next century. The construction has 185 large terraces designed to divert the force of each incoming wave to either side instead of letting it to hit the seafront head-on.

Further coastal modelling was undertaken, looking at how the existing defences are performing and what different wave climates look like both now and after a century. It focused on the Western Breakwater, Eastern Promenade and Sandy Bay areas. As a result, a series of coastal protection improvements will be carried out to mitigate the flood risk to these areas. This includes the Salt Lake site subject to grant funding availability from Welsh Government.

In November 2018, we announced key developments that will further transform the Salt Lake site. This regeneration scheme is the biggest regeneration opportunity that we will have ever undertaken and is the largest waterfront development site in Wales. The plans for the site are to be delivered in several phases, with the first being the delivery of a 20 to 25 thousand square foot food store. This will be followed by exciting new leisure attractions, housing and improvements to the town centre car park and Eastern Promenade. There will be cycle and pedestrian routes that will enhance the coastal path from Rest Bay to Newton and improve links between the seafront and town centre. A planning and design framework setting out the first phase of the Salt Lake site's redevelopment has been approved. A master planning exercise will be run for the remainder of the site. The public and interested parties will be asked for their views before these proposals are taken forward.

Further around the coast, work progressed on the iconic water sports centre in Rest Bay and this is due to open in late 2019. The new centre will provide a base for local water sports groups and clubs. Also it will offer a café/bistro upstairs, an ice cream kiosk downstairs, and toilet facilities, showers, changing cubicles, a function room and more. The building's design also incorporates solar technology, a covered area for dog walkers and glazed panels to make the most out of the stunning coastal views. The centre is being built as part of our 'Porthcawl Resort Investment Focus' project. This uses £1.6m of EU funding from the Welsh Government's new Tourism Attractor Destination programme which aims to create 13 must-see tourist attractions across 11 destinations throughout Wales.



## Bridgend town centre

In 2018, Welsh Government approved a £1m grant for property enhancement projects within Bridgend town centre to complement the Bridgend Townscape Heritage Scheme's achievements. The initiative has enabled the repair and restoration of 29 historic buildings in the town centre, and the grant will financially assist improvements to commercial and new residential properties. The aim is to make businesses and the town more attractive and accessible. It should also

sustain local shops and services, create and retain local jobs and increase footfall and activity. Part of this funding will also support Coastal Housing Group's development of a long-standing vacant site within the town centre. Collaboration with Bridgend Town Council, Bridgend Business Forum and the CF31 Business Improvement District (BID) Group, and regeneration make Bridgend an attractive and vibrant place to visit. Some of the events that took place last summer included:

- Wartime Bridgend, which was an array of activities and re-enactments to celebrate 100 years since the end of the First World War in partnership with Carnegie House
- the annual St David's Day business breakfast hosted by the Bridgend Business Forum with Wales rugby Star, Ryan Jones as special guest speaker
- the Classic Car Show featuring a mix of classic cars from the 50s, 60s and 70s
- the Roots Street Festival featuring live music, a variety of workshops, activities, circus acts and delicious international cuisine
- monthly street markets on Saturday as well as an indoor craft market in the Rhiw

Cultural events and activities within Bridgend town centre contribute to the social, economic and community regeneration of the town centre and surrounding areas.



## Pencoed

Lobbying of Central Government, Welsh Government, National Rail and Transport for Wales regarding the level crossing at Pencoed continued. The current crossing causes traffic problems, air pollution and congestion that negatively affect residents and businesses. In December 2018, Welsh Government funded a £60,000 feasibility study to draft long-term solutions to issues caused by the level crossing and the Penprysg Road bridge. The study identified a preferred option, and funding of £240,000 has been secured to turn it into a detailed design as the next stage of the proposal.

A new 'glow in the dark' path to guide walkers and cyclists during the winter months was opened in Pencoed in 2018. This route forms part of a wider £1.5m active travel network to improve Pencoed's active travel access, and the Welsh Government's Safe Routes in Communities programme funded it. The scheme was based on an idea from a young pupil at Croesty Primary School. It was developed by us in partnership with schools, the local community access group, and Sustrans, with support from Redrow and Halo Leisure. Schemes like this encourage people to leave their cars at home and choose a healthier, greener travel for shorter everyday journeys in their daily routine. It sets a trend that can be continued by future generations.

## Maesteg Town Hall

We continued to work with the Awen to secure the remaining funds required for the £6m conservation and redevelopment of Maesteg Town Hall. The National Lottery awarded the project a grant of £774,900 and Welsh Government contributed £3.5m towards the conversion. This means that the Grade II listed building will now be revitalised, benefiting local people as well as visitors to the area. It will create 18 new jobs in the process. Maesteg Town Hall will become home to the relocated town library, and many community facilities. This will include new performance spaces with improved accessibility for visitors, once again putting this historic building back at the heart of the community.

## Bridgend Enterprise Hub

Bridgend County Borough has witnessed a surge in the creation of new micro and small businesses over the past decade. However the levels and variety of business accommodation for lease have not kept pace. Having the right infrastructure to help small, local businesses thrive is a priority for us. Responding to this gap in the market, we approved a £5.5 million investment to create the Bridgend Enterprise Hub programme. The scheme will deliver against a number of key economic opportunities outlined in the Welsh Government’s Economic Prioritisation Framework (EPF). This will link with the targeted investment plans of Welsh Government through priority property interventions. In turn, it will benefit the overall economy and job market across the Cardiff Capital City Region.

The programme, which is planned to complete in 2021, aims to provide high quality premises and additional workspaces for 58 micro to medium-sized enterprises. It will support around 150 jobs. The scheme builds on a pilot with Sony to create a rural enterprise centre, which is now full. The £1.75 million Innovation Centre upgrade at Bridgend Science Park, will create an ‘imaginative and accessible’ venue for up to 15 small firms. It will feature a foyer, meeting rooms and communal kitchen.

The second, £1.3 million, part of the project will create a series of ‘enterprise centres’ on two plots within the Village Farm Industrial Estate’ It will feature flexible space for small businesses of between four and 10 people. We anticipate that construction of this ambitious project will begin in 2019. The Enterprise Hub Programme will take into account other strategic regional and national drivers including the City Deal and Valleys Task Force.



## Valleys Task Force

As part of 'Our Valleys Our Future' plan for action, the Valleys Task Force is working to create a Valleys Regional Park (VRP). This is in partnership with the Valleys local authorities, National Resources Wales, Visit Wales and Welsh Government (WG). The VRP aims to connect the Valleys with high-quality walking trails and cycle routes. It will support the development of a high-quality network of uplands, woodlands, nature reserves, country parks, rivers, reservoirs and canals, as well as heritage sites. It will connect them with the valleys' towns and villages.

As part of their delivery plan for 2018, WG announced a series of Discovery Gateway sites. These included Bryngarw Country Park and Parc Slip Nature Reserve. We were invited to submit proposals to WG for funding for enhancements and improvements. We supported the managers of both sites to develop full funding bids and are awaiting the outcome to determine next steps.

## Caerau Heat Scheme and Bridgend Town Heat Network Project

The Caerau Heat Scheme is an innovative project. It aims to use the water in the former Caerau Colliery's flooded workings as a sustainable, low carbon heat source for hundreds of homes in Caerau. The scheme is part of our response to the decarbonisation agenda through our Smart Energy Plan. A feasibility study was completed in 2018 which showed that water is present beneath the village at a consistent temperature of 20.5°C. The Coal Authority ran a mine water resource assessment beneath the village which will be validated through further investigations in 2019. Hitachi also completed an assessment of local energy supply options for the heat pumps. As an alternative to a grid connection, a connection to a local wind farm via a private wire is being explored.

The findings of the work to date have resulted in the need to submit revised proposals to the Welsh European Funding Office (WEFO). This is for additional funding of £330,000 on top of the £6.5m grant already secured. The scheme will proceed if mine water investigations show sufficient mine water is available, and if the business case demonstrates that the project is viable.

The Bridgend Town Heat Network Project aims to supply several public buildings and homes with heat and power. The energy will be generated from a gas combined heat and power unit in the Bridgend Life Centre. We will bid for grant funding from the Heat Network Investment Programme (UK Government) to run the project. Key activities in 2019 to 20 are to secure the funding, and, subject to success, to procure a contractor to design, build, operate and maintain the project.



## Tackling poverty

Over the last few years, Welsh Government has been working with local authorities to align various grants. This is to enable service re-design so as to provide sustainable improvements for people across Wales. Bridgend County Borough is among seven 'pathfinder' local authorities in Wales that have been testing flexible funding approaches to fulfilling these aims during 2018 to 19. An Early Intervention and Prevention Central Grants Team has been established. An initial mapping exercise of all early intervention and prevention services was run with further mapping to be done in 2019 to 20. Several initiatives which are set out below were run during the year to tackle poverty.

### Learning and Skills Partnership Board

The Anti-poverty framework highlights the importance of working with partners and communities. As a council, we play a key role in the Public Services Board learning and skills partnership. This aims to get more people into work, better paid jobs and increase their skills. This partnership has worked with schools and colleges, partner organisations and businesses to promote apprenticeships and junior apprenticeships. It has a particular emphasis on our diverse communities and under-represented groups. These include Black and Minority Ethnic (BAME) people, disabled people, looked after children and young people for whom school has been challenging. With Bridgend College, we hosted 'Have a Go' events for over 1,200 pupils aged 11 to 16 at Coleg Cymunedol Y Dderwen. These events are designed to showcase to pupils the different options available to them and promote vocational learning opportunities.

In 2018 to 19, the number of students starting has increased from 52 to 72. Available routes are construction, Public Service, and hair and beauty. Students attend for five days and also study Maths and English GCSE. Bridgend College was recently shortlisted as Apprenticeship Provider of the Year at the TES Further Education Awards 2019.

### Financial and digital inclusion

Financial and digital inclusion are important. They equip people with the knowledge and skills to manage money effectively and help them access online technologies that can improve lives. We commissioned a Financial Advice and Support Service from Citizens Advice Bureau in October 2018. The service has supported 264 people to improve their financial situation by providing financial/debt and budget management advice. It has also provided support with welfare benefits and particularly, Universal Credit.

Also, we had 282 learners engaged on Digital Inclusion Sessions and basic IT courses. These courses provide basic IT training along with using internet services, as well as advice on using PCs, tablets, laptops or other devices.

## Family support during school holidays

School holiday activities provide the opportunity for socialisation, personal development, learning new skills and the creation of a sense of community. However, for low-income families, affordable activities are limited, and the holidays can put families under financial strain.

For children entitled to free school meals during term time, there is no provision during holidays. During the summer of 2018, we utilised the Legacy Funding to add additional support to our free Active 4 Life scheme. Every Friday at Caerau Community Centre, we funded children, their parents, carers and siblings to attend activities and have a hot meal throughout the school holidays. There was also fruit provided daily for the children attending all the Active 4 Life schemes across the county borough.



## Employability and volunteering

To support a successful local economy, we are providing people with the skills to access employment and providing businesses with the right infrastructure to help them thrive. These are the key steps we are taking in collaboration with partners. We support individuals who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work, or are in or at risk of poverty, to improve their job prospects. In doing so, we support their whole employability journey from economic inactivity or unemployment through to sustainable employment. Partnership work is undertaken with the Department of Work and Pensions, Careers Wales and a range of other partners. This included an annual jobs fair held in September 2018 attended by over 700 local people and 50 local employers. We also hosted a pop-up business school attended by 85 people looking to set up a new business.

We also provided a range of employment and pre-employment opportunities. These resulted in 778 people accessing employability and pre-employment provision with 225 people gaining employment with other organisations. 306 people accessed training and 81 undertook a volunteering opportunity, which supported them on their employability journey. We worked with Bridgend Association of Voluntary Organisations (BAVO) to deliver a second volunteering support programme. It was accessed by 33 people as a route to more resilient communities, and a possible route to employment. We helped 44 individuals gain seasonal, Christmas work with Amazon as part of the Transport to Work project. The project is in partnership with local employers, with the aim of getting people into work, removing the barrier of the availability of transport.



## Case study: employability

Sam Jackson first met with Bridges Into Work (BIW)2 Mentor, Bill, in March 2016 following a period of unemployment after developing epilepsy. Sam always had an interest in sports and indicated an interest in any possible employment involving sports activity and coaching.

Sam had a meeting with Bridges Into Work Skills Trainer, Adam, who discussed training options. Sam completed the FAW Football Leader's Award, the FAW First Aid in Football Awareness and the FAW Safeguarding courses, which enabled him to coach voluntarily.

Sam dedicated himself to developing his coaching skills and making contact with semi-professional and professional football clubs in Wales. In the summer of 2018, Sam's dedication paid off when he gained a place onto a football academy coach identity scheme with a professional football club. After a few months of voluntary work, Sam achieved his ambition of paid employment. However working with a professional football club so early in his coaching career, exceeded his expectations.

Sam continues to further his training and has been accepted onto a Foundation Degree in Community Football Coaching and Development. The Employability Bridgend team nominated Sam for an Inspire! Award this year in recognition of his progression and dedication to his personal development. He was shortlisted before narrowly missing out on the winning prize in the 'Life Change and Progression' category.



“

*“When I first joined the project, I didn't know what to expect. I am a dad with a young family but had to give up my job as a plumber because I developed epilepsy. I didn't think joining the project would get me anywhere.*

*After my first meeting with Bill, I left feeling very positive and that I could still achieve something, even with the barriers I faced at the time. We had talked about doing a football coaching course because I have always played football, and I've also been involved with coaching football teams. I met with Adam, and he showed me what the pathway was for somebody who wanted to be a football coach, and he supported me through each of the courses.*

*Becoming involved with the project and doing the coaching courses has given me my confidence back. I played football since the age of five and if it wasn't for Bridges Into Work 2, I wouldn't have been able to fulfil a big ambition. It has given me something to aim for, a target to achieve, and hopefully a professional career in something I love to do.”*

(Sam)



**Well-being objective two**

**Helping people to be  
more self-reliant**

## Why we choose this objective?

Providing the right support, in the right place, at the right time can make a real difference while ensuring individuals and families can thrive. A people-centred approach with a focus on prevention and well-being helps ensure we support people to lead independent lives. It also reduces the likelihood of becoming dependent on council services.

By building on our track record of working with the third sector and private sector, we can support communities to develop their own approaches to local issues. This will also meet the needs of people within the community.

## What do we want to achieve?

### Our aims

1. To give people more choice and control over what support they receive by providing early access to advice and information.
2. To reduce demand by investing in targeted early help and intervention programmes.
3. To support carers in maintaining their roles.
4. To support the third sector, town and community councils and community groups to meet local needs.

## Our key programmes

Under this objective, there are two key programmes to help achieve our aims and deliver improvements in well-being.

### Remodelling social care

- recommissioning adult home care, developing extra care and information and advice services for people and their carers.
- implementing a Multi-Agency Safeguarding Hub (MASH) as a single point of contact for all safeguarding concerns.
- remodelling residential care for children and young people and respite care for children with disabilities in order to make them more targeted and more effective.

### Community asset transfer

This programme is about the sustainable transfer of assets to communities to preserve community assets for the long term and help build community resilience.

# How did we do?

## Performance measures

**Aim: to give people more choice and control over what support they receive by providing early access to advice and information**

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year. <b>(Higher)</b>	a) 63.67%	a) 50%	a) 74.36%	▲	n/a
	b) 71.35%	b) 70%	b) 81.37%	▲	n/a
The percentage of people who are satisfied with the care and support they received a) Children aged 7-17 years b) Adults aged 18 years+ <b>(Higher)</b>	a) 84.09%	a) 80%	a) 86%	▲	n/a
	b) 85.97%	b) 80%	b) 82.87%	▼	n/a
The number of people who have been diverted from mainstream services to help them remain independent for as long as possible. <b>(Higher)</b>	973	1000	1284	▲	n/a
The percentage of adults who completed a period of re-ablement and six months later have: a) a reduced package of care and support or b) no package of care and support <b>(Higher)</b>	a) 70.64%	a) 62%	a) 67.27%	▼	n/a
	b) 58.27%	b) 60%	b) 61.31%	▲	n/a

## Aim: to reduce demand by investing in targeted early help and intervention programmes

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The percentage of children supported to remain living within their family. <b>(Higher)</b>	61.64%	65%	64.13%	▲	n/a
Whilst marginally below the target of 65%, there has been an improvement from last year's figure.					
The percentage of children who receive Connecting Families interventions during the year who remain out of the care system as at 31 March of that year. <b>(Higher)</b>	95%	85%	Data not yet available		n/a
The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. <b>(Higher)</b>	74%	70%	69%	▼	n/a
Performance reduced slightly on the previous year. A small change in reported cases that do not close with a positive outcome can skew the overall percentage. In addition, we are also working with more complex families with entrenched issues – a large proportion previously open to statutory services, and this has an impact on reported performance. Given this context, a performance for the year of nearly 70% is considered to be positive.					
The percentage of looked after children on 31 March who have had three or more placements during the year. <b>(Lower)</b>	10.68%	12%	10.24%	▲	n/a
The percentage of individuals discussed at Transition Panel that have a transition plan in place by age of 16/17. <b>(Higher)</b>	100%	100%	100%	—	n/a
The percentage of people presenting as homeless or potentially homeless, for whom the local authority has a final legal duty to secure suitable accommodation. <b>(Lower)</b>	9.42%	12.85%	8.1%	▲	n/a
The percentage of care leavers who have experienced homelessness during the year. <b>(Lower)</b>	13.79%	<13%	5.88%	▲	n/a
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority. <b>(Higher)</b>	3.48%	7.86%	8.41%	▲	4.6%

**Aim: to reduce demand by investing in targeted early help and intervention programmes (continued)**

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The number of new homes created as a result of bringing empty properties back into use. <b>(Higher)</b>	0	5	5	▲	n/a
The percentage of people who feel they are able to live more independently as a result of receiving a Disabled Facilities Grant in their home. <b>(Higher)</b>	87.7%	75%	100%	▲	n/a
The average length of time older people (aged 65 or over) are supported in residential care homes. <b>(Lower)</b>	861.49 days	900 days	807.28 days	▲	n/a

**Aim: to support carers in maintaining their roles**

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year. <b>(Higher)</b>	97.46%	97%	95.63%	▼	n/a
Performance is marginally below target. Robust monitoring is now in place.					
The percentage of identified young carers with an up-to-date care and support plan in place. <b>(Higher)</b>	94.83%	90%	92.98%	▼	n/a

**Aim: to support the third sector, town and community councils and community groups to meet local needs**

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year. <b>(Higher)</b>	379	370	529	▲	n/a
The number of council owned assets transferred to the community for running. <b>(Higher)</b>	0	2	4	▲	n/a

## Steps taken to achieve our key programmes

We made 13 commitments to support the delivery of this well-being objective, through our three key programmes and our early help initiatives. In 12 commitments, we achieved all that we had planned. We have therefore assessed our performance as **green**. The other commitment we assessed as **amber** because we did not fully complete the action we had planned. Indeed we had planned to finalise a transition service model to help disabled children move smoothly into adulthood. The development of this service has been slower than we wanted and therefore it continues to be a priority. The service has recently been evaluated and the recommendations from the review will be taken forward in 2019 to 20.

## Remodelling social care

Several developments came to fruition during 2018 to 19. We are confident that they will make a real difference and improve the way we deliver support and services. More importantly, they will make a difference to the outcomes people experience.

### Adult Social Care

The new assessment process gained pace and continues to focus on ‘what is important to individuals.’ In the way, attention is given to how that person can remain independent for as long as possible.

Two council-run, older people residential care homes were replaced with two new Extra Care schemes. Extra Care enables people over 65 who have additional needs to live in their own flats with the equipment they need to remain safe and independent. Each scheme contains communal facilities including a dining room, a lounge, a laundry room, salon, activity rooms and gardens. These new facilities of 45 flats and 15 residential beds are valuable assets to the local community, providing Extra Care housing, residential care, and employment opportunities. A third care home was transferred to an independent provider, and we now have only one council run care home. The longer term plan for this care home is to provide more flexible community type beds.

We have reviewed and will now be recommissioning several of our services that help support individuals to live as independently as possible. This includes:

- Shared Lives service (adult placement scheme)
- Direct Payment support service
- carer’s services, including our short break services



## Children's Social Care

The safe reduction of the number of looked after children remains a priority for us and during 2018 to 19 the numbers have continued to steadily decrease. The figure as at 31 March 2019 was 381 compared to 384 in March 2018.

### Early help

Children's Social Care has continued to focus on early help and support to prevent children coming into the care system. National grant funding has provided opportunities to improve edge of care services and two new family support services become operational in 2018-19.

- In collaboration with Rhondda Cynon Taff and Merthyr Tydfil County Borough Councils, we commissioned and implemented a 'Reflect' service to support parents who have had one or more children previously removed from their care. Reflect helps parents around issues such as contraception, housing, substance misuse and mental health.
- The new Baby in Mind service provides intensive support for pregnant mothers and their partners. It develops the necessary skills to keep their children safe, and prevent the baby from being taken into care. This new service has led to a reduction in the number of parent and baby placements from 10 in 2017 to 18 to just six in 2018 to 19.

### Residential and placement services

We remodelled our placement service for looked-after children to improve the way that we and our partners protect and help vulnerable children. This ensures they receive the right care and support. The new developments at two local care homes are helping to prevent children from having to be placed outside of the area.

1. Maple Tree House has been refurbished to provide a reassuring environment for children aged between eight and 18. The staff can get to know them within a comfortable, homely setting as they develop a better understanding of what long-term support may be required. While their needs are being assessed, trained professionals are on hand twenty-four seven to offer the children the right type of practical and therapeutic support. Also there are four short-term assessment beds as well as facilities for two emergency placements. The improvements mean that Maple Tree House will be important in helping keep children in the area instead of having to be placed further away.
2. Sunnybank residential home has also been developed. Now it offers improved levels of support for children and young people who need to be cared for in a residential setting over a longer period.

### Fostering services

This service was identified as an area for further development. It was felt it could lead to better outcomes for children and young people through increased placement choice, improved placement matching and more local placements. Throughout the year, we recruited 19 foster carers. During the same period, 16 foster carers left the service.

In 2018 to 19, we worked to improve the support we offer by setting up a cohort of transitional carers. These are specialist foster carers that provide short-term care for children and young people with a variety of complex needs and challenging behaviours. The aim is to provide a secure transition for young people to help them either move to a long-term fostering placement, return to their birth family, or live independently.

We also have five Liaison Carers, who provide advice guidance and mentoring to help us to successfully recruit and retain potential new foster carers. Liaison Carers are active foster carers with a significant amount of fostering experience. At the end of 2018, we recruited a Development Officer within the Fostering Team to enhance our ability to recruit and retain carers. This officer works with the marketing team to increase the frequency of our foster carer recruitment campaigns, research and identify best practice and innovations, and will work with the groups of foster carers to identify gaps in training.



### Support for disabled young people

We recruited five Transition Social Workers to work directly with young people and their families during their transition into adulthood. The development of this service has been slower than we wanted and therefore it continues to be a priority. The service has recently been evaluated and any recommendations from the review will be taken forward in 2019 to 20.

### Multi-Agency Safeguarding Hub (MASH)

MASH became fully operational in July 2018 and is the third such hub in South Wales. There are over 80 professionals based in Ravens Court council offices. The vision of the MASH is to improve the outcomes for children, young people, adults and their families. It does this by making sure that systems and processes enable needs to be identified as early as possible, and responded to proportionately and by the right person. MASH has helped change the way we work with the introduction of the Daily Discussion process. High risk Public Protection Referrals are assessed daily. This ensures the right resources are deployed at the earliest opportunity to protect the victim, and associated children and adults. Sharing various agencies' information provides a holistic picture of each referral and improves our understanding of the key issues so safeguarding is always prioritised. This way of working also ensures agencies are not duplicating areas of work.



From April 2018 to March 2019, there were 7945 contacts or referrals about children and 275 about adults. The case study below is an example of how MASH is working to keep children safe.

### Case study: Early Help

Child A had been attending CAMHS for 18 months and had missed a scheduled appointment. A follow up letter was sent to the family but with no response Child A was discharged from the CAMHS service. Following an escalation in her behaviour a referral was made to Early Help Screening Team, based within MASH this was then allocated to the Early Help Safeguarding Hub. As the situation deteriorated it was agreed that Child A would be referred to Helen the CAMHSs liaison worker based full time within the MASH. At this time, Child A was eating just one meal a day and it had to be a takeaway, school attendance was at 50% and when she did attend she was regularly late. Cut off from her friends, she would not go out and reported her anxiety was “through the roof”. Helen undertook an assessment of Child A and referred her to the GP. A review of CAMHS notes revealed that the psychologist felt she might be on the autistic spectrum but the family were maintaining the problems. Up until this point, the family had not found any input helpful.

Helen undertook various pieces of work with Child A including strategies for ASD/CBT therapy and relaxation techniques. Working with the family, Helen gave them strategies to help manage Child A's behaviour. This was critical in helping sustain Child A's progress, and in supporting the well-being of the family.

Child A is now back in school full time and her attendance has improved considerably. She eats healthy meals with her family and only has a takeaway meal on a Saturday. She is out with her friends and enjoying life and her anxiety is now at a minimum thanks to the strategies she learned from Helen. Child A was discharged on 22nd of July 2019.

Without MASH, Child A's case could have been escalated to the Safeguarding Team - meaning opportunities to use specialist interventions to keep the child safe at the earliest opportunity would have been missed.

## Information advice and assistance

The Common Access Point (CAP) is the first point of contact for adults and adult carers to access quality information and low-level advice. Also, we can direct people to more appropriate support. We proactively manage the number of referrals coming into the statutory service while also ensuring that people have an effective response to their query. We are also testing “Signvideo”, a platform that gives deaf people using British Sign Language access to the Common Access Point.

### Carers

During 2018 to 19, Bridgend Carers Centre provided support to 763 carers. 287 adult carers assessments were completed and 33 young carers assessments. 240 pupils were involved in personal social education days on young carers’ awareness, rights and entitlements

Action for Children continues to support young carers, providing access to relevant information advice and assistance. During 2018 to 19, 54 young carers received support. Feedback shows that:

- 65% reported improvement in emotional and mental well-being
- 55% reported improvement in family relationships
- 44% felt they could make positive changes in lifestyle and behaviour because of the support received

We have extensively consulted with carers to understand their needs and how best we can meet them. Their feedback has informed the new service model for the Carers Well-being and Short Breaks services, which commenced in April 2019 and July 2019 respectively.

### DEWIS

The Ageing Well in Bridgend web resource provides information and advice on the development of age friendly communities, dementia supportive communities, preventing falls, loneliness and isolation. There were over 4000 visits for information in 2018 to 19.

Also, we helped to arrange a number of network events to ensure community partners had good levels of awareness of each other’s services and activities. There were specific events focused on dementia and falls prevention. We plan to launch self-service accounts and supported self-assessments which will be linked to Dewis. The links should empower people to find their own solutions and improve the customer experience.

### Local Community Coordinators (LCC)

In recent years, we have supported three LCC roles in the Ogmere, Garw and Llynfi Valleys, funded by Welsh Government Legacy funding. Each LCC supports between 8,000 to 12,000 people, supporting a caseload of up to 70 vulnerable people per role at any given time. In 2018 to 19 there were 148 referrals compared with 117 the previous year. The role helps people develop their strengths, well-being and resilience, stay active and engaged, and reduce isolation by making connections with local networks and resources. This model of service delivery produces a social return of £4 for every £1 invested by preventing escalating needs. The case study below provides an insight into the impact on well-being.

## Case study: Betty Kerry

In the Ogmore Valley, there are three buildings close to each other that had little connectivity between them until recently. These are the sheltered accommodation Cwrt Gwalia, Ogmore Valley Life Centre and Ogmore Vale Primary School. Maria, the LCC, spotted an opportunity to maximise the potential of bringing together the people that use these three buildings. Here is Betty's story.

Betty lives in Cwrt Gwalia and is a regular visitor to the gym at the nearby life centre. Betty enjoys keeping busy, being active and loves meeting people. Making the most of her strengths, Maria approached Halo with the suggestion of offering Betty a volunteer position in the life centre.

As part of the Halo team, Betty has her own uniform and gives a generous amount of time helping with a variety of tasks. These include fortnightly Olympage sessions, and a Film Club which she started and provides homemade cakes for. She helps out with the My Sporting Memories project in conjunction with Awen too. In particular, Betty enjoyed participating in intergenerational Olympage games sessions attended by pupils from Ogmore Vale Primary School. Some of the pupils have continued to attend over the summer as part of the Halo Summer activity scheme.

Betty is now an established and cherished member of the Halo family and is thriving in her new role. She is someone who always goes the extra mile to help out others. In recognition of her efforts, Betty won the Good Neighbour Award at the recent Bridge FM Local Hero Awards.

When asked about her volunteering she said: "I like to be busy and help others and volunteering at the library helps with this." Betty likes the life centre as she enjoys being part of "different conversations and the fun and laughter of the team and those that pop in." She said the role helped her get to know a lot more people and feel part of the community.



## Community asset transfer

Community asset transfers (CAT) is one of the key ways in which councils can help build community resilience and safeguard services that are of value to the community. We have an active policy of CAT, and continued to prioritise working in collaboration with voluntary-sector organisations to identify viable opportunities that keep community assets for the long term.

A revised CAT policy was introduced during 2018 to 19 to include a 'Fast Track' protocol to streamline the process, and is appropriate to the scale of the asset being considered. During 2018 to 19, the following assets were transferred to the community.

### **Bryncethin RFC**

Last year, the sports club became the first to complete a 'community asset transfer' deal with us so that they could take over the ownership of their playing field and pavilion. As well as agreeing a 35-year lease, the rugby club also secured more than £500k funding. This is to completely transform the pavilion into a facility for the whole local community to enjoy. The new pavilion includes modern changing rooms, kitchens, IT suite, a meeting room, large hall area, a patio and balcony and a dedicated car park. Funding has been provided from Bridgend County Borough Council's Community Asset Transfer Fund, the Rural Communities Development Fund, the Communities Facilities Programme, Welsh Rugby Union, National Lottery Community Fund, and Section 106 monies.

### **Pencoed Town Council**

The former Coed Bach Playground was transferred to the town council on a 35-year lease. It enables the playground to be reinstated for the area's children and young people. Also, terms have also been agreed to grant a further 35-year lease of the two tennis courts at Pencoed Recreation Centre for their multi-use games area and a proposed skateboard park.

### **Laleston Community Council**

The community council has entered into a short-term tenancy agreement. This is taking place while a feasibility study is being carried out into a 35-year lease with the council to ensure that the Bryntirion and Laleston Community Centre could remain open. It follows the lease's surrender by the local community association. The community centre is presently used by a playgroup, Cylch Meithrin Gwdihw, and the community council is seeking to widen community usage. They are also developing plans to refurbish the building.

### **Playing fields and sports pavilions**

The business case for the transfer of Hermon Road/Metcalf Street playing fields by Caerau FC was approved. £50,000 awarded to refurbish the existing facility under the council's CAT Fund. Caerau FC have ambitious plans to install a 4G pitch, 250-seater stand and new changing and car park facilities.

### **Carn Rovers FC**

The business case for the transfer of Cwm Garw playing fields by the club was approved. The club is now in the process of submitting an application to the CAT Fund, and has access to permanent changing facilities. At the start of the new season, it relocated from temporary changing facilities at Pwll-Y-Garn playing fields to a pavilion in good repair which the local rugby club vacated.

## Early intervention and prevention programmes

Although not identified as a key programme, one of our aims is 'to reduce demand by investing in targeted early help and intervention programmes'. During 2018 to 19, we continued developing our approach and improved well-being by delivering community-based initiatives focusing on early intervention and prevention. Some of the key achievements are set out below.

## New generation of community health and well-being centres

We are focussed on improving residents' health and well-being by developing community health and well-being centres throughout the county borough. We secured a funding package to support Halo Leisure and Cwm Taff Health Board to develop a well-being Hub at Bridgend Life Centre. The facilities to be completed in October 2019 will support employability, community and workforce development, third sector engagement space and group activity rooms. The outcomes will focus on dementia support, falls prevention, combatting loneliness and isolation and physical and mental well-being.

This focus on co-location and accessibility of facilities and services will be expanded to other locations. Considerations would include Maesteg Town Hall, Maesteg Sports Centre, Grand Pavilion (Porthcawl) and community centres.

## Strengthening communities

We value our partnerships with community-based organisations which help us identify the best way to deliver services that meet local needs. A 'Building Resilient Communities Plan' was produced with the third sector. Also, we gave financial assistance to a variety of organisations that provide important services to help us improve well-being.

- We worked with BAVO to recruit, train and deploy an additional 14 volunteers to support third sector opportunities
- In partnership with town and community councils there were 9700 visits to summer holiday well-being programmes by children and young people
- A falls prevention network was supported with a falls awareness partner event and also a mobile falls programme developed via Halo Leisure
- As a local partnership, Bridgend County Borough achieved 'excellent' in the Quest UK quality awards for active communities
- Services were accessible for people living with sensory loss thanks to video signing and use of email, letter, fax and mobile text
- Cruse provided bereavement counselling services and social support to bereaved people. This included joint working with Local Community Coordinators on a 'comfort café' project at the ARC centre supporting 234 people
- Bridgend Community Transport provided a transport service for people who are socially excluded or isolated to help them access community-based well-being services. The majority of journeys were to attend LCC programmes, day services, shopping, socialising or health appointments. There are 1,021 registrations for the 'Town Rider' scheme and 131 registrations for the 'Community Car' scheme. 67% of people who used community transport felt community transport had reduced their social isolation and 78% felt it had improved their social networks
- New accessible 'Changing Places' facilities which include changing beds and hoist facilities were developed in partnership with Invacare UK. They are based at Bryngarw Country Park, Pencoed Library and Bridgend Life Centre
- We worked in partnership with Awen to tackle loneliness and isolation by developing initiatives including a variety of men's sheds across the county borough
- Nature can also help to reduce isolation and loneliness, as well as support mental well-being whilst providing the opportunity to improve physical activity as the 'Sunflower Community Garden Project' demonstrates.

## Case study: Cwrt Gwalia 'Sunflower Community Garden Project'

Cwrt Gwalia is a Linc Cymru managed Sheltered Accommodation Scheme for older people in Ogmores Vale. Residents can be independent or may experience a degree of difficulty. In partnership with several organisations residents formed a Garden Committee and worked together to create their Sunflower Community Garden.

The community garden project started two years ago by Maria Bennett, Local Community Coordinator (LCC) when providing well-being support to some residents.

The first stage of the project is complete. Residents are now enjoying using their new seating area surrounded by flower baskets and sunflowers, which overlook three low rise beds containing vegetables and flowers. There are further plans to build a greenhouse and extend further around the property. Some residents have formed a weekly gardening group and enjoy coming together to maintain the garden and discuss ideas to develop the project further. Members of the wider community are also able to join the weekly gardening group.

The success of the project was purely down to us effectively working with our partners:

- Halo
- Ogmores Vale Fire Service
- Valleys to 2 Coast Space Saviours Scheme
- Keep Wales Tidy
- Cwrt Gwalia Residents
- Awen
- Linc Cymru
- Treorchy and Ogmores Valley/Cwm Ogwr Men's Shed

To extend the enjoyment of the garden, Maria will be supporting intergenerational gardening. She will do this by linking residents with children who attend the local primary school and the holiday activity scheme with Halo Ogmores Valley Centre. The impact of the garden is plain to see from what the residents have to say.

The sunflower garden in Cwrt Gwalia recently won first prize for best garden transformation in Linc's Gardening Competition.

“

*“We are not amateur gardeners, never grew anything, but now we are learning.”*

(Resident)

“

*“I'd like a garden in my own home, but you can't, so now we all have a garden to enjoy. My granddaughter couldn't believe the residents did all the work.”*

(Resident)



“

*“It is fab. At first, I didn't want it. But now I love it. The social side, the get-togethers, watching it grow you do feel a sense of achievement.”*

(Resident)



“

*“Every night me and Brian are out watering the garden. I enjoy it. It's made a lot of difference to me, something to do. I love it. It's relaxing.”*

(Resident)

## Dementia support

People with dementia can become lonely and isolated from the community. But with the support of dementia friendly initiatives, we can help them to feel understood, valued and included. Research shows that low impact exercise can be beneficial for physical and mental health and can improve the quality of life for people in all stages of dementia.

During 2018 to 19, we delivered a successful programme of dementia supportive activities with our partners. The Alzheimer's Society offered dementia support services, dementia cafes, 'Singing for the Brain' and a carers' support group for over a 100 people. Monthly 'Feel Good Groups' were held in Porthcawl and Ogmore with over 35 individuals and carers supported. Bridgend County Crossroads ran lunchtime café opportunities and a social club for around 47 people living with dementia.

Age Connects Morgannwg also offered engaging and meaningful activities to improve skills and independence for those with dementia. The successful dementia swimming programme run by Halo Leisure was a finalist for a national award via Community Leisure UK.

There is growing engagement with primary and secondary schools, recognising their potential to contribute to Ageing Well in Bridgend and the development of age friendly communities. This includes:

- dementia friends and champions training in secondary schools Archbishop McGrath Catholic High School and Pencoed Comprehensive School
- Inter-generational activities between primary schools and older adults such as the LCC programme Ogmore Valley, and nursery school visits to Bryn-Y-Cae

“

*“It’s not only important for the people with dementia; it’s important for the people who care for them. I’ve had such a benefit from all the people that I have met. He’s having exercise, he’s meeting people and I see a smile on his face.”*

(Carer – Dementia Friendly Swimming)

“

*“It was fun being all together playing games.”*

(Primary School child)

“

*“Fantastic event... and we’ve all really enjoyed it”*

(Older Adult)



## Housing and homelessness

Housing has a significant impact on health and well-being. We took a proactive approach to a broad range of housing issues and continued to work collaboratively with partner organisations. These included the Wallich, Pobl and South Wales Police. We worked to prevent homelessness cases, supporting people with a variety of housing support needs and took steps to increase the supply of housing in Bridgend County Borough. Some of our other projects include:

- Housing First which helps people who keep returning to live on the streets and are unable to break the cycle to get and maintain accommodation
- the floor space project, which is a safe place for people who would otherwise have to sleep on the street
- the SCART project, which provides support for people with mental well-being issues

We also continued to support Syrian refugee families to come to Bridgend County Borough to escape difficult situations

We worked to improve our online housing services. Also, we trained customer service staff to help people make better applications to the 'Common Housing Register' and prevent their issues from escalating.

We focused efforts on how best to support young people who present as homeless. We used funding to provide emergency beds for care leavers. Also, we put in place a personal adviser within the 16 plus team. Furthermore, we extended the existing young person supported accommodation by three additional units of supported accommodation for vulnerable and complex young people.

We started the process to change the way we deliver Disabled Facilities Grant services. By streamlining processes, we are aiming to provide a better quality and more timely service to residents who use the service.

We launched a new service called 'Early Doors' in partnership with Llamau to help private sector landlords and their tenants who are having difficulties in paying their rent. There are many reasons why rent arrears can occur and having the right support early can have a significant effect on a person's well-being. The service enables landlords to ask for help on their tenants behalf at an early stage to prevent the tenant ending up further in arrears. You can read more about the scheme here:

[www.bridgend.gov.uk/news/help-offered-early-doors-to-resolve-rent-arrears/](http://www.bridgend.gov.uk/news/help-offered-early-doors-to-resolve-rent-arrears/)



### Case study: Ty Ogwr

A young adult female was housed due to significant issues with complex needs including adverse childhood experiences, domestic violence, historic sexual exploitation risks, substance misuse, mental health and pregnancy. The individual struggled to engage with staff and displayed very complex behaviours. She disengaged with health professionals, social services and mental health professionals.

The individual was placed in temporary, interim accommodation where her risks were managed, and she engaged with staff. Our staff, including the housing team attended multi-agency meetings and acted on risks escalating with the individual. Due to risk concerns, the female decided to stay with family and receive floating support from staff. We located a domestic violence hostel out of the area. The female is reported to be doing well and engaging with mental health professionals and social services. She is stable and safe in her accommodation.



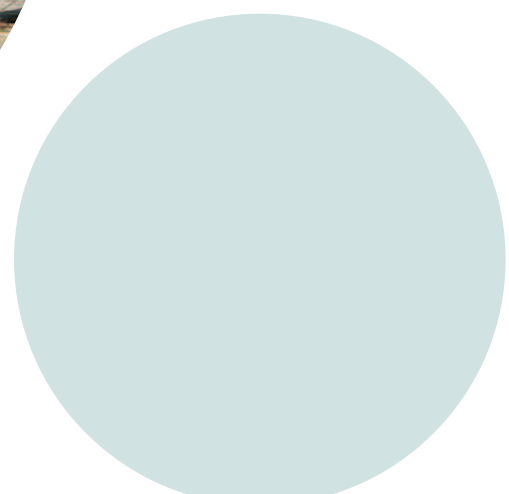
## Empty properties

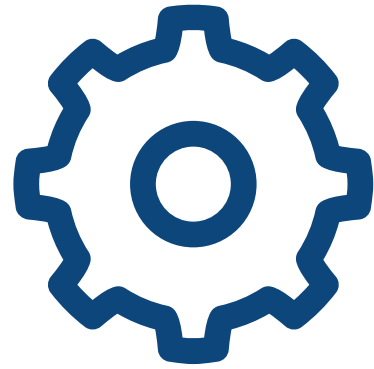
We worked actively with owners of empty properties to turn empty properties into homes by investing grant monies and loans to help ease the housing shortage. We also removed the 50% council tax reduction for properties empty for six months or longer and a 100% charge is now payable. These actions have had a direct impact and we met our target of bringing five empty properties back into use.

## Team around the family

To ensure that we identify needs and provide the right support to families who need it, we used the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes. JAFF provides a simple process for a holistic assessment of a child's needs and strengths. It takes account of the roles parents, carers and environmental factors have on their development. A TAF is required when the family require support from different services to meet their identified needs.

In 2018 to 19, we received 2,094 JAFF referrals, 25% of these were from schools and 26% from health services. A total of 1,037 JAFF assessments were undertaken, which resulted in 312 TAF action plans. 69% of TAF action plans were closed with a successful outcome, meaning that there is evidence that the families' needs reduced.





**Well-being objective three**

# **Smarter use of resources**

## Why we choose this objective?

Over the period 2018 to 19 to 2021 to 22, the council is expected to make recurrent budget reductions of some £32.6 million. For 2018 to 19, our target budget reduction was £6.123 million and as in previous years, we continue to be committed to finding at least 50% of these reductions with smarter use of resources while minimising any reductions in services. Each year it becomes harder to make further budget reductions. Yet this year, we continued seeking ways of working to save us money, and primarily by making smarter use of our resources. This includes our people and our buildings, and making the most of the assets we retain.

## What do we want to achieve?

### Our aims

1. To achieve the budget reductions identified in the Medium Term Financial Strategy
2. To improve the efficiency of and access to services by redesigning our systems and processes.
3. To make the most of our physical assets, including school buildings
4. To develop the culture and skills required to meet the needs of a changing organisation
5. To make the most of our spend on goods and services

## Key programmes

Under this objective, there are three key programmes to help achieve our aims and deliver improvements in well-being:

### Digital Transformation Programme

This programme aims to change the way we operate to enable customers to access information, advice and services online.

### Rationalising the Council's Estate

This programme is about disposing of assets by transferring them to communities to manage while making the most of assets we retain.

### School Modernisation Programme

This programme invests in a sustainable education system in school buildings that reduces cost and schools' carbon footprint.

# How did we do?

The below is how we performed against the performance measures we set ourselves to meet this well-being objective and what we achieved in 2018-19 against our three key programmes.

## Performance measures

Set out below shows how we performed against the measures we set ourselves to meet this well-being objective and what we achieved in 2018 to 19 against our three key programmes.

### Aim: to achieve the budget reductions identified in the Medium Term Financial Strategy

Measure and preferred outcome <i>(higher or lower)</i>	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The percentage of budget reductions achieved <b>(Higher)</b>	69%	100%	91.7%	n/a	n/a

### Aim: to improve the efficiency of and access to services by redesigning our systems and processes

Measure and preferred outcome <i>(higher or lower)</i>	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The number of services that are available to the public online. <b>(Higher)</b>	(New indicator in 2018-19)	5	5	n/a	n/a

**Aim: to make the most of our physical assets, including school buildings**

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The percentage of surplus capacity of school places in a) primary schools b) secondary schools <b>(Lower)</b>	a) 5.21%	a) 10%	a) 4.89%	▲	n/a
	b) 20.5%	b) 18%	b) 22.01%	▼	n/a
Overall capacity in secondary schools increased by only 4 places but as the number of secondary school pupils reduced by 34, the result was an increase of 38 surplus places compared to the previous year. Pupil numbers are projected to rise slightly again in 2018 to almost the same level as in 2016 and, therefore, the overall surplus capacity is likely to reduce to around 20.2%.					
Realisation of capital receipts target <b>(Higher)</b>	£452,375	£4 million	£1.821m	n/a	n/a
The actual capital receipts achieved include former Pencoed Primary School, former Heol y Cyw Primary School and land at Penyfai. Contracts were exchanged on £4.3 million worth of capital receipts, £1.821 million realised in 2018/19 with the rest to be realised in 2019/20.					
The percentage change in carbon emissions in the non-domestic public building stock on previous year <b>(Higher)</b>	6.46%	6.46%	4.94%	▼	n/a
We achieved 3% in line with Welsh Government's set target, but our challenging target of 6.46% was not met due to diminishing resources.					
Additional income generated from the council's non-operational property portfolio <b>(Higher)</b>	£25,000	£25,000	£29,028.45	▲	n/a

**Aim: to develop the culture and skills required to meet the needs of a changing organisation**

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence ( <b>Lower</b> )	10.85	8.5	11.79	▼	10.5
<p>There has been an increase in the overall absence level compared with last year. Long term absence accounted for 74.1% of all days lost, with absences classified as 'Stress/Anxiety/Depression/Mental Health' accounted for 30.83% of all days lost. During the year there has been improved compliance regarding managers undertaking return to work interviews, with 99.6% completed. Other actions taken, include a review of the training for managers which from April 2019 has become mandatory, with more detailed evaluation of the effectiveness of the training.</p>					
The percentage of employees completing e-learning modules ( <b>Higher</b> )	50.2%	45%	54.1%	▲	n/a
The number of managers receiving training to improve their people management skills (including absence management) ( <b>Higher</b> )	179	150	124	▼	n/a
<p>Course was cancelled due to trainer availability and further courses cancelled due to low numbers. A review of these training courses has been undertaken, and revised programmes and course duration has meant more targeted content for delivery in 2019/20.</p>					
The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) ( <b>Higher</b> )	69,414	39,473	48,701	▼	n/a

**Aim: to make the most of our spend on goods and services**

Measure and preferred outcome (higher or lower)	Actual 2017 to 18	Target 2018 to 19	Actual 2018 to 19 and RAG	Trend	Wales average
The percentage of tenders above EU threshold with the Public Contract Regulations 2015 that are compliant ( <b>Higher</b> )	100%	100%	100%	—	n/a

## Steps taken to achieve our key programmes

We made 14 commitments to support the delivery of this well-being objective, through our three key programmes. We set out what we wanted to achieve on 11 commitments and have assessed our performance as **green**. There were three commitments that were **amber** where we did not fully set out what we had planned to do. As part of the rationalising the estate programme, there was a delay in marketing the Waterton site. This is because some advice was needed to inform on the boundary of the site to be disposed. Under the digitisation programme, planned savings were not realised as there was a slower take up of people using the online system. This resulted in interventions required from back office staff. We did not meet our planned budget reductions. However we did still realise full savings by holding vacancies and making savings elsewhere.

## Digital Transformation Programme

The Digital Transformation programme has a citizen centred focus. We listened to the feedback from the 2015 budget consultation that 87% of our citizens wanted more council services online. New, modern functionality also meets the demand of over 85% of our citizens who have internet access and prefer the convenience of online transactions (ONS). We launched our new online citizen portal 'My Account' in conjunction with our new responsive website on 24 April 2018. Citizens are now able to:

- register for an account
- view and pay their council tax
- set up direct debits
- apply for discounts and exemptions
- make a new housing benefit claim and easily notify us of any change in circumstances

During the year we also put in place the single person discount and vacant property function within 'My Account' as an online self-service function. Since April 2018 there have been 24,941 'My Account' registrations, 11,923 council tax registrations, with 8,482 registrations subscribing to e-billing. (These figures were correct as at 8 August 2019).

Parents and guardians can now apply for their child's secondary, infant, junior and primary school places plus nursery places via 'single sign on functionality' in My Account. This new functionality has seen a true channel shift with over 5,000 school applications made during the 2018 to 19 school year. The service is now in the process of developing the "in-year transfer" application form.

Work on the website content has been ongoing since launching in April 2018. We achieved accreditation with the Digital Accessibility Centre meaning that our website is recognised as accessible to all users. Also, in June 2019, SocITM (Society of Information Technology Management) rated our website as 11th out of 350 local authority websites, scoring 9/10 for accessibility. In the second quarter of 2019, the website was UK's second most improved website.

In July 2018, we launched the events portal of the website as part of the 'School's Out' summer programme. As well as being able to browse local events, it also allows users to submit requests to add community events taking place within the county borough.

We are continuing to ask the public via citizen panel surveys and social media what online options they want which fit in with their busy lives. We are also analysing statistical data in customer services to identify areas of high demand that can be improved by doing things differently. One online service that we are continuing to progress is an interactive reporting tool. This gives citizens a quick and easy way to report highways issues like potholes and street lighting. Citizens can submit the report and track through to completion, which avoids time consuming chase-ups to customer services.

Many calls taken by our customer service advisors are answered and closed at the first point of contact. They mainly concern topics covered within our webpages and are simple queries that can be quickly automated due to their repetitiveness. To enhance the current front line services, and recognise that an increasing number of customers prefer online chat, we have also launched a bilingual 'chatbot'. It is programmed to answer commonly asked questions, integrate with internal systems and perform pre-programmed tasks.

In February 2019, we launched the national online blue badge application system. Since launching, we have received 498 online applications and we have seen a decrease in the number of face-to-face interactions. This demonstrates that more people are embracing the self-serve technology.

In November 2018, the Housing team procured a bilingual portal to allow customers to register their own applications online for the first time. This will reduce the time taken to process applications and will benefit the customers by enabling them to be more proactive. The portal is due to be launched in September 2019.

Providing more online services and self-serve solutions lets us explore streamlining and automating current manual processes as well as helping save money on paper and postage. For example, to set up a direct debit for council tax costs an average of £4.32 to process if received via the post. This compares to 92p when set up by the resident themselves via My Account. It is also more environmentally friendly as it is paperless and reduces our carbon footprint.

A local resident from Pencoed created his My Account and registered his council tax. This enabled him to easily create a direct debit and subscribe to eBilling. He said:

“

*“This is a good idea. The site is excellent. Setting up an account was easy, and I can use it on my telephone. All services are in the one place. It's brilliant. It's definitely the way forward.”*

As well as automating processes for citizens, we continued to automate a number of processes across finance and HR. Our improved invoicing arrangements have helped with the efficiency of the school transport team. The online accident reporting system was completed and roll-out commenced. An alternative and more cost-effective approach for the replacement of the catering management information system has been identified. Also, work to consolidate energy payments will streamline processes as well as let us improve our energy monitoring, which will potentially save money.



## Rationalising the council's estate

As a council we have a large number of assets. We need to ensure that assets which are no longer needed are disposed of in the most effective way. Also the assets we continue to hold utilised effectively and efficiently. Our portfolio comprises of some 950 assets, with a value of circa £400 million and a budget of £15.7 million per annum.

### Corporate landlord model

During 2017 to 18, we developed the corporate landlord model which was implemented in April 2018. It was the first of its kind in Wales to support how we as a council manage and maintain our property and assets. We centralised all property related functions under a single integrated team, allowing them to be managed corporately and strategically. Importantly, it freed up time for the service areas to focus on their objectives rather than on running buildings.

The first phase of the new service involved running compliance surveys on all our buildings to provide certification and identify any necessary remedial works. These are now complete. We are now performing full property condition surveys of the entire estate to determine what assets we will need going forward and what we don't. These will be completed through 2018/19. We also opened a facilities helpdesk which initially handled emergencies before it become fully operational in May 2019. Corporate and school service level agreements were also reviewed and improved, with more than 40 schools in the county borough choosing the fully managed compliance service.

Staff relocations have enabled one wing of Raven's Court to be leased to the Multi Agency Safeguarding Hub (MASH), which is also contributes to annual savings. Consideration is also being given to the best exit strategy for the Sunnyside House offices in 2021. To meet current suppliers' commitments, demonstrations of potential products for an integrated technology system are taking place before we can start procurement.

The Corporate Landlord Service is also investigating new technological solutions that will enable staff to be fully agile and provide a better service. Also an online portal is being developed that will provide information, process customer requests and enable staff to log jobs and track progress.

### Disposal of assets

During 2018 to 19, contracts on assets worth £4.3 million were exchanged and £1.82 million of capital receipts generated. This included sale of development sites at Pen-y-Fai, the former Pencoed Primary school, former Heol-y-Cyw Primary School and Ysgol Bryn Castell schools. We are expecting to receive the residue of these sale proceeds in the 2019 to 20 financial year. This means our 5-year enhanced disposals programme will have generated £21 million and will be primarily used to support the 21st Century Schools Programme.

Funding was also granted for the new enterprise hub. This will enable us to renovate the Innovation Centre and create new starter units at Village Farm Industrial Estate in Pyle, Bridgend. The project will be progressed during 2019 to 20.

An options appraisal was also undertaken on the Parc Afon Ewenni site at Waterton, Bridgend, in the area following demolition of the county supplies depot. A planning application for a new council maintenance depot which is to be located there is being worked on and we will determine the boundary of the new site. It is intended that the surplus land will be sold and the receipts used to help fund the depot project.

## Energy

As part of our drive to make smarter use of our resources, we continued to implement energy and carbon reduction measures in our public buildings. New solar panels have been fitted to the roof of Raven's Court which will have a significant impact on the building's energy use. The panels will help to reduce energy bills and lower our carbon footprint too.

Also Oldcastle Primary School has also gone solar by installing 28 panels on the roof of their canteen building. It is hoped that the energy generated will be used to power the facility which services hot meals to over 200 children daily. The school also anticipates saving enough CO2 emissions to the equivalent of planting one tree per month. Several other schools have achieved major financial savings during the last year by making a concerted effort to reduce their energy usage. For example, Coleg Cymunedol Y Dderwen have cut their electricity usage by 10 per cent, giving the school a projected saving of £10,000.

A small change can make a difference. Thanks to staff, our core buildings used 40 per cent less energy over the last May bank holiday weekend when compared to the same period in 2017. This is because staff were encouraged to switch off energy sources where possible for the holiday. As a council, Welsh Government set us a target of achieving a 3% year on year reduction in carbon emissions in the non-domestic public buildings. We have consistently achieved above this target, and, in 2018 to 19 achieved a reduction of 4.94% on the previous year.

We are currently evaluating the different options for delivering energy efficiency improvements as part of an ambitious £1.3m investment programme. We will introduce new energy efficiency measures such as upgraded heating, lighting, insulation and more. Additional investments will be delivered over time in the form of prioritised spending and preventative works. We are engaging with the Welsh Government Energy Service and local partnerships to agree on the best way forward.

## Schools Modernisation Programme

Our flagship school modernisation programme continued to deliver new educational facilities for the county borough, which are designed to support 21st century teaching and learning.

The £10.8 million Pencoed Primary School project completed with the school opening its doors to pupils in September 2018. The replacement school caters for up to 510 pupils aged between four and eleven. It has a 70-place nursery and facilities for children with special educational needs. The school has an all-weather pitch that can be used by the wider community. Built on the old school playing fields off Penprysg Road, the design is similar to the new Betws Primary School, which opened in January 2018.

The new two-storey school at Pencoed contains facilities to meet modern educational needs. Large interactive screens can be found in classrooms located off one long circulation space or 'street' running through the school's ground and first floors. Above the 'street' are large windows that run the length of the building at the apex of the roof. As well as allowing light to flood in, the windows open automatically when the building reaches a certain temperature, and close when it gets cold. The school also has underfloor heating throughout. The building has achieved an 'excellent' rating against the British Research Establishment Environmental Assessment Method, which is a method of determining buildings' sustainability and environmental friendliness.

Significant local authority investment was made in terms of traffic calming and highways works which improved road safety in the Pencoed area. It also enabled active travel to the new school.

The scheme has used a 'sustainable urban drainage system', a pond, to deal with surface water drainage from the car park area. This has been sited next to the school's woodland area, which greatly enhances outdoor learning opportunities for pupils. The school's very active Eco Committee were heavily involved in planning the outdoor spaces.

The old Ysgol Gynradd Gymraeg Cwm Garw, has been renamed Ysgol Gynradd Gymraeg (YGG) Calon Y Cymoedd. Formerly one of Bridgend County Borough's four Welsh medium primary schools, it has relocated from Pontycymer to its new home in Bettws. It shares the site with Betws Primary School.

The number of learners with autism spectrum disorder is rising. We are committed to ensuring these learners can achieve positive outcomes with the right support, and in a mainstream school environment whenever possible.

Following a successful consultation process, plans are now underway to establish a Welsh-medium learning resource centre at YGG Calon Y Cymoedd. The provision which opens in January 2020 will enable young children with an autistic spectrum disorder (ASD) diagnosis to learn in Welsh. This provision fulfils the strategy of ensuring there is a continuum of Welsh-medium education for ASD pupils from primary to secondary. The secondary provision opened last year at Ysgol Gyfun Gymraeg Llangynwyd,

With more than £52 million of capital funding set to be committed towards the next phase of the school modernisation programme, it remains our largest investment. We plan to build four primary schools and one special school over the next five to seven years. This is part of Welsh Government's 21st Century Schools and Colleges Programme. The programme enables us to ensure that there is a sufficient supply of pupil places in both primary and secondary schools. It will help us achieve the best value for money by making schools more efficient and sustainable.

Also, it is envisaged that Welsh Government's new Mutual Investment Model (MIM) will fund two of the schemes. Under the model, gaining £31 million of funding will be generated from private funding with the remainder coming from council resources.



## Corporate change

Although this was not identified as one of our key programmes, we have three aims which focus on doing things differently corporately to meet our well-being objective of 'Making smarter use of Resources'. The three aims focus on delivering budget reductions, developing culture and skills in a changing organisation. Also, it focuses on making the most of our spend on goods and services through procurement. The steps we made are set out below.

### Budget reductions and our Medium-Term Financial Strategy (MTFS)

When developing our MTFS, we consider a number of different funding scenarios. We try to balance investment in preventative measures against the costs of reacting to unanticipated situations in statutory services. Also, we aim to ensure that the most savings are generated from making smarter use of resources with front line service reductions kept to a minimum. Each budget reduction proposal is weighed in terms of the impact on other areas of the council, the public and the well-being of future generations.

Where a budget cut in one area of non-statutory prevention would lead to increased costs in another, it is not considered good financial management. Similarly, budget reductions are achieved through remodelling existing service provision. Also they are achieved through self-sufficiency rather than removing services entirely, which makes them more sustainable going forward.

Aligned to this is a Capital Strategy coordinated with a 10-year capital programme. This demonstrates how we ensure that all of our capital, investment plans and borrowing are prudent and sustainable. It is intended to give a high-level overview of how capital expenditure, capital financing and treasury management actively contribute to providing services. Also it gives an overview of how associated risk is managed and the implications for future sustainability.

Of the £6.123 million budget reductions required for 2018 to 19, we achieved £5.615 million. The majority of these were met from making smarter use of resources rather than by cutting the quality or level of services. These included:

- developing extra care housing, leading to £300,000 of savings
- introducing the Corporate Landlord Model which generated savings of £300,000, although we had planned to save £500,000
- rationalising software and hardware budgets further, saving £210,000
- making energy savings of £110,000 which were generated through the completion of LED street lighting installations across the county borough
- reducing our annual bad debt provision for housing benefit which means a saving of £189,000
- reducing our corporate budgets by £2.610 million

The last point was mainly achieved by reducing capital financing charges, reducing and re-aligning budgets for corporate pension and national insurance costs. Also, we reduced the budget required for the council tax reduction scheme.

We did not achieve our savings in full in regarding:

- public conveniences (£100,000)
- removing subsidies for bus services (£188,000)
- implementing Learner Transport Policy (£67,000)

The public conveniences and bus subsidy savings have been met in full in 2019 to 20 following completion of formal consultations. An external review of our transport arrangements has been commissioned. It is hoped that this will support changes to the current arrangements with a view to making the identified efficiency savings for Learner Transport. We consult widely with citizens on all of budget proposals as an integral part of our MTFS, and we strive annually to increase participation and involvement. This is reflected in the increased response rate year on year.

## Developing culture and skills

We recognise the importance of having an appropriately skilled and flexible workforce in place to enable the achievement of our well-being objectives and service priorities. There are sound arrangements in place for the provision and analysis of workforce planning data. During 2018 to 2019, key workforce developments included a review of the Human Resources/Organisational Design (HR/OD) service. This was to help to plan for the future with a sustainable HR function, a renewed focus on staff engagement, skills development and growing our own.

The HR/OD review found a strong correlation between the HR/OD team's aims, as the Workforce Plan describes, and the organisation's wider objectives, as the Corporate Plan and respective Directorate business plans note. The HR/OD team and respective internal stakeholder groups were also correlated regarding priority workforce issues, as proven during engagement sessions with such groups. The review's conclusion is to implement a new operating model which focusses more on proactive HR services, longer-term workforce planning and development, and increased engagement.

New staff engagement arrangements were established in 2018 to 19 through:

- regular induction sessions for new starters with the Chief Executive
- open engagement sessions for staff with the Chief Executive and Leader
- the introduction of an annual staff survey

In many cases, the feedback from the survey has reinforced the priority workforce issues. Work is ongoing to show that staff views are valued and listened to, and the survey action plan intends to address this. Examples of progress to date include a new managers' induction programme, staff health checks, mental health awareness training, a new staff suggestion scheme and refreshed staff communications.

The provision of corporate training has been targeted in order to maximise the use of limited resources. This has included:

- providing face to face training in key areas to improve skills
- offering E-learning, a low-cost training method to provide knowledge-based training to large numbers of employees
- accessing externally funded training

54.1% of employees completed e-learning modules last year, which was an increase on the 50.2% who completed it in 2017 to 18. While identified training needs have been met, the projected target for Welsh language training exceeded actual demand. 65 staff received Welsh language skills training against a target of 75, and fewer than the 81 who received training in 2017 to 18.

Being in work has a positive effect on people's well-being. Therefore policies to support staff well-being help safeguard the protective factors associated with employment and keep people in work. All employees have access to the 'Care First' services and resources.

## Procurement

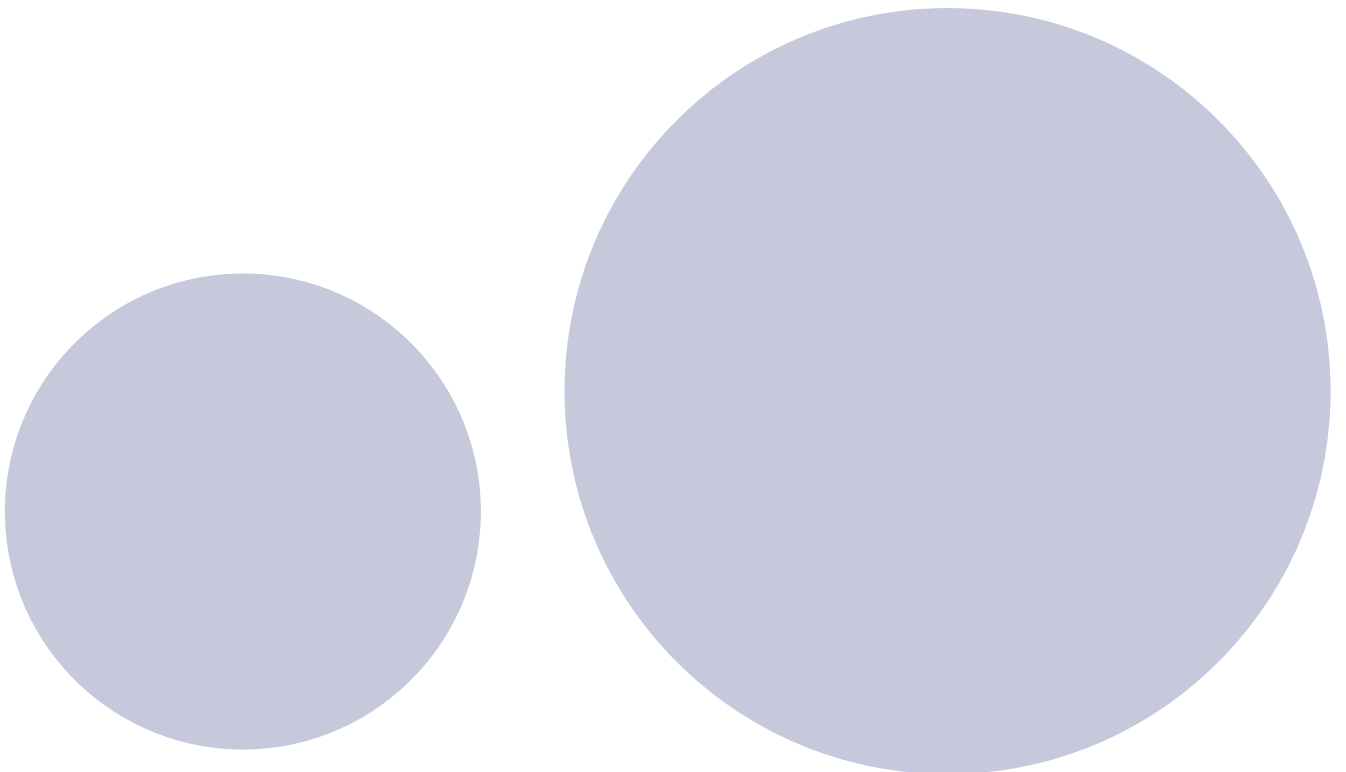
We spend around £170 million annually through procurement on bought-in goods, services and works. Influencing the ways this is done can make a key contribution to sustainability and resilience. Currently, we are developing a new procurement strategy, which focusses on the way we procure goods and services to create efficiencies, benefits and added value internally. It will nurture local supply chains, create jobs and develop new and existing business growth in the Bridgend County Borough.

We are working towards the circular economy principles. This ensures sustainable procurement, which ultimately underpins the seven well-being goals under the Well-being of Future Generations (Wales) Act 2015 (WBFGA). Procurement will consider 'whole life costing'. This is where money is spent to create wider benefits and add value, as opposed to traditional procurement routes based on the lowest price. Consideration like energy consumption and end of life decommissioning, financial and environmental factors will be considered as part of awarding contracts.

We will engage with businesses within our communities, to support new and innovative ideas. The procurement function will focus more on long-term vision to identify needs, forecast change and let us act proactively to prevent problems before they can arise.

We are considering how to integrate the five ways of working into our new procurement strategy and ensuring that the strategy enables procurement to maximise contribution to the well-being goals. Also, we are considering some specific initiatives. For instance, we are at the early stages of considering the UK Steel Charter and the foundation economy model.

As part of the new procurement strategy, we will consider co-producing services with the public, private and community sectors to develop innovative solutions. We will work with suppliers to identify the best solutions to suit our needs. Where relevant, we will work with others to replicate good practice. Our new procurement strategy will enable us to maximise our contribution to the well-being goals and encourage initiatives to help deliver sustainable procurement.



## Consultations and citizen feedback

Throughout the year we carried out a range of consultations to find out your views and inform our decisions. We undertook online surveys, roadshows throughout the county borough, ran focus groups and invited comment through social media on:

### Public consultations open to everyone about:

- dog fouling
- post 16 concepts consultation
- subsidised buses
- empty properties

### Closed group consultation/engagements which were public surveys for a specific groups in the community about:

- Llangynwyd learner travel
- Cynffig learner travel
- Archbishop learner travel
- Porthcawl learner travel

### Internal consultations about:

- Porthcawl 10k
- Bridgend

Further information can be found at [www.bridgend.gov.uk/my-council/equalities-and-engagement/consultations/](http://www.bridgend.gov.uk/my-council/equalities-and-engagement/consultations/).

During the latter part of 2018, we worked with community groups and conducted engagement sessions in libraries as part of the 2018 budget consultation. The consultation team attended 53 events across the county borough, carrying out 2,148 face-to-face interactions. Face-to-face engagement activities enabled people who may not have previously participated in online consultation to have their say on proposals.

We worked with People First Bridgend on our first 'easy read' budget survey and Porthcawl Comprehensive School pupils on a survey aimed at 11 to 25 year-olds. This has helped us to maximise engagement with those targeted groups.

The easy read version of the survey was extremely popular, with 267 members of the public completing it. We will aim to continue this work in collaboration with People First Bridgend. Also, we engaged with 730 secondary school pupils in structured clicker pad sessions, and engaged with 832 Year 5 and Year 6 pupils in primary schools in pupil-led interactive sessions.

Social media enabled us to increase the profile of the consultation. Social media content was seen 141,534 times and resulted in 447 social media comments. The response rate for Citizens' Panel members was 48%, with 524 Citizens' Panel survey completions. This represents a 17% increase since 2017. The Citizens' Panel was also promoted during the period October 2018 to January 2019, which resulted in an increase from 1,088 to 1,115 members.

We also engaged with community groups such as the Bridgend Coalition of Disabled people and SHOUT Bridgend on the subsidised bus and public convenience consultations.

# Improving well-being in Bridgend

In addition to our well-being objectives, we are also taking complimentary steps to improve the economic, social, cultural and environmental well-being of Bridgend County Borough. Working to improve the four pillars of well-being is one of the key aims of the Well-being of Future Generations Act. Below are some examples of the steps we are taking with partners and communities to make Bridgend County Borough a better place to live, work in and visit.

## Economic well-being

### Partnership working

We work in partnership with a number of organisations to provide services for our citizens to improve their economic well-being. Some initiatives are provided jointly, and some are delivered by our partners. All improve well-being for our citizens. Our PSB partner, Bridgend College is integral to providing educational support to our young people to improve their economic well-being. One of the innovative programmes they launched is a supported internship programme. It has enabled nine young people with additional learning needs and disabilities to secure a supported internship based at the Princess of Wales Hospital. Read more about this at: [www1.bridgend.ac.uk/internship-opportunity-for-young-people-with-additional-learning-needs/](http://www1.bridgend.ac.uk/internship-opportunity-for-young-people-with-additional-learning-needs/)

The Welsh Government Minister for Welsh Language and Lifelong Learning Eluned Morgan AM commended the project as "...outstanding and...leading in Wales."

### Support to businesses

There are many ways in which we support businesses to improve outcomes for economic well-being. Two initiatives include the recent action we took to revive the fortunes of Bridgend Indoor Market. You can read more about this in the news article: [www.bridgend.gov.uk/news/radical-plans-to-revive-bridgend-indoor-market/](http://www.bridgend.gov.uk/news/radical-plans-to-revive-bridgend-indoor-market/)

We know how important financial assistance is to new or existing local micro-businesses. The Kick Start Grant can help. You can read more about this and about how Jollie's Hair Lounge benefitted from the grant in the news article: [www.bridgend.gov.uk/news/kick-start-grant-helps-bridgend-based-salon-thrive/](http://www.bridgend.gov.uk/news/kick-start-grant-helps-bridgend-based-salon-thrive/)

## Social well-being

### Festival of Learning

We held the inaugural Festival of Learning in June 2018, which was the first of its kind in Wales. Over the last few years there have been significant developments in technology and insights into the health and well-being of children. The festival is a unique way to showcase these developments and share knowledge on ways to support the well-being of learners.



Attended by over 800 pupils, teachers, educators, trainers and employers, the festival showcased new, innovative learning and teaching methods in schools throughout the county borough use. It was an opportunity for schools to share effective best practice with one another while establishing new training opportunities for teachers and staff.

Schools hosted up to 100 workshops demonstrating the latest modern classroom developments to benefit local children alongside traditional numeracy and literacy techniques. A symposium event at Bridgend College featured key speakers and a Q&A panel. This gave educators an opportunity to focus on how the health and well-being of pupils can be developed, maintained and improved.

The week culminated in the Learners' Day showcase event at Bridgend Life Centre. While there, pupils from local schools set up stalls and displays, and gave practical demonstrations of some of the classroom techniques in use.

One of the key learning events was to engage directly with pupils to improve our understanding of what makes children happy.

## **Case study:** **what makes children happy?**

The Youth Development Team was asked to facilitate an hour-long consultation event titled the Learner Voice Forum. The aim was to engage 100 primary and secondary school pupils in several activities promoting participation and stimulating learner-led discussions around three key questions:

1. What makes you happy in your learning?
2. What makes you happy in school outside of lesson times?
3. What makes you happy outside of school?

The consultation was also delivered through the medium of Welsh to ensure maximum participation.

Learners overwhelmingly expressed the single biggest factor which influences their happiness in school is spending time with friends. Working together with friends in their lessons was the most frequent point of positive feedback.

Sport was a reoccurring theme across each of the three questions. Learners participated in a wide variety of sporting activities, with some representing their country in their chosen discipline. Learners noted that they would like the opportunity to expand and share their sporting disciplines with pupils in both their own school, and with others in the county borough.

The evidence and feedback gathered was collated and a list of recommendations detailing the things pupils feel would make them happier was produced. This was shared with schools and many have taken these forward in their School Improvement Plans.

### **Recommendations**

1. Singing in whole-school assembly to include more popular music instead of just traditional hymns.
2. Lessons to start and finish on time.
3. More challenging work for those who need it.
4. More access to extra-curricular clubs and activities, and more awareness raising of them.
5. Teachers to be more approachable.
6. More competitive sporting fixtures against other schools (during and after school time).
7. Promotion of girls football and rugby teams.
8. More shaded areas around school like gazebos.
9. Outdoor shelter and benches for lunch and socialising.
10. Music to be played in the yard.

## Nature and well-being

Evidence abounds of how the public health can be improved by increasing access to green and blue space, and improving the quality of our natural environment. Bryngarw Country Park's accessible natural environment and the services on offer provide a range of opportunities to:

- connect with nature
- learn to enhance the quality of the environment
- engage in physical activity outdoors like
- birdsong walks
- Tai-chi
- watching wildlife
- using nature trails

The park's value as a community space has been recognized by its designation in the Valleys Regional Park, and its inclusion in £7 million of future investment.

## Libraries as places of learning and entertainment

With our partners Awen, we consider libraries to be a vital community asset to support health and well-being. We believe libraries should be welcoming places for people to have fun, be educated and entertained.

To help grow future generations of library users, we focus on building a love of reading from a young age. This has the twin benefit of improving literacy levels among children which will help them to succeed in education. Library staff are very active in engaging with local children and have held a number of activities including:

- 'Bounce and rhyme' for babies, story times and book clubs, craft sessions, and coding clubs
- the Fire Service, Coastguard, local vets, animal charities and others have all delivered community-led story times making reading fun and engaging
- libraries host themed events, based on Harry Potter, attracting over 90 children and parents including book nights, quizzes, games and reading sessions
- visits from professional schools from across the borough came to our libraries to enjoy visits from professional children's authors Shoo Rayner and Pip Jones to learn about the writing process and how to illustrate characters
- library staff engaged with over 100 foundation phase children at Pyle and Porthcawl
- new partnerships being created with local voluntary organisations such as St John's Ambulance

## Cultural well-being

### Artistic excellence available locally

Our aim is to bring world-class performances and creative experiences into the area as well as champion home grown talent. Awen venues provide a busy and successful professional programme of music, theatre and comedy as well as the annual professional pantomime. This brings high profile names and acts to local venues for local theatregoers so they don't have to travel out of the area for live entertainment. Local children are also given the opportunity to participate in workshops with professional companies, particularly in the area of dance. We actively promote and programme Welsh language work in music, spoken word and literature, and ensure that all marketing material is bilingual.

## Accessible arts

Awen support the Hynt scheme, a national access scheme working with theatres and arts centres to support visitors with impairments or specific access needs. This includes their carers or personal assistants. 506 people were supported by the Hynt scheme in 2018 to 19.

Our innovative 'Live and Loud' programme of events provides affordable access to the arts within an easily-accessible community-setting. Hosted by our Awen Libraries, events include Welsh music, theatre, children's theatre and classical music. This has provided people with opportunities to see high quality artistic work in their local library. Ticket costs are heavily subsidised which helps reduce financial barriers to participation.

Throughout the year, Awen venues host a broad range of daytime activity. This encourages participation by users who rely on public transport or who do not want to be out at night-time and particularly if alone. Activities include craft workshops, tea dances, visual arts, and singing. These workshops can teach new skills or encourage users to re-engage in a favourite activity, whilst also providing social interaction. Daytime cinema has also proved very popular, offering recently released titles at an affordable price compared to commercial cinemas.

## Ogmore Heritage Trail

Proper management of heritage resources has the potential to bring social and economic benefits to communities, while also helping preserve history for future generations to enjoy.

There are ambitious plans to open the history of Ogmore Valley through an interactive heritage trail which will combine the natural environment with technology. Starting at Bryngarw Country Park and winding up the valley along the cycling and walking route to Nantymoel, the trail will be dotted with interpretive information panels. These will document the area's past and highlight places of interest, as well as additional walking and cycling routes. A new smartphone app will be linked to the trail to help bring the valley's history into the present. Also the trail will climax with a new art feature on the site of the former Berwyn Centre.

The new trail will contribute to our goals of helping people become more physically active. Indeed the trail is being created along a cycle path with a self-service bike maintenance station. There is also potential for new bike hire facilities at Bryngarw Country Park.

The project includes the renovation of Memorial Hall in Nantymoel to become a Heritage Hub for the valley. It will showcase memorabilia and heritage information, and have a digital heritage display in the community café.

## Sport, literacy and the Welsh language

Pupils and teachers at Afon-Y-Felin Primary School in North Cornelly worked closely with the Welsh Rugby Union (WRU) to help develop an exciting new learning resources. These will use rugby to boost literacy skills, and you can read more about this in the news article: [www.bridgend.gov.uk/news/rugby-to-boost-literacy-at-afon-y-felin/](http://www.bridgend.gov.uk/news/rugby-to-boost-literacy-at-afon-y-felin/)

## Environmental well-being

### Tree management and enhancement programme

We approved a Tree Management Plan in June 2018. Also we held a workshop with the Public Service Board (PSB) partners to identify potential sites for tree planting, and a shortlist of eight sites was identified. So far, two sites, Caerau Bowls Centre and Pyle Swimming Pool, have had planting. A further planting scheme is in the design phase at Heol-y-Cyw on a rugby pitch that is no longer in use. Through a joint project with Bridgend Ford and Natural Resources Wales, over 1200 trees have been planted including heritage fruit trees and hedgerow plant. This will result in rewilding areas providing long-term environmental benefits.

### Biodiversity enhancement

Increasing the opportunities to develop biodiversity is a key driver behind the cross directorate steering group created to write the new strategy on Parks and Highways Biodiversity Enhancement. Its aim is to promote ecosystem resilience, and the project focussed on specific, well-sited road verges and parkland areas.

The seven community based and community led sites have benefited from biodiversity enhancements are:

- Badgers Brook Allotments
- the Wilderness Park and Allotments
- Maesteg Welfare Park
- Bryn y Cae Nursing Home
- Bryngarw Country Park
- Glanrhyd Hospital
- Nantymoel Boys and Girls Club

These schemes include wildflower meadow creation, a tree nursery, woodland management, wetland creation and Hügélkultur.

### Volunteering to improve the environment

Volunteering is a great way to support community resilience, develop new skills, combat social isolation and promote well-being. Volunteering also helps preserve important ecological resources for the long term. Volunteers at Kenfig National Nature Reserve (KNNR) engage in a range of practical and recording activities. These include scrub clearance, butterfly transects, and fen orchid monitoring, and they access a range of training which helps preserve and maintain the site.

As an outreach function of the KNNR, a Bridgend volunteering group has been established since 2002. This group runs a range of practical projects focussed on the local nature reserves which we manage including coppicing, dry stone walling, hedge laying and woodland management. In addition, educational events such as plant, bird and bat walks also operate through this group.

## Case study: management of coastal landscape in Bridgend County Borough

Led by us, the 'Dunes 2 Dunes' project started in August 2018. For the and was created to enjoyment of future generations, it was created to:

- sustainably manage the coastal landscape
- improve ecosystems
- increase biodiversity
- improve connectivity between the two dune systems at Kenfig and Merthyr Mawr Warren.

We collaborated with Natural Resources Wales, Kenfig and Merthyr Mawr National Nature Reserves, landowners, farmers, Kenfig Corporate Trust, Amphibian and Reptile Conservation as well and Royal Porthcawl and Pyle and Kenfig Golf Clubs. Volunteers have been trained in countryside management and surveying skills. These newly trained volunteers are now helping manage the habitats on the Bridgend coast and survey the rare species that live in those habitats.

A series of planned activities over the short and long term have been agreed by all partners to deliver the following expected outcomes by July 2020:

- habitat preserved and restored
- paths and boundaries restored
- increased visitors
- more responsible visitors
- less visitor impact
- health and well-being benefits for visitors
- economic benefits
- landscape character preserved and enhanced



## Eco Friendly Schools

Three quarters of our schools have achieved the eco-schools green flag, while more than half have attained platinum status. You can read more about this in the news article:

[www.bridgend.gov.uk/news/platinum-award-for-eco-friendly-tynyrheol-primary-school/](http://www.bridgend.gov.uk/news/platinum-award-for-eco-friendly-tynyrheol-primary-school/)

## Local parks and green spaces

The benefits of green spaces on peoples well-being is well evidenced, therefore managing these resources is essential. Nine of Bridgend County Borough's most beautiful parks and green spaces have been awarded the prestigious Green Flag award. You can read more about this in the news article:

[www.bridgend.gov.uk/news/awards-for-local-parks-and-green-spaces/](http://www.bridgend.gov.uk/news/awards-for-local-parks-and-green-spaces/)

# How do we compare?

For 2018 to 19, data has been released for 17 of the 31 Public Accountability Measures which we use to compare ourselves to the rest of the local authorities in Wales. As just under 55% of indicators have been reported on, a full picture of our performance at a national level cannot be fully compared.

Below is a summary of our performance on the data that has been released to date. Yet it should be remembered that our overall performance compared with other local authorities is likely to change as the full data is published.

## In summary:

- 59% of indicators are in the top two quartiles, compared with 53% of comparable indicators in 2017 to 18, which is an improvement in performance.
- When compared to the Wales average, we are better in nine (53%) indicators, the same in one (6%) and worse in seven (41%).
- Of the 26 indicators where we set our own performance target, 15 (58%) met the target, compared with 16 (62%) in 2017 to 18.

## We were among the best in Wales for:

- ✓ **School leavers.** We ranked third lowest in Wales for the percentage of Year 11 leavers known 'Not to be in Education, Employment or Training (NEET) which was at 0.9%. The Wales average is 1.6%.
- ✓ **School attendance.** We ranked fourth highest for pupil attendance in primary schools (94.9%). Despite slipping to eleventh in secondary schools (93.9%), we remained on a par with the Wales average. Bridgend County Borough remains committed to secure the regular attendance of all pupils, and strives to ensure that they reach their full potential.
- ✓ **Planning.** We ranked second highest for appeals against planning application decisions dismissed, with a score of 75%. The Wales average is 67.6%.
- ✓ **Empty Homes.** We ranked fifth highest for the percentage of private sector homes brought back into use with a score of 8.4%. The Wales average is 4.6%.
- ✓ **Food Hygiene.** We ranked fifth highest for the percentage of food establishments which are broadly compliant with food hygiene standards, with a score of 97.5%. The Wales average is 95.7%.

## We did not compare so favourably for our:

- ✘ **Highway cleanliness.** The cleanliness of our highways ranked 21 out of 22 with a score of 85.7%. The inspection is a one-off annual inspection on a selection of streets and so inevitably subjective. By comparison, the Keep Wales Tidy assessment happened on a different day with a different set of streets. It gave a much better overall result on an all Wales basis. The Keep Wales Tidy inspection scored Bridgend County Borough at 96.7% in line with the majority of other Welsh authorities.
- ✘ **Disabled Facilities Grants (DFG).** At 291 days, we ranked 20 out of 22 for the average number of days taken to deliver DFG's. Work on improving the DFGs process is continuing. The whole systems review which started the previous year has produced findings which will help shape our operational practices and procedures. Investigating and implementing a cohesive and joined up process will deliver a better service that benefits applicants and has demonstrable results. In parallel to this work, focussing on the preventative and well-being agenda to support people in their own home for as long as possible has seen a significant increase in the amount of small scale discretionary work.
- ✘ **Planning.** We ranked 19 out of 22 for planning applications determined within required time periods. We have one of the smallest planning teams in Wales and deal with complex applications which can affect timescales. However, this figure needs to be looked at in the context of the whole planning performance framework. On average, we take 72.5 days to determine planning applications, while the Welsh average is 77 days so we are above average in this respect. Also, although we may rank 19 for planning applications determined within required time periods, we rank second for appeals against planning application decisions dismissed. This shows that although it takes us longer, the right decision is made and a change in the decision on appeal is very low.

Each year, the Welsh Government publishes a range of national performance indicators that enable citizens to compare how their local authority performed in comparison with the other 21 Welsh local authorities across a whole range of services.

You can see more detail about how councils across Wales compare by clicking on

[www.mylocalcouncil.info](http://www.mylocalcouncil.info)

# Financial performance

Our financial environment is becoming increasingly challenging. We need to make unprecedented savings in the future that can only be achieved by changing the way we work and how services are delivered. Last year the gross amount we spent on delivering services to our citizens and investing in our landscape and infrastructure totalled around £450 million. The total amount that we had available to spend was made up from three main sources listed below.

## Revenue expenditure

Our revenue expenditure represents day-to-day costs such as salaries, equipment, supplies and services. Our **net** revenue expenditure in 2018 to 19 was **£265.796 million**, which resulted in an underspend of £429,477 which was transferred to the Council Fund. This was calculated after allowing for appropriation to earmarked reserves, additional income from council tax and an underspend against council-wide budgets. The table below shows the expenditure the expenditure and proportion of spend per well-being objective in 2018 to 19, and spend on other core services and statutory functions:

Well-being objective for 2018-19	Revised Budget 2018-19 (£'Million)	Actual Outturn 2018-19 (£'Million)	Actual Over / (Under Spend) 2018-19 (£'Million)
1. Supporting a successful economy	47.1	47.2	0.1
2. Helping people to be more self-reliant	53.9	52.5	-1.4
3. Smarter use of resources	4.4	4.2	-0.2
4. Core services and statutory functions	160.5	161.6	1.1
<b>TOTAL</b>	<b>265.9</b>	<b>265.5</b>	<b>-0.4</b>

## Capital expenditure

This represents our spending on schools and infrastructure such as roads, bridges and buildings. These assets will benefit the community over long periods of time and the expenditure is largely financed by borrowing and capital grants. Our capital expenditure in 2018 to 19 was £27.614 million, where the main projects carried out during the year included:

- £4,193,000 for Garw Valley South primary provision
- £4,652,000 for Pencoed Primary School
- £1,713,000 for extra care facilities
- £2,093,000 for the Town Beach Revetment Scheme in Porthcawl
- £1,162,000 for the Cardiff City Deal
- £2,594,000 for Disabled Facility Grants and private sector housing

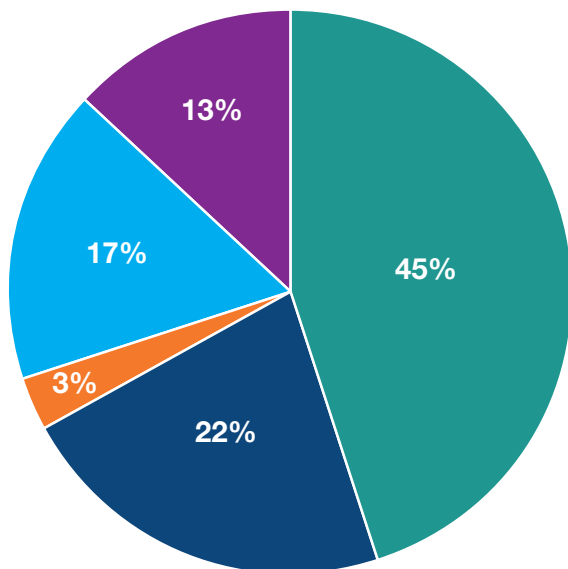


## Grants

We also received specific government grants in addition to the core Revenue Support Grant and Non-Domestic Rate (NDR) allocations and Housing Benefit Subsidy. These totalled £44,168 million in 2018 to 19, which we are able to use in addition to our own revenue budgets. The main grants received during 2018 to 19 included:

- £6,022,468 in the post-16 grant
- £6,074,086 in the supporting people grant
- £4,921,253 in the education improvement grant
- £4,549,137 in the pupil development grant
- £3,226,944 in the flying start grant
- £1,858,469 in the families first grant

The following chart summarises where the money came from and where the money is spent:

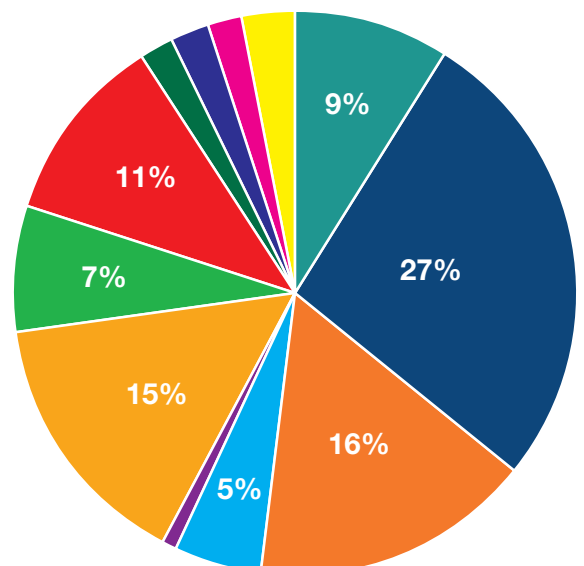


### 2018-19: Where the money comes from

- Revenue Support Grant \* Non Domestic Rates (from Welsh Government) **(45%)**
- Specific Government Grants **(22%)**
- Other Grants & Contributions **(3%)**
- Council Tax **(17%)**
- Fees, Charges & Other Income **(13%)**

### 2018-19: Where the money is spent





- Education & Family Support **(9%)**
- Schools **(27%)**
- Adult Social Care **(16%)**
- Children's Social Care **(5%)**
- Sport, Play & Active Well-being **(1%)**
- Communities **(15%)**
- Chief Executive **(7%)**
- Benefit Payments to Claimants **(11%)**
- Capital Financing **(2%)**
- Levies & Contributions **(2%)**
- Corporate Functions & Insurance Premiums **(2%)**
- Council Tax Reduction Scheme **(3%)**



# What our regulators said about us

## Wales Audit Office

The Auditor General for Wales (the Auditor General) audited the council's Improvement Plan for 2018 to 19. They certified the council had discharged its duties under section 15(6) to (9) of the Measure and had acted in accordance with Welsh Government guidance sufficiently to discharge its duties. The Auditor General certified that we are meeting our statutory requirements in relation to continuous improvement. The Wales Audit Office also undertook the following reviews of the council during 2018 to 19 which can be seen via the below reports.

Review	Link
Overview and Scrutiny - Fit for the Future?	 <a href="#">Item 230</a>
Service User Perspective of Disabled Facilities Grants	 <a href="#">Item 83</a>
Local government use of data	
Planning Services: Improving the economic well-being of Wales	
Examination under the Well-being of Future Generations Act (Wales) 2015 – Step 'Deliver the Porthcawl Resort Investment Focus Programme'	Final report yet to be published.
Social Services and Well-being (Wales) Act 2014: First point of contact assessments	Final report yet to be published.
Tackling violence against women, domestic abuse and sexual violence	Final report yet to be published.

## Estyn

In March 2019, Estyn undertook an inspection into the council's education services. The Estyn report and the post-inspection plan to address the recommendations. These can be seen at: [democratic.bridgend.gov.uk/ieListDocuments.aspx?CId=394&MId=3716&Ver=4&LLL=0](http://democratic.bridgend.gov.uk/ieListDocuments.aspx?CId=394&MId=3716&Ver=4&LLL=0)

This also includes delivering priorities identified in the Welsh Education Strategic Plan which can be seen at: [www.bridgend.gov.uk/media/4855/welsh-in-education-strategic-plan-bridgend-2017-to-2020.docx](http://www.bridgend.gov.uk/media/4855/welsh-in-education-strategic-plan-bridgend-2017-to-2020.docx)

## Care Inspectorate Wales (CIW)

Performance monitoring and evaluation of social care services is monitored throughout the year by CIW. During 2018 to 19, CIW also undertook some more focused work, which can be seen at [democratic.bridgend.gov.uk/ieListDocuments.aspx?CId=142&MId=3341&Ver=4&LLL=0](http://democratic.bridgend.gov.uk/ieListDocuments.aspx?CId=142&MId=3341&Ver=4&LLL=0)

# Important themes that underpin our work

## Well-being of Future Generations (Wales) Act

A number of key principles underpin how we work. Within these principles, we have embedded the sustainable development principal noted in the Well-being and Futures Generation Act as follows.

Sustainable Development Principles	 Long term	 Prevention	 Integration	 Collaboration	 Involvement		
To support communities and people to create their own solutions and reduce dependency on the Council.							
To focus diminishing resources on communities and individuals with the greatest need.							
To use good information from service users and communities to inform its decisions.							
To encourage and develop capacity amongst the third sector to identify and respond to local needs.							
To not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.							
To work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.							
To transform the organisation and many of its services to deliver financial budget reductions as well as improvements.							

## Performance Management Framework

Performance management is about taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be. You can see our Performance Management Framework here: [www.bridgend.gov.uk/media/2281/bcbc-performance-management-framework-2017-version.pdf](http://www.bridgend.gov.uk/media/2281/bcbc-performance-management-framework-2017-version.pdf)

## Scrutinising our performance

Overview and scrutiny committees are a valuable part of the transparent and democratic process. They support the work of the council as a whole in the improvement of public services. You can see more information on the role of scrutiny here: [www.bridgend.gov.uk/my-council/democracy-and-elections/overview-and-scrutiny-committees/](http://www.bridgend.gov.uk/my-council/democracy-and-elections/overview-and-scrutiny-committees/)

## Risk management

With growing demands on services at a time of increasing pressure on finances, effective risk management remains an essential part of the framework for ensuring good corporate governance. We agreed the Corporate Risk Assessment as part of the MTFS in February 2019 and you can be found at: [democratic.bridgend.gov.uk/mgAi.aspx?ID=8994#mgDocuments&LLL=0](http://democratic.bridgend.gov.uk/mgAi.aspx?ID=8994#mgDocuments&LLL=0) item 281 Appendix I

## Equality and diversity

We are committed to promoting equality and valuing diversity through all of our services. Also we are dedicated to treating our residents, customers, employees and visitors with respect, while providing services which respond to people's individual needs. More information can be found at: [www.bridgend.gov.uk/my-council/equalities-and-engagement/equality-and-diversity/](http://www.bridgend.gov.uk/my-council/equalities-and-engagement/equality-and-diversity/)

## Welsh language

We are committed to treating Welsh and English on an equal basis when carrying out our public business. Our five-year strategy and more information on how we promote the language can be seen at: [www.bridgend.gov.uk/my-council/equalities-and-engagement/welsh-language/](http://www.bridgend.gov.uk/my-council/equalities-and-engagement/welsh-language/)

## Bridgend Public Services Board

Bridgend Public Services Board (PSB) is a group of public sector and non-profit organisations who work together to create a better Bridgend County Borough. In July 2019, the PSB published its first annual report highlighting its activity during 2018 to 19. You can read the full report and see five short videos reflecting progress on each of the well-being objectives at: <https://www.bridgend.gov.uk/media/6276/public-service-board-annual-report.pdf>.

## Our well-being objectives for 2019 to 20

In our Corporate Plan 2018 to 22, we set out our well-being objectives or priorities. These are:

- Supporting a successful economy
- Helping people to be more self-reliant
- Smarter use of resources

These well-being objectives were reviewed against the requirements of the Well-being of Future Generations (Wales) Act 2015. We decided that they were still pertinent and should remain our well-being objectives. Full details on the actions we have in place can be seen in our Corporate Plan here: [www.bridgend.gov.uk/media/3632/corporate-plan-2018-2022.pdf](http://www.bridgend.gov.uk/media/3632/corporate-plan-2018-2022.pdf)

# Feedback

We welcome your comments on this annual report and your suggestions for improvement. You can give your feedback through:



our website: [www.bridgend.gov.uk](http://www.bridgend.gov.uk)



on Instagram: [www.instagram.com/BridgendCBC/](https://www.instagram.com/BridgendCBC/)



via Facebook: [www.facebook.com/BridgendCBC](https://www.facebook.com/BridgendCBC)



on Twitter: [@BridgendCBC](https://twitter.com/BridgendCBC)



emailing: [talktous@bridgend.gov.uk](mailto:talktous@bridgend.gov.uk)



in writing to: **Corporate Performance Team, Bridgend County Borough Council, Raven's Court, Brewery Lane, Bridgend CF31 4WB**

This report is available in both Welsh and English. It is also available in another language or format on request.

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

23 OCTOBER 2019

#### REPORT OF THE CHIEF EXECUTIVE

#### PROPOSED CHANGES TO THE JNC SENIOR MANAGEMENT STRUCTURE

#### 1. Purpose of report

- 1.1 The report seeks Council approval on proposed amendments to the senior management structure and to commence formal consultation with relevant JNC officers with regards the proposed JNC senior management structure.

#### 2. Connection to corporate improvement objectives/other corporate priorities

- 2.1 This report assists in the achievement of the following corporate priority:
- Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

#### 3. Background

- 3.1 In November 2017 a new JNC pay and grading structure was approved, whereby additional tiers were added to the existing payscale, to provide more flexibility in the structure to meet future challenges and to more ably respond to market forces and improve recruitment and retention.
- 3.2 Further to this, in 2018, Council approved various changes to the JNC senior management structure which included the deletion of the Head of Human Resources and Organisational Development, the reduction of a Head of Service post in the Communities Directorate, and the deletion of the former Corporate Director in the Operational and Partnerships Directorate.
- 3.3 These changes resulted in a revised management structure in the Communities Directorate and the creation of the Chief Executive's Directorate.

#### 4. Current situation/proposal

- 4.1 Since that last Council report in February 2018, further changes to the senior management team have taken place with the departure of the previous Chief Executive in December 2018 and the appointment of the previous Corporate Director Communities to the Chief Executive position, initially on an interim basis in January 2019 and permanently in May 2019.

- 4.2 This has meant that during this period, interim arrangements have also prevailed in terms of the management of the Communities Directorate and also for the Head of Finance and Performance (and section 151 officer).
- 4.3 While these interim arrangements have ensured that services have continued to run satisfactorily during this time, it is also clear that they are not sustainable in the long term and that permanent arrangements are required to ensure the Council has the capacity and resilience to meet the numerous challenges it faces moving forward, including substantial budgetary reductions and a significant change agenda to help ensure that valuable public services can be sustained and that it is fit for purpose.
- 4.4 In order to achieve stability in the Communities Directorate, a recruitment process for the position of Corporate Director, will be undertaken in accordance with the Local Authorities (Standing Orders) (Wales) Regulations 2006 (as amended).
- 4.5 It is proposed that the current Head of Finance and Performance (and section 151 officer) post, which is currently vacant, is re-designated to that of Chief Officer Finance, Performance and Change. The post will continue to report directly to the Chief Executive as part of the Chief Executive's Directorate, and will assume additional responsibility for aligning the Council's financial resources with its corporate change programme. This will accelerate some of the anticipated efficiency and productivity gains which can be realised from, for example, the digital programme. It is important to note that the Council has a statutory obligation to have a nominated section 151 officer and therefore appointment to this post is essential.
- 4.6 The duties and span of responsibilities have been evaluated using the Council's approved Job Evaluation scheme, and there is a consequent change in the grade to the proposed position as follows: The existing role of Head of Finance and Performance has a salary range of £79,112 to £84,491. The proposed role of Chief Officer Finance, Performance and Change has a salary range of £91,121 to £97,469.
- 4.7 In order to make the establishment of the Chief Officer, Finance, Performance and Change as effective as possible, it is proposed that this post has responsibility for the current Head of Partnerships. This includes, IT, digital transformation, programme management, and customer services.
- 4.8 Additionally, it is proposed that following the review of Human Resources and Organisational Development that this service should report to the Head of Legal and Regulatory Services, and consequently that post is re-designated Chief Officer Legal, Human Resources and Regulatory Services. There is no change in the grading of this post and it will continue to report directly to the Chief Executive as part of the Chief Executive's Directorate.
- 4.9 The current JNC structure in the Chief Executive's Directorate is set out in Appendix A, and the proposed structure set out in Appendix B.
- 4.10 In accordance with section 143A of the Local Government (Wales) Measure 2011, Councils are required to seek views from the Independent Remuneration Panel for Wales (IRPW) on changes to chief officer salaries. There has been an exchange of information between Bridgend CBC and IRPW in which IRPW have requested further information. This has now been provided and will be considered at their next meeting scheduled on 25 October 2019. If, instead of approving the proposed structure,



IRPW propose an alternative or raise concerns, the matter will be brought back to Council by way of a further report. If IRPW have no comment there will not be a further report.

## **5. Effect upon policy framework and procedure rules**

5.1 None.

## **6. Equality Impact Assessment**

6.1 Once the formal consultation process has concluded, an EIA will be conducted.

## **7. Well-being of Future Generations (Wales) Act 2015 implications**

7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

## **8. Financial implications**

8.1 The cost of this proposal is an additional £12,978 at the top of the grade and this increase (plus on-costs) can be met from within the existing finance budget. This increase should be seen in the context of substantial overall senior management savings that have been made over recent years including those outlined in paragraph 3.2. , totalling over £250,000. In addition the appointment to a permanent position of Chief Finance, Performance and Change Officer will enable a restructure of the Finance department to address the current interim arrangements that exist throughout the management structure. It is anticipated that through this process an overall significant net saving will be made within the finance budget.

## **9. Recommendation**

9.1 It is recommended that Council, subject to any further report being necessary as outlined in paragraph 4.10:

- i. Approves the proposal to redesignate the existing Head of Finance and Performance to Chief Officer Finance, Performance and Change;
- ii. Authorises the Chief Executive to commence a formal consultation with relevant JNC officers in the Chief Executive's Directorate;
- iii. Authorises the Chief Executive to determine the final structure and appoint to it in accordance with the Council's procedures for recruitment of JNC Officers.

Mark Shephard  
Chief Executive  
October 2019

**Contact officer:** Mark Shephard  
Chief Executive

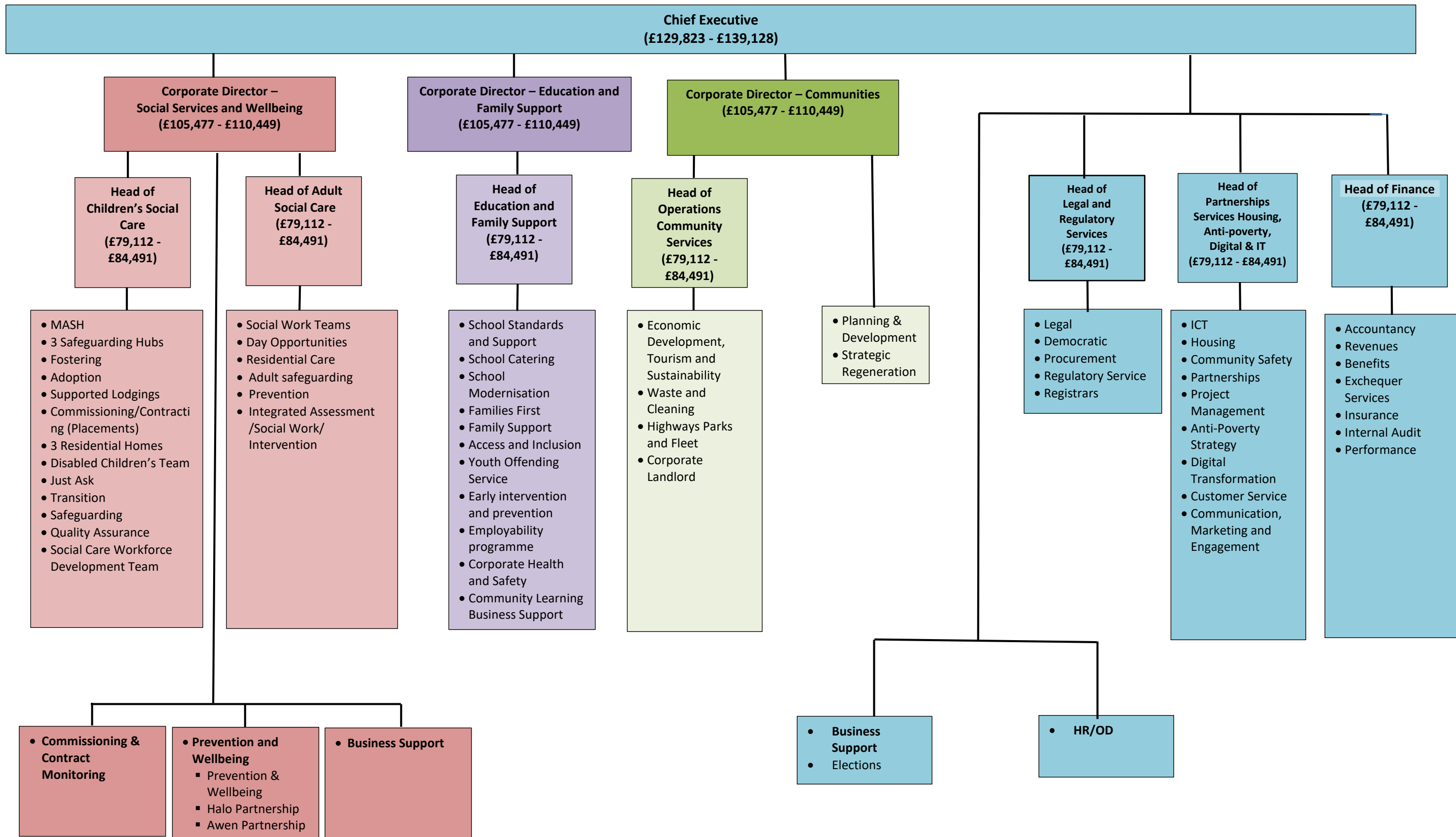
**Telephone:** (01656) 643380

**Email:** mark.shephard@bridgend.gov.uk

**Postal address:** Civic Offices, Angel Street, Bridgend, CF31 4WB

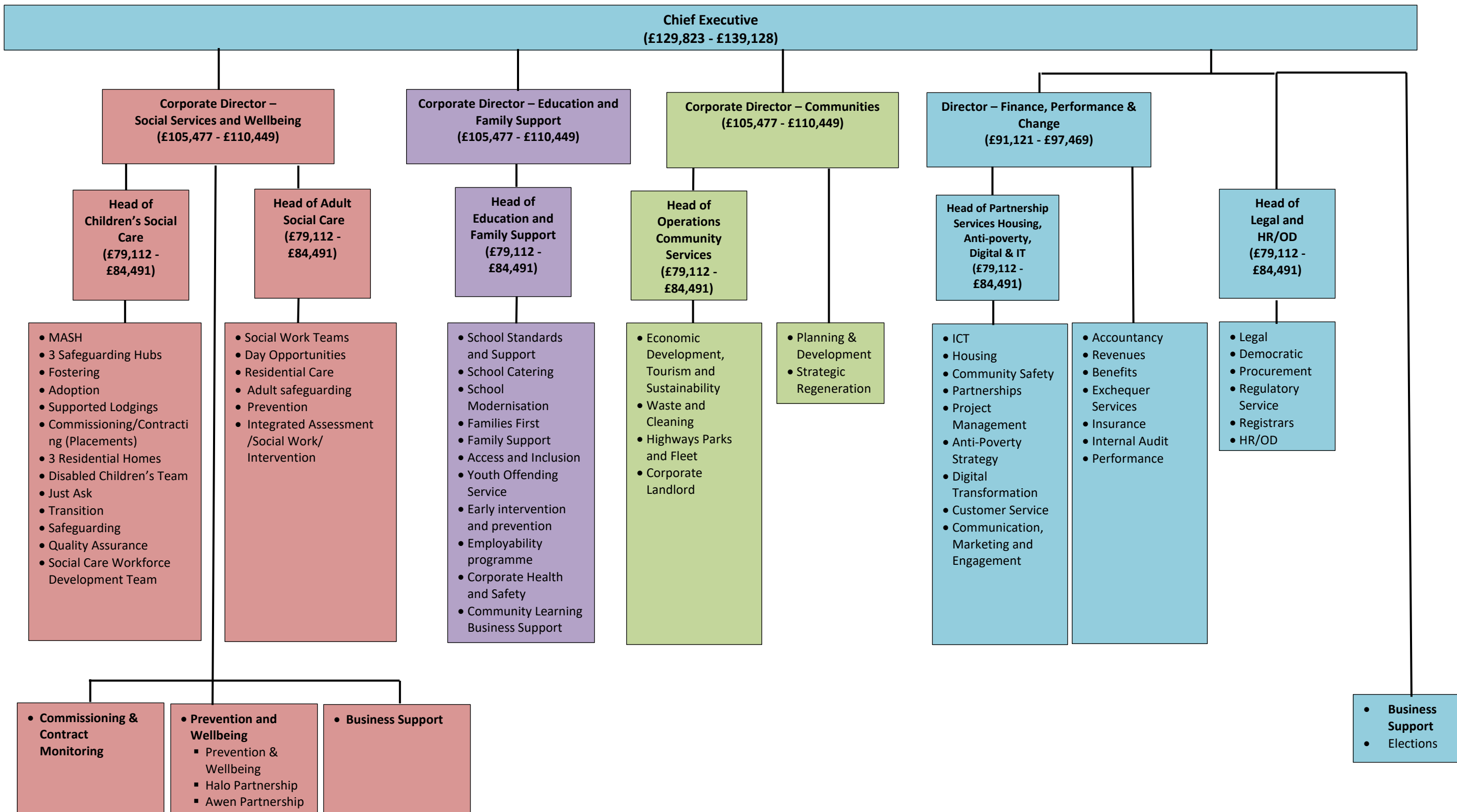
**Background documents:** None

**CORPORATE STRUCTURE AND SERVICES – EXISTING**



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**CORPORATE STRUCTURE AND SERVICES – PROPOSED**



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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

23 OCTOBER 2019

#### REPORT OF THE INTERIM HEAD OF FINANCE & SECTION 151 OFFICER

#### CAPITAL PROGRAMME UPDATE - QUARTER 2 2019-20

##### 1. Purpose of Report

1.1 The purpose of this report is to:-

- comply with the requirement of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance 2018
- provide an update of the Capital Programme for 2019-20 at 30 September 2019 (**Appendix A**)
- seek approval for a revised Capital Programme for 2019-20 to 2028-29 (**Appendix B**)
- note the projected Prudential and Other Indicators for 2019-20 (**Appendix C**)

##### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priorities:-

1. Supporting a successful economy – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. Helping people to be more self-reliant – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

2.2 Capital investment in the Council's assets is a key factor in meeting the Council's Priorities as set out in the Council's Corporate Plan.

### **3. Background**

- 3.1 The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 as amended, contain detailed provisions for the capital finance and accounting controls, including the rules on the use of capital receipts and what is to be treated as capital expenditure. They modify accounting practice in various ways to prevent adverse impacts on authorities' revenue resources.
- 3.2 As well as the legislation, the Council manages its Treasury Management and Capital activities in accordance with the following associated guidance:-
- CIPFA's Treasury Management in the Public Services: Code of Practice
  - CIPFA's The Prudential Code for Capital Finance in Local Authorities
  - Welsh Government (WG) revised Guidance on Local Authority Investments
- 3.3 The Prudential Code for Capital Finance in Local Authorities requires Local Authorities to have in place a Capital Strategy which demonstrates that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out a number of Indicators that must be set and monitored each year.
- 3.4 On 20<sup>th</sup> February 2019, Council approved a capital programme covering the period 2019-20 to 2028-29 as part of the Medium Term Financial Strategy (MTFS). The capital programme was last updated and approved by Council on 24 July 2019. This report provides an update on the following areas:
- Capital Programme 2019-20 Monitoring
  - Capital Programme 2019-20 Onwards
  - Prudential and Other Indicators Monitoring
  - Capital Strategy Monitoring

### **4. Current Situation / Proposal**

#### **Capital Programme 2019-20 Monitoring**

- 4.1 This section of the report provides Members with an update on the Council's capital programme for 2019-20 since the budget was last approved by Council and incorporates any new schemes and grant approvals. The revised programme for 2019-20 currently totals £38.133 million, of which £18.504 million is met from BCBC resources, including capital receipts and revenue contributions from earmarked reserves, with the remaining £19.629 million coming from external resources. Table 1 below shows the capital programme for each Directorate from the July 2019 approved Council position to quarter 2 :-



**Table 1 – Capital Programme per Directorate 2019-20**

Directorate	Approved Council 24 July 2019	New Approvals & Adjustments	Virements	Slippage to future years	Revised Budget 2019-20
	£'000	£'000	£'000	£'000	£'000
Education & Family Support	5,456	1,061	1,332	(674)	7,175
Social Services and Well-being	1,259	165	217	0	1,641
Communities	43,661	1,169	(1,549)	(18,184)	25,097
Chief Executive's	4,095	125	0	0	4,220
<b>Total</b>	<b>54,471</b>	<b>2,520</b>	<b>0</b>	<b>(18,858)</b>	<b>38,133</b>

4.2 Table 2 below summarises the current funding assumptions for the capital programme for 2019-20. The capital resources are managed to ensure that maximum financial benefit for the Council is achieved. This may include the realignment of funding to maximise government grants.

**Table 2 – Capital Programme 2019-20 Resources**

CAPITAL RESOURCES	BCBC £'000	External £'000	Total £'000
Capital Receipts	5,504	0	5,504
Grants	0	16,416	16,416
Earmarked Reserves	7,308	0	7,308
Unsupported Borrowing	349	0	349
Supported Borrowing	3,938	0	3,938
Other Loans	600	2,246	2,846
Revenue Contributions	805	0	805
Other Contributions	0	967	967
<b>TOTAL</b>	<b>18,504</b>	<b>19,629</b>	<b>38,133</b>

4.3 **Appendix A** provides details of the individual schemes within the capital programme, showing the budget available in 2019-20 compared to the projected spend. Commentary is provided detailing any issues associated with these projects.

4.4 A number of schemes have already been identified as requiring slippage of budget to future years (2020-21 and beyond). At quarter 2 the total requested slippage is £18.858 million, which includes the following schemes:

#### Depot Rationalisation (£7.802 million)

At present, efforts are being centred on identifying, designing & carrying out the necessary works to allow members of the Green Spaces team to occupy the refurbished facilities at the Bryncethin Depot. With regards to Waterton Depot, the project is currently at the design phase, with the anticipated works stage due to commence in 2020-21 and continuing into 2021-22. The Capital Programme has now been amended to reflect the current position (see Appendix B for full detail of movements).

#### Fleet Replacement Programme (£1.672 million)

On 18 December 2018, Council approved a budget of £1.6 million for the purchase of replacement highway maintenance vehicles. At present, specifications for a number of these vehicles are being drawn up with a view to starting the tender process late October/early November 2019. Due to estimated build times, it is envisaged that delivery of vehicles will take place in the first quarter of 2020-21.

#### 21<sup>st</sup> Century Schools Programme (£0.543 million)

Following the delivery of the Councils 21<sup>st</sup> Century Schools Band A schemes, a residual budget of £0.643 million from the Council's own resources has been identified. With the next phase (Band B) of the programme in its early stages, precise total scheme costs are unknown, therefore it is requested that this slippage is retained within the capital programme to compliment the Band B budgets already approved by Council.

#### Relocation of Household Waste Recycling Centre (£1.292 million)

The new Community Recycling Centre (CRC) scheme in Village Farm Industrial Estate was given planning consent in May 2019. The tender documents have now been finalised and documentation agreed. The project is also reliant on the completion of improvement works at the junction of A48 and Heol Mostyn. The improvement design is currently on going and it is envisioned that the road works will commence in April 2020 with completion by the end of summer 2020. The CRC construction will commence at the same time with a view to operational transfer in winter 2020.

#### Highways Bridge Strengthening/Carriageway resurfacing (£3.583 million)

As a result of the award of the recent Economic Stimulus grant from WG (see 4.5), it is proposed to fund relevant highways schemes in 2019-20 and use the released budget to be spent either in 2019-20 or rolled forward to 2020-21 to fund new schemes in line with the ethos of the grant.

#### Capital Asset Management Fund (£0.8 million)

On 20 February 2019, Council approved a new fund to meet the costs of works in order to comply with any health and safety or other legislative requirements in respect of the Council's assets. Whilst awaiting the launch of the new Welsh Purchasing Consortium (WPC) procurement framework by Swansea Council, BCBC have been organising surveys of the highest priority properties in order to mitigate risk until the receipt of the remainder of the surveys. In the interim it is expected that circa £200,000 of capital remediation works will be undertaken in this financial year with a request to carry forward £0.8 million into 2020-21.

#### Corporate Landlord Energy Savings Strategy (£0.585 million)

Council has approved £1.3 million of capital to fund energy investment projects using prudential borrowing. Work is progressing and the Council will be seeking tenders from service providers to deliver the works using a Welsh Government Refit procurement framework. Invitation to Tenders are due to be sought later in the calendar year and a tenderer appointed by the end of the financial year. Welsh Government has Salix funding available and officers are appraising using this source in addition to / instead of prudential borrowing. There is a financial advantage in using the Salix funding as it is interest free, although there will be some grant conditions to comply with. Given current tight procurement timescales, should Salix provide better value for money in terms of funding and an application to Welsh Government is successful, then the prudential borrowing will be swapped for Salix Funding in the next version of the capital programme.

#### Capital Programme 2019-20 Onwards

- 4.5 Since the last capital report in July 2019, there have been a number of new externally funded schemes approved, which have been incorporated into the capital programme, including:

##### Community Hub – Brynteg Comprehensive

In June 2019, the Council was awarded £1.044 million of grant funding following a successful bid to WG's 21<sup>st</sup> Century schools programme. The grant will fund the construction of a dedicated community hub building at Brynteg School. The East Hub, which is currently located at Civic Offices, would relocate to the new building (subject to the necessary approvals). The provision follows the locality hub model and allows for close integrated working between professionals from council departments (including locality safeguarding teams, the Inclusion Service and Education Psychology Service staff) and non-local authority professionals including health visitors and police liaison officers. The work of the Hub will focus on children, young people and families, where the team around the family is key to a multi-agency approach in providing a wide range of support and services to vulnerable families in need within Bridgend. Additional agencies and professionals will provide added value. By support services working together, it aims at improving confidence and resilience in children, young people and families, whilst supporting the reduction of crisis and vulnerability.

##### Valleys Regional Park (VRP) – Bryngarw and Parc Slip

On 17 September 2019, Cabinet gave approval to accept funding of £900,000 from WG in respect of projects at Bryngarw Park (£500,000) and Parc Slip (£400,000). In addition, Cabinet also gave approval for the Council to enter into agreements with delivery partners to support the activities being delivered at Bryngarw Park (AWEN) and Parc Slip (Wildlife Trust). Details of both schemes can be found in the aforementioned Cabinet report but both will aim to maximise the social, economic and environmental potential of the valleys' natural, cultural and heritage assets. It is intended that the VRP will provide and sustain the

improvement and management of a highly visible network of uplands, woodlands, nature reserves and country parks, rivers, reservoirs and canals, heritage sites and attractions across the Valleys, linking with the towns and villages.

Funding will be split over the next two financial years, £579,000 in 2019-20 and £321,000 in 2020-21.

#### Caerau Heat Network

A report was presented to Cabinet on 23 July 2019 to provide an update on the Caerau Mine Water Heat Project and delegate authority to the Section 151 Officer and Head of Legal and Regulatory Services to accept a revised funding offer from Welsh European Funding Office (WEFO) and to enter into any funding and legal agreements.

The scheme is in its final stages of approval with WEFO and this is anticipated imminently, hence the scheme's inclusion in the Capital Programme.

#### Economic Stimulus Grant

On 29 August 2019, WG awarded the Council with an Economic Stimulus grant of £0.887 million. The purpose of the grant is to:

- invest in capital schemes to drive important changes in communities.
- fund a range of projects that can be delivered quickly in year, providing economic benefits which are aligned with the Welsh Government's priorities and which can stimulate wider economic demand at a time when it is needed most.
- consider any positive impacts on biodiversity and the environment that can be delivered through the investment of this funding.

As the funding is required to be applied to expenditure in 2019-20 it is proposed to utilise this against relevant planned Highways schemes (see 4.4 for details) and allow internal funding to slip in to 2020-21. This will afford officers and Members the time to consider the opportunities and options that arise from receiving the grant.

- 4.7 There are a number of other schemes within the Capital Programme that are awaiting confirmation of external funding over the autumn period. Once approval is known, it may also result in some schemes needing re-profiling. The Capital Programme has not been updated at this time for these schemes and further reports will be brought to Cabinet and Council in due course for approval.

A Revised Capital Programme is included as **Appendix B**.

#### Prudential and Other Indicators 2019-20 Monitoring

- 4.8 In February 2019, Council approved the Capital Strategy for 2019-20, which included the Prudential Indicators 2019-20 to 2021-22 together with some local indicators.
- 4.9 The Capital Strategy is intended to give an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability. To this end, a number of prudential indicators were included, and approved by Council. In line with the requirements of the Prudential Code, the Chief Finance Officer is required to establish procedures to monitor both performance against all forward-looking prudential indicators and the requirement specified.
- 4.10 **Appendix C** details the actual indicators for 2018-19, the estimated indicators for 2019-20 set out in the Council's Capital Strategy and the projected indicators for 2019-20 based on the revised Capital Programme. These show that the Council is operating in line with the approved limits.

### **Capital Strategy Monitoring**

- 4.11 The Capital Strategy also requires the monitoring of non-treasury management investments and other long term liabilities. The Council does have an existing investment portfolio which is 100% based within the County Borough and primarily the office and industrial sectors. The income streams are generally spread between the single and multi-let office investments on Bridgend Science Park, the multi-let industrial estates and the freehold ground rent investments. The total value of Investment Properties was £4.635 million at 31 March 2019.
- 4.12 The Council previously approved £1 million within the capital programme for the purchase of investment assets and spent £520,000 on acquiring an office building, which generates a rental income of £56,000 per year or just over 9% return on the investment. There is a further £480,000 available within the capital programme but as yet no suitable options have been identified within the Bridgend area, which would produce a reasonable return and at acceptable levels of risk. The Council may in the future wish to consider expanding its property investment portfolio, in which case it would need to review the criteria and investment strategy but this would be on a risk based approach.
- 4.13 The Council has a number of Other Long Term Liabilities which are included within the Capital Strategy. These include the following:-

#### **Private Finance Initiative**

The Council has a Private Finance Initiative (PFI) arrangement for the provision of a Secondary School in Maesteg. This forms a long-term liability for the Council which is £17 million at 31 March 2019. This is a 25 year agreement which will end during the 2033-34 financial year.

#### **Llynfi Valley Loan**

The Council received a loan from the Welsh Government Central Capital Retained Fund for regeneration works within the Llynfi Valley in March 2014. Capital works have not yet commenced. Officers are currently in discussion with Welsh Government on this Loan, which is due to be repaid by the end of the financial year, about some possible options including the extension of the Loan into 2020-21.

#### Salix Loan

During the first half of 2019-20, the Council has received a £374,000 loan from Welsh Government Energy Efficiency Loans Programme. This was equivalent to the capital spend in 2018-19 for Street Lighting up to the end of February 2019. A further loan will be received in this financial year to cover the 2019-20 capital expenditure. The Loan will be repaid from revenue budget savings for energy efficiency.

### **5. Effect upon Policy Framework and Procedure Rules**

- 5.1 As required by Financial Procedure Rule 3.5.3 within the Council's Constitution, "The Chief Finance Officer shall report quarterly to Cabinet an update on the Capital Strategy and the Prudential Indicators."

### **6. Equality Impact Assessment**

- 6.1 Projects within the Capital Programme will be subject to the preparation of Equality Impact Assessments before proceeding.

### **7. Well-being of Future Generations (Wales) Act 2015 Implications**

- 7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of wellbeing goals/objectives as a result of this report. Specifically the development of a 10 year capital programme, which reflects the Council's affordability in terms of capital receipts and borrowing, supports the principle of sustainability over the long term.

### **8. Financial Implications**

- 8.1 The financial implications are outlined in the body of the report.

### **9. Recommendation**

- 9.1 It is recommended that Council:
- note the Council's Capital Programme for 2019-20 for the period to 30 September 2019 (**Appendix A**);
  - approves the revised Capital Programme (**Appendix B**)
  - note the projected Prudential and Other Indicators for 2019-20 (**Appendix C**).

**Gill Lewis**  
**Interim Head of Finance and Section 151 Officer**  
**3 October 2019**

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**Background documents:**

Capital Strategy 2019-20– Report to Council 20 February 2019  
Capital Strategy Report Q1 2019-20 – Report to Council 24 July 2019  
Medium Term Financial Strategy 2019-20 onwards – Report to Council 20 February 2019

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# Bridgend County Borough Council

## CAPITAL MONITORING REPORT

APPENDIX A

F

### Main Scheme

09/15/23

	Whole Scheme Budget*	Budget 19-20 (Council July 2019)	New Approvals	Virement	Slippage to 2020-21	Revised Budget 2019-20	Total Exp to date	Projected Spend	Over / (Under) spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Education &amp; Family Support</b>									
<b>Learning</b>									
21ST CENTURY SCHOOLS BAND B	51,916	320	-	-	-	320	-	320	-
PENYFAI PRIMARY	7,239	356	-	-	-	356	-	356	-
BRYNMENYN PRIMARY	8,310	234	-	(190)	-	44	-	44	-
GATEWAY TO THE VALLEYS SEC SCH	39,757	140	-	-	-	140	4	140	-
COITY PRIMARY SCHOOL	8,560	46	-	-	-	46	-	46	-
GARW VALLEY SOUTH PRY PROVIS.	10,642	326	-	(166)	-	160	(216)	160	-
PENCOED PRIMARY	10,834	100	-	-	-	100	(138)	100	-
GARW VALLEY PRIMARY HIGHWAYS	300	130	-	(100)	-	30	-	30	-
PENCOED PRY SCH HIGHWAYS WORKS	400	65	-	-	-	65	(5)	65	-
BRYNMENYN SCHOOL HIGHWAYS WORK	807	70	-	-	-	70	7	70	-
OGMORE COMPREHENSIVE	4,120	37	-	-	-	37	6	37	-
CWMFELIN PRIMARY	235	204	-	-	-	204	141	204	-
REDUCTION OF INFANT CLASS SIZES	(521)	542	-	(521)	179	200	8	200	-
CROESTY PRIMARY SCHOOL	521	-	-	521	-	521	11	521	-
SCHOOLS CAPITAL MINOR WORKS	1,240	241	-	765	(178)	828	128	828	-
HERONSBRIDGE SCHOOL	300	50	-	-	-	50	1	50	-
FLYING START- BETWS	17	-	17	-	-	17	-	17	-
SCHOOLS TRAFFIC SAFETY	588	177	-	88	-	265	4	265	-
MAESTEG COMP HIGHWAYS	412	88	-	(88)	-	-	-	-	-
SCHOOL MODERNISATOIN RETENTION	543	-	-	543	(543)	-	-	-	-
EDUCATION S106 SCHEMES	190	42	-	190	-	232	-	232	-
COMPLEX&MEDICAL NEEDS SCHOOLS	865	280	-	190	-	470	121	470	-
SCHOOL'S CAPITAL MAINTENANCE GRANT	1,817	1,817	-	-	(132)	1,685	77	1,685	-
WELSH MEDIUM CHILDCARE PROVISION - BETTWS	650	55	-	-	-	55	7	55	-
WELSH MEDIUM CHILDCARE PROVISION - BRIDGEND	650	55	-	(55)	-	-	-	-	-
WELSH MEDIUM CHILDCARE PROVISION - OGMORE	650	-	-	55	-	55	1	55	-
WELSH MEDIUM CHILDCARE PROVISION - HIGHWAYS	100	-	-	100	-	100	-	100	-
WLGA - ADDITIONAL FUNDING FOR ICT -SCHOOLS	81	81	-	-	-	81	-	81	-
EAST HUB- BRYNTEG COMPREHENSIVE	1,044	-	1,044	-	-	1,044	50	1,044	-
<b>TOTAL Learning</b>	<b>152,267</b>	<b>5,456</b>	<b>1,061</b>	<b>1,332</b>	<b>(674)</b>	<b>7,175</b>	<b>207</b>	<b>7,175</b>	<b>-</b>
<b>TOTAL Education &amp; Family Support</b>	<b>152,267</b>	<b>5,456</b>	<b>1,061</b>	<b>1,332</b>	<b>- 674</b>	<b>7,175</b>	<b>207</b>	<b>7,175</b>	<b>-</b>
<b>Social Services and Wellbeing</b>									
BRYNGARW PARK-ACCESS IMPROVEMENTS	35	-	-	35	-	35	-	35	-
BRYN Y CAE - HFE'S	40	-	-	40	-	40	-	40	-
WELLBEING MINOR WORKS	105	-	26	79	-	105	-	105	-
TY PENYBONT	50	-	-	50	-	50	-	50	-
BAKERS WAY MINOR WORKS	13	-	-	13	-	13	3	13	-
GLAN YR AFON CARE HOME	98	51	-	-	-	51	-	51	-
HARWOOD HOUSE	286	-	-	-	-	-	-	-	-
ELECTRONIC SCHEDULING SYSTEM	-	-	-	-	-	-	(5)	-	-
ARCH WELLBEING CENTRE	847	200	347	-	-	547	402	547	-
CHILDRENS RESIDENTIAL HUB	700	500	100	-	-	600	4	600	-

EXTRA CARE FACILITIES	2,692	508	(308)	-	-	200	44	200	-
<b>TOTAL Social Services &amp; Wellbeing</b>	<b>4,866</b>	<b>1,259</b>	<b>165</b>	<b>217</b>	<b>-</b>	<b>1,641</b>	<b>448</b>	<b>1,641</b>	<b>-</b>
<b>Communities</b>									
<b>Street Scene</b>									
PARKS PAVILIONS	1,011	1,000	-	-	-	1,000	124	1,000	-
PARKS PAVILIONS	1,011	11	-	-	-	11	-	11	-
CITY DEAL	45,581	2,595	-	-	-	2,595	-	2,595	-
PORTHCAWL TOWN SEA DEFENCE	3,235	149	(57)	(9)	-	83	(24)	83	-
EASTERN PROMENADE PORTHCAWL	465	149	49	9	-	207	151	207	-
CORNELLY CEMETERY EXT	314	314	-	-	(314)	-	-	-	-
COYCHURCH CREM	776	1,008	-	-	(835)	173	29	173	-
PORTHCAWL CEMETERY EXT	216	216	-	-	(216)	-	-	-	-
REMEDIAL MEASURES - CAR PARKS	215	152	-	-	-	152	-	152	-
STREET LIGHTING ENERGY SALIX	2,500	917	-	-	(317)	600	121	600	-
SAFE ROUTES TO SCHOOL	243	243	-	-	-	243	72	243	-
ROAD SAFETY SCHEMES	115	55	-	60	-	115	11	115	-
ACTIVE TRAVEL- PENCOED TECHNOLOGY PARK	898	898	-	-	-	898	22	898	-
HIGHWAYS STRUCTURAL WORKS	200	187	-	-	-	187	7	187	-
CARRIAGEWAY CAPITAL WORKS	250	189	-	-	-	189	108	189	-
ACTIVE TRAVEL - BRIDGEND TO BRACKLA	717	717	-	-	-	717	6	717	-
ROAD SAFETY IMPROVEMENTS - HEOL MOSTYN	600	-	-	-	-	-	(4)	-	-
RIGHTS OF WAY MINOR WORKS	40	-	-	40	-	40	3	40	-
HIGHWAYS REFURBIHMENT GRANT	1,600	1,600	-	-	-	1,600	254	1,600	-
CARRIAGEWAY & FOOTWAYS RENEWAL	5,857	2,432	153	-	(2,035)	550	547	550	-
NATIONAL CYCLE NETWORK PHASE 2	-	-	-	-	-	-	(17)	-	-
REPLACEMENT OF STREET LIGHTING	418	444	-	(190)	(24)	230	92	230	-
BRIDGE STRENGTHENING A4061	3,184	2,034	734	-	(1,548)	1,220	326	1,220	-
COMMUNITIES MINOR WORKS	401	49	-	201	-	250	17	250	-
RIVER PROTECTION MEASURES	393	-	-	190	-	190	175	190	-
RETAINING WALL REPLCMNT BETTWS	175	11	-	-	-	11	-	11	-
LOCAL TRANSPORT FUND - BUS CORRIDORS	150	150	-	-	-	150	-	150	-
LOCAL TRANSPORT FUND - PENPRYSG ROAD BRIDGE	240	240	-	-	-	240	13	240	-
LOCAL TRANSPORT FUND - BRIDGEND TO COYCHURCH	750	750	-	-	-	750	27	750	-
SAFE ROUTES - COITY HIGHER	218	218	-	-	-	218	9	218	-
RESIDENTS PARKING BRIDGEND TC	130	128	-	-	-	128	-	128	-
FLEET VEHICLES	2,140	1,904	-	-	(1,672)	232	232	232	-
RELOCATE RECYCLING CENTRE	1,328	1,322	-	-	(1,292)	30	-	30	-
HIGHWAYS S106 MINOR SCHEMES	65	-	65	-	-	65	3	65	-
<b>TOTAL Streetscene</b>	<b>75,436</b>	<b>20,082</b>	<b>944</b>	<b>301</b>	<b>(8,253)</b>	<b>13,074</b>	<b>2,304</b>	<b>13,074</b>	<b>-</b>
<b>Regeneration &amp; Development</b>									
BRDGND BUS SUP NETWORK	54	96	-	(6)	-	90	17	90	-
PCAWL RESORT INVESTMENT FOCUS	3,006	1,160	-	82	(98)	1,144	937	1,144	-
EU CONVERGANCE SRF BUDGET	463	707	-	(144)	(443)	120	-	120	-
PURCHASE OF SALT LAKE CAR PARK	-	64	-	-	-	64	7	64	-
VRP - BRYNGARW PARK	500	-	250	-	-	250	-	250	-
VRP - PARC SLIP	400	-	329	-	-	329	-	329	-
LLYNFI DEVELOPMENT SITE	2,400	2,246	-	-	-	2,246	-	2,246	-
P/CWL RESTBAY WATERSIDE CYCLE	-	-	-	-	-	-	-	-	-
BRIDGEND HEAT SCHEME	350	100	-	100	(100)	100	-	100	-
MAESTEG TOWN HALL CULTURAL HUB	5,168	1,497	-	-	-	1,497	77	1,497	-
TOWN & COMMUNITY COUNCIL FUND	328	328	-	-	-	328	73	328	-
BRIDGEND TOWNSCAPE HERITAGE	-	-	-	-	-	-	(15)	-	-
PORTHCAWL THI	1,122	376	-	49	-	425	20	425	-
<b>TOTAL Regeneration &amp; Development</b>	<b>13,791</b>	<b>6,574</b>	<b>579</b>	<b>81</b>	<b>(641)</b>	<b>6,593</b>	<b>1,116</b>	<b>6,593</b>	<b>-</b>

<b>Corporate Landlord</b>											
CAPITAL ASSET MANAGEMENT FUND	1,000	1,500	(500)	-	(800)	200	-	200	-		
CORP LANDLORD ENERGY EFFIC SAV	1,300	635	-	-	(585)	50	-	50	-		
ENTERPRISE HUB INNOVATION CENT	3,715	886	109	(6)	-	989	392	989	-		
RAVEN'S COURT MINOR WORKS	245	-	-	245	-	245	1	245	-		
RELOCATION OF REGISTRARS	300	271	-	25	-	296	26	296	-		
BRIDGEND/MAESTEG MARKET MINOR WORKS	25	-	-	25	-	25	-	25	-		
DBA WORKS	109	-	-	109	-	109	28	109	-		
MINOR WORKS	337	2,845	37	(2,545)	(98)	239	111	239	-		
FIRE PRECAUTIONS MINOR WORKS	216	-	-	216	(5)	211	3	211	-		
BRYNCETHIN DEPOT FACILITIES	4,316	192	-	-	-	192	9	192	-		
NON OPERATIONAL ASSETS	480	480	-	-	-	480	-	480	-		
WATERTON UPGRADE	8,144	8,144	-	-	(7,802)	342	-	342	-		
CIVIC OFFICE ENVELOPE	2,545	12	-	-	-	12	(3)	12	-		
MINOR WORKS BOILERS	-	-	-	-	-	-	(9)	-	-		
EVERGREEN HALL - LEASE ACQUISITION	40	40	-	-	-	40	-	40	-		
INVESTING IN COMMUNITIES	2,000	2,000	-	-	-	2,000	-	2,000	-		
<b>Total Corporate Landlord</b>	<b>24,772</b>	<b>17,005</b>	<b>(354)</b>	<b>(1,931)</b>	<b>(9,290)</b>	<b>5,430</b>	<b>558</b>	<b>5,430</b>	<b>-</b>		
<b>TOTAL Communities</b>	<b>113,999</b>	<b>43,661</b>	<b>1,169</b>	<b>-</b>	<b>1,549</b>	<b>-</b>	<b>18,184</b>	<b>25,097</b>	<b>3,978</b>	<b>25,097</b>	<b>-</b>
CORPORATE CAPITAL FUND	200	200	-	-	-	200	-	200	-		
<b>TOTAL Office of Chief Exec</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>200</b>	<b>-</b>		
BRYNMENYN HOMELESSNESS UNIT	171	39	51	-	-	90	-	90	-		
MANDATORY DFG RELATED EXPEND	2,493	2,493	-	-	-	2,493	680	2,493	-		
TARGET HARDENING GRANTS	-	-	-	-	-	-	13	-	-		
HOUSING RENEWAL AREA	101	101	-	-	-	101	2	101	-		
COMFORT SAFE & SECURITY GRANTS	-	-	-	-	-	-	12	-	-		
EMERG REPAIR LIFETIME GRANT	-	-	-	-	-	-	53	-	-		
ENABLE SUPPORT GRANT	-	-	-	-	-	-	54	-	-		
HOMES IN TOWN GRANT	-	-	-	-	-	-	9	-	-		
<b>TOTAL Housing/Homelessness</b>	<b>2,765</b>	<b>2,633</b>	<b>51</b>	<b>-</b>	<b>-</b>	<b>2,684</b>	<b>823</b>	<b>2,684</b>	<b>-</b>		
ICT LAPTOP REPLACEMENT	400	13	73	-	-	86	73	86	-		
DIGITAL MEETING SPACES	130	99	1	-	-	100	14	100	-		
ICT INFRA SUPPORT	300	300	-	-	-	300	-	300	-		
DIGITAL TRANSFORMATION	1,000	520	-	-	-	520	-	520	-		
DATA CENTRE	330	330	-	-	-	330	207	330	-		
<b>TOTAL ICT</b>	<b>2,160</b>	<b>1,262</b>	<b>74</b>	<b>-</b>	<b>-</b>	<b>1,336</b>	<b>294</b>	<b>1,336</b>	<b>-</b>		
<b>TOTAL Chief Executive</b>	<b>5,125</b>	<b>4,095</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>4,220</b>	<b>1,117</b>	<b>4,220</b>	<b>0</b>		
<b>GRAND TOTAL</b>	<b>276,257</b>	<b>54,471</b>	<b>2,520</b>	<b>-</b>	<b>(18,858)</b>	<b>38,133</b>	<b>5,750</b>	<b>38,133</b>	<b>-</b>		

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## PRUDENTIAL INDICATORS 2019-20

The Prudential Indicators are required to be set and approved by Council in accordance with CIPFA's Prudential Code for Capital Finance in Local Authorities. Table 1 shows the 2018-19 actual capital expenditure, summarised over Council Fund services and Investment Properties, the capital programme approved by Council on 20 February 2019 and the latest projection for the current financial year which has incorporated slippage of schemes from 2018-19 together with any new grants and contributions or changes in the profile of funding.

Table 1: Prudential Indicator: Estimates of Capital Expenditure

	2018-19 Actual £m	2019-20 Estimate (Council Feb '19) £m	2019-20 Projection £m
Council Fund services	27.614	35.677	37.653
Investment Properties	-	0.480	0.480
<b>TOTAL</b>	<b>27.614</b>	<b>36.157</b>	<b>38.133</b>

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or net financing requirement (borrowing, leasing and Private Finance Initiative). The planned financing of the expenditure has been projected as per table 2 below.

Table 2: Capital financing

	2018-19 Actual £m	2019-20 Estimate (Council Feb '19) £m	2019-20 Projection £m
External sources	12.407	9.950	19.629
Own resources	9.045	14.978	13.617
Net Financing Requirement	6.162	11.229	4.887
<b>TOTAL</b>	<b>27.614</b>	<b>36.157</b>	<b>38.133</b>

The net financing requirement has fallen compared to the estimate on the Capital Strategy as a result of the reduction in anticipated level of Prudential Borrowing within 2019-20. This will reduce the revenue burden on the Council within this financial year as the net financing requirement is only a temporary source of finance, since loans and leases must be repaid. This is therefore replaced over time by other financing, usually from revenue which is known as the Minimum Revenue Provision (MRP). As well as MRP, the Council makes additional voluntary revenue contributions to pay off Prudential or Unsupported Borrowing. The total of these are shown in Table 3 below.

Table 3: Replacement of debt finance

	2018-19 Actual £m	2019-20 Estimate (Council Feb '19) £m	2019-20 Projection £m
Minimum Revenue Provision (MRP)	2.858	2.885	2.885
Additional Voluntary Revenue Provision	1.459	1.995	1.504
<b>Total MRP &amp; VRP</b>	<b>4.317</b>	<b>4.880</b>	<b>4.389</b>
<b>Other MRP on Long term Liabilities</b>	<b>0.641</b>	<b>0.690</b>	<b>0.690</b>
<b>Total Own Resources</b>	<b>4.958</b>	<b>5.570</b>	<b>5.079</b>

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces by the MRP amount within the year. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows based on the movement on capital expenditure at quarter 1:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	2018-19 Actual £m	2019-20 Estimate (Council Feb '19) £m	2019-20 Projection £m
<b>Capital Financing Requirement (CFR)</b>			
Opening CFR adjusted excluding PFI & other liabilities	153.240	154.811	155.08
Opening PFI CFR	17.640	17.000	17.000
<b>Total Opening CFR</b>	<b>170.880</b>	<b>171.811</b>	<b>172.084</b>
Movement in CFR excluding PFI & other liabilities	1.845	6.349	0.498
Movement in PFI CFR	(0.641)	(0.690)	(0.690)
Movement in Innovation Centre CFR	-	-	-
Movement in Coychurch Crematorium	-	-	-
<b>Total Movement in CFR</b>	<b>1.204</b>	<b>5.659</b>	<b>(0.192)</b>
<b>Closing CFR</b>	<b>172.084</b>	<b>177.470</b>	<b>171.892</b>
<b>Movement in CFR represented by :-</b>			
Net Financing Need for Year (Table 2 Above)	6.162	11.229	4.887
Minimum and Voluntary Revenue Provisions	(4.317)	(4.880)	(4.389)
MRP on PFI and Other Long Term Leases (Table 3 above)	(0.641)	(0.690)	(0.690)
<b>Total Movement</b>	<b>1.204</b>	<b>5.659</b>	<b>(0.192)</b>

The Capital Financing Requirement has fallen since the Capital Strategy was presented to Council in February. This is as a result of the finalisation of the year end position for 2018-19 where additional grants were received to replace loan financing, together with a fall in the Net Financing Requirement for 2019-20 as set out in Table 2 above.

The capital borrowing need (Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This is known as Internal Borrowing. Projected levels of the Council's total outstanding debt, which comprises borrowing, PFI and Other Long Term Liabilities, are shown in Table 5, compared with the Capital Financing Requirement.

*Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement*

	<b>2018-19 Actual £m</b>	<b>2019-20 Estimate (Council Feb '19) £m</b>	<b>2019-20 Projection £m</b>
Debt (incl. PFI & leases)	114.750	<b>130.758</b>	<b>114.882</b>
Capital Financing Requirement	172.084	<b>177.470</b>	<b>171.892</b>

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen, the Council expects to comply with this in the medium term.

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit. Table 6 below shows these two limits and as the current projection for debt is £114.882 million, it is below the Operational Boundary

*Table 6: Prudential Indicators: Authorised limit and operational boundary for external debt in £m*

	<b>2018-19 Actual £m</b>	<b>2019-20 Estimate (Council Feb '19) £m</b>	<b>2019-20 Projection £m</b>
Authorised limit – borrowing	145.000	<b>170.000</b>	170.000
Authorised limit – other long term liabilities	30.000	<b>30.000</b>	30.000
<b>Authorised Limit Total</b>	<b>175.000</b>	<b>200.000</b>	<b>200.000</b>
Operational boundary – borrowing	105.000	<b>115.000</b>	100.000
Operational boundary – other long term liabilities	25.000	<b>20.000</b>	20.000
<b>Operational Boundary Limit Total</b>	<b>130.000</b>	<b>135.000</b>	<b>140.000</b>
<b>Total Borrowing and Long Term Liabilities</b>	<b>114.750</b>	<b>130.758</b>	<b>114.882</b>

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

*Table 7: Prudential Indicator: Proportion of financing costs to net revenue stream*

	<b>2018-19 Actual £m</b>	<b>2019-20 Estimate (Council Feb '19) £m</b>	<b>2019-20 Projection £m</b>
Capital Financing Central	6.451	6.741	6.509
Other Financing costs	3.406	3.941	3.451
<b>TOTAL FINANCING COSTS</b>	<b>9.857</b>	<b>10.682</b>	<b>9.960</b>
Proportion of net revenue stream	3.71%	3.94%	3.68%

Table 7 above shows that in 2018-19, 3.71% of our net revenue income was spent paying back the costs of capital expenditure. This is less than in 2017-18 (4.72%) due to the change in the MRP policy during the financial year where the charge for Supported Borrowing is now on a straight-line basis over forty-five years rather than on a 4% reducing balance basis. The projection for 2019-20 is that the proportion of net revenue income spent paying back the cost of capital is projected to be 3.68%, which is lower than when the Capital Strategy was taken to Council due to the reduction in Prudential Borrowing for 2019-20.

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

23 OCTOBER 2019

#### REPORT OF THE INTERIM HEAD OF FINANCE & SECTION 151 OFFICER

#### TREASURY MANAGEMENT – HALF-YEAR REPORT 2019-20

#### 1. Purpose of the Report

1.1 The purpose of this report is to:-

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy's 'Treasury Management in the Public Services: Code of Practice' (the Code) to report an overview of treasury activities as part of a mid-year review;
- Report on the projected Treasury Management Indicators for 2019-20;
- Approve the Treasury Management activities for the period 1 April 2019 to 30 September 2019.

#### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priority:

- Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

2.2 The Treasury Management Report is integral to the delivery of the Corporate Improvement Objectives as the allocation of resources determines the extent to which the Corporate Objectives can be delivered.

#### 3. Background

3.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council is exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

3.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury

Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a Treasury Management Strategy (TMS) before the start of each financial year. The CIPFA Code also requires the Council to set a number of Treasury Management Indicators which are forward looking parameters and enable the Council to measure and manage its exposure to treasury management risks and these are included throughout this report. In addition, the Welsh Government issued revised Guidance on Local Authority Investments in March 2010 that requires the Council to approve an Investment Strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the Welsh Government Guidance.

- 3.3 In 2017 CIPFA also published a new version of the Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The updated Prudential Code includes a new requirement for Local Authorities to provide a Capital Strategy, which is a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The definition of investments in the revised 2017 CIPFA Code now covers all the financial assets of the Council as well as other non-financial assets which the Authority holds primarily for financial return. The Council's Capital Strategy 2019-20, complying with CIPFA's requirement includes the Prudential Indicators which in previous years were included in the TMS, along with details regarding the Council's non-treasury investments.
- 3.4 The Capital Strategy and TMS should be read in conjunction with each other as they are interlinked as borrowing and investments are directly impacted upon by capital plans and were approved together by Council on 22 February 2019.
- 3.5 The Council's treasury management advisors are Arlingclose. The current services provided to the Council include:-
- advice and guidance on relevant policies, strategies and reports
  - advice on investment decisions
  - notification of credit ratings and changes
  - other information on credit quality
  - advice on debt management decisions
  - accounting advice
  - reports on treasury performance
  - forecasts of interest rates
  - training courses

## **4. Current Situation / Proposal**

### **4.1 Economic Context**

- 4.1.1 The interest rate views incorporated in the Council's TMS 2019-20 were based upon officers' views supported by a forecast from Arlingclose. When the TMS 2019-20 was prepared in January 2019, due to the anticipated short time for a

Brexit withdrawal deal to be agreed and the possibility of an extended period of uncertainty over the possible outcome, Arlingclose's central case scenario was forecasting a 0.25% rise in the Bank Rate during 2019-20 to take official UK interest rates to 1.00% by December 2019.

4.1.2 With the new Prime Minister favouring exiting the European Union (EU) on 31 October 2019 with or without a deal, Arlingclose believe that policymakers are unlikely to raise the Bank Rate unless there is some certainty of a withdrawal agreement. The Bank Rate started the financial year at 0.75% and the current forecast is that the Bank Rate will remain at this level beyond the end of the financial year-end.

## 4.2 External Debt and Investment Position

4.2.1 On 30 September 2019, the Council held £96.87 million of external long term borrowing and £43.75 million of investments. The external debt and investment position for 1 April to 30 September 2019 is shown below in Table 1; more detail is provided in section 4.3 - Borrowing Strategy and Outturn, and section 4.4 - Investment Strategy and Outturn.

**Table 1: Council's external debt and investment position 1 April to 30 September 2019**

	Principal as at 01-04-19 £m	Average Rate 01-04-19 %	Principal as at 30-09-19 £m	Average Rate 30-09-19 %
<b>External Long Term Borrowing:</b>				
Public Works Loan Board	77.62	4.70	77.62	4.70
Lender's Option Borrower's Option	19.25	4.65	19.25	4.65
<b>Total External Long Term Borrowing</b>	<b>96.87</b>	<b>4.69</b>	<b>96.87</b>	<b>4.69</b>
<b>Other Long Term Liabilities (LTL)</b>				
Private Finance Initiative (PFI)*	17.00		16.83	
Other LTL	0.88		1.22	
<b>Total Other Long Term Liabilities</b>	<b>17.88</b>		<b>18.05</b>	
<b>Total Gross Long Term External Debt</b>	<b>114.75</b>		<b>114.92</b>	
<b>Treasury investments:</b>				
Banks	5.40	0.86	4.10	1.03
Building Societies	1.00	0.90	2.00	0.92
Local Authorities	21.00	0.96	20.50	0.92
Money Market Funds**	-	-	17.15	0.72
<b>Total treasury investments</b>	<b>27.40</b>	<b>0.94</b>	<b>43.75</b>	<b>0.85</b>
<b>Net Debt</b>	<b>87.35</b>		<b>71.17</b>	

\* (PFI) arrangement for the provision of a Secondary School in Maesteg 14.75 years remaining term

\*\*the fund provides instant access

- 4.2.2 Where a Council finances capital expenditure by debt, it must put aside revenue resources to repay that debt in later years and this amount charged to revenue is called the Minimum Revenue Provision (MRP). The Local Authority (Capital Finance and Accounting) (Amendment) (Wales) Regulations 2008 requires the Council to produce and approve an annual Minimum Revenue Provision (MRP) Statement before the start of the financial year that details the methodology for the MRP charge and this is detailed in the Council's Capital Strategy. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. This strategy is prudent as investment returns are low and counterparty risk is relatively high. The Council is forecasting an increased CFR due to the amount of prudential borrowing in the capital programme and the new MRP policy approved by Council in September 2018.
- 4.2.3 The liability benchmark has been calculated and compares the Council's actual borrowing against an alternative strategy, showing the lowest risk level of borrowing. Table 2 below has been produced using estimates of capital spend and forecasts on usable reserves for the current financial year. The Capital Plans highlight that the Loans CFR, which is the Council's need to borrow to fund capital expenditure, is increasing in line with the capital programme as highlighted in paragraph 4.2.2 above. The Loans CFR ignores cash balances and may be too high if the authority benefits from long term positive cash flows which this Council does benefit from. The benchmark assumes that cash and investment balances are kept to a minimum level of £10 million at each year-end to maintain sufficient liquidity but minimise credit risk. It shows a liability benchmark of £108 million at the end of the financial year. The Council will have debt above or below this amount, which will leave it with excess cash or a borrowing need respectively. The Council feels it is prudent to maintain an under-borrowed position.

**Table 2: Liability benchmark**

	<b>2018-19 Actual</b>	<b>2019-20 Estimate</b>	<b>2019-20 Projection</b>
	<b>£m</b>	<b>TMS 2019-20 £m</b>	<b>£m</b>
Loans CFR	155	161	146
Less: Usable reserves	-77	-55	-58
Working capital	-5	-	-6
Plus: Minimum investments	10	10	10
<b>Liability Benchmark</b>	<b>83</b>	<b>116</b>	<b>92</b>



### 4.3 Borrowing Strategy and Outturn

4.3.1 At 30 September 2019, the Council held £96.87 million of long term loans as part of its strategy for funding previous years' capital programmes. The TMS 2019-20 forecast that the Council would need to borrow £16 million in 2019-20. It is now forecast that there will be no long term borrowing requirement in 2019-20 due to additional grants being received in the last quarter of 2018-19 and a change in the capital programme for 2019-20. More detail is provided in the Capital Strategy 2019-20 and the Capital Monitoring report.

4.3.2 The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans, should the Council's long-term plans change, is a secondary objective. Therefore the major **objectives** to be followed in 2019-20 are:

- to minimise the revenue costs of debt
- to manage the Council's debt maturity profile i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing
- to effect funding in any one year at the cheapest cost commensurate with future risk
- to monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movement
- to reschedule debt if appropriate, in order to take advantage of potential savings as interest rates change
- to optimise the use of all capital resources including borrowing, both supported and unsupported, usable capital receipts, revenue contributions to capital and grants and contributions

4.3.3 Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. The uncertainty over future interest rates increases the risks associated with treasury activity. As a result the Council will take a cautious approach to its treasury strategy. With short-term interest rates currently much lower than long term rates, it is likely to be more cost effective in the short term to either use internal resources or take out short term loans instead.

4.3.4 The Council's primary objective for the management of its debt is to ensure its long term affordability. The majority of its loans have therefore been taken out with the Public Works Loan Board (PWLB) at long term fixed rates of interest but we will also investigate other sources of finance, such as Welsh Government and local authority loans and bank loans that may be available at more favourable rates.

4.3.5 The last time the Council took out long term borrowing was £5 million from the PWLB in March 2012 and, as detailed above, the current forecast is that there

will be no requirement for new long term borrowing in 2019-20. Alternatively, the Council may arrange forward starting loans during 2019-20 where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Council may take out short term loans (normally for up to one month) to cover unexpected cash flow shortages. Market conditions have meant that there has been no loan rescheduling so far this year however, in conjunction with Arlingclose, the loan portfolio will continue to be reviewed for any potential savings as a result of any loan rescheduling.

4.3.6 The £19.25 million in Table 1 above relates to Lender's Option Borrower's Option (LOBO) loans which have a maturity date of 2054, however these may be re-scheduled in advance of this maturity date. The LOBO rate and term may vary in the future depending upon the prevailing market rates, with the lender exercising their option to increase rates at one of the bi-annual trigger points and therefore the Council being given the option to accept the increase or to repay the loan without incurring a penalty. The lender did not exercise their option on 22 July 2019 and the next trigger point is 22 January 2020. Again the lender is unlikely to exercise their option in the current low interest rate environment, however, an element of refinancing risk remains. The Council would take the option to repay these loans at no cost if it has the opportunity to do so in the future. The current average interest rate for these LOBO's is 4.65% compared to the PWLB Loans average interest rate of 4.70%.

4.3.7 The Treasury Management indicator shown in Table 3 below is for the **Maturity Structure of Borrowing** and is set for the forthcoming financial year to control the Council's exposure to refinancing risk with respect to the maturity of the Council's external borrowing, and has been set to allow for the possible restructuring of long term debt where this is expected to lead to an overall saving or reduction in risk. It is the amount of projected borrowing maturing in each period as a percentage of total projected borrowing. The upper and lower limits on the maturity structure of borrowing set out in the TMS 2019-20 and the projection for 2019-20 is:

**Table 3: Treasury Management Indicator Maturity Structure of Borrowing 2019-20**

Refinancing rate risk indicator Maturity structure of borrowing 2019-20	TMS 2019-20 Upper limit %	TMS 2019-20 Lower limit %	Projection 31-3-20 %
Under 12 months	50	0	19.87
12 months and within 24 months	25	0	-
24 months and within 5 years	25	0	-
5 years and within 10 years	40	0	13.91
10 years and within 20 years	50	0	23.49
20 years and above	60	25	42.73

The 19.87% shown in Table 3 above relates to the £19.25 million LOBO loans which may be re-scheduled in advance of their maturity date of 2054, as detailed in paragraph 4.3.6. The Code requires the maturity of LOBO loans to

be shown as the earliest date on which the lender can require payment, i.e. the option/call dates in 2019-20, so the maturity date is actually uncertain but is shown in the "Under 12 months" category as per the Code.

#### 4.4 Investment Strategy and Outturn

4.4.1 Both the CIPFA Code and the WG Guidance require the Council to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, balancing the risk of incurring losses from defaults against receiving unsuitably low investment income.

The major objectives during 2019-20 are:-

- To maintain capital **security**
- To maintain **liquidity** so funds are available when expenditure is needed
- To achieve the **yield** on investments commensurate with the proper levels of security and liquidity

4.4.2 The Annual Investment Strategy incorporated in the Council's TMS 2019-20 includes the credit ratings defined for each category of investments and the liquidity of investments. The Council's investments have historically been placed in mainly short term bank and building society unsecured deposits and local and central government. However, investments may be made with any public or private sector organisations that meet the minimum credit criteria and investment limits specified in the Investment Strategy. The majority of the Council's surplus cash is currently invested in Money Market Funds and with other local authorities but the Council will continue to look at investment options in line with the limits detailed in the Investment Strategy.

4.4.3 The Council holds surplus funds representing income received in advance of expenditure plus balances and reserves and as shown in Table 1 above the balance on investments at 30 September 2019 was £43.75 million. Table 4 below details these investments by counterparty type. The average investment rate in the period 1 April to 30 September 2019 was 0.89% and was 0.85% at 30 September 2019 (as set out in Table 1).

**Table 4: Investments Profile 1 April to 30 September 2019**

Investment Counterparty Category	Balance 01 April 2019 (A) £m	Investments raised (B) £m	Investments Repaid (C) £m	Balance 30 Sep 2019 (A+B-C) £m	Investment income received** Apr-Sep 2019 £'000	Average original duration of the Investment Days	Weighted average investment balance Apr-Sep 2019 £m	Weighted average interest rate Apr-Sep 2019 %
Government DMO	-	44.70	44.70	-	1.35	2	0.54	0.50
Local Authorities	21.00	25.50	26.00	20.50	50.06	339	24.04	0.96
Banks (Fixed Maturity)	4.00	2.00	4.00	2.00	23.43	213	2.86	0.99
Building Societies	1.00	4.00	3.00	2.00	2.07	115	3.16	0.92
Banks Instant Access/Notice Period Account*	1.40	36.87	36.17	2.10	13.95	n/a	4.97	0.96
Money Market Fund (Instant Access)*	-	75.15	58.00	17.15	42.34	n/a	14.00	0.74
<b>Total/Average</b>	<b>27.40</b>	<b>188.22</b>	<b>171.87</b>	<b>43.75</b>	<b>133.20</b>	<b>167</b>	<b>49.57</b>	<b>0.89</b>

\* An average duration is not shown as there is no original duration as instant access or notice period and money is added and withdrawn to/from these accounts as required by cash-flow

\*\* Received in the Council's bank account not interest earned

4.4.4 The Treasury Management indicator shown below in Table 5 is for **Principal Sums Invested for periods longer than a year**. Where the Council invests, or plans to invest, for periods longer than a year, an upper limit is set for each forward financial year period for the maturing of such investments. The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of long term investments. The limit on the long term principal sum invested to final maturities beyond the period end set out in the TMS 2019-20 and the projection for 2019-20 is:

**Table 5: Treasury Management Indicator Principal Sums Invested for periods longer than a year**

Price risk indicator	TMS 2019-20 £m	Projection 31-3-20 £m
Limit on principal invested beyond financial year end	15	6

All investments longer than 365 days (non-specified) will be made with a cautious approach to cash flow requirements and advice from Arlingclose will be sought as necessary.

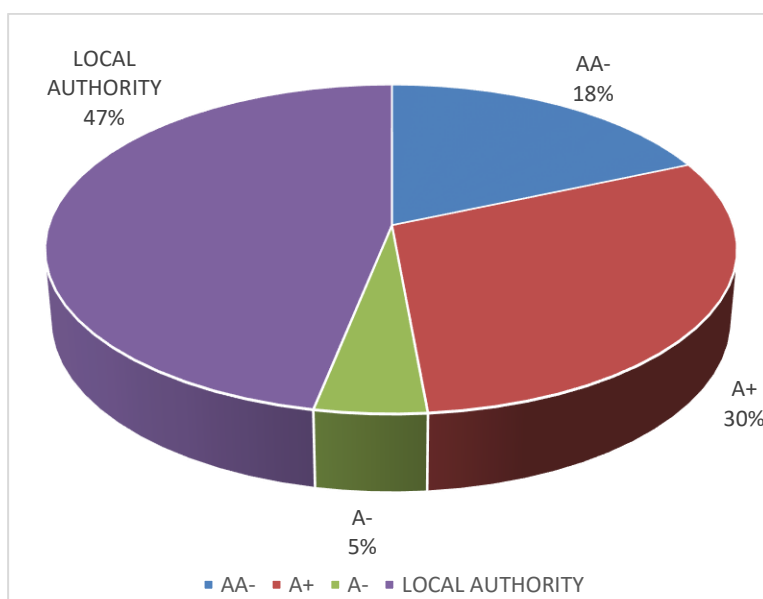
4.4.5 There are ten long term investments (original duration of 12 months or more) outstanding at 30 September 2019 totalling £12 million with Local Authorities, maturing in 2020-21, shown in Table 6 below. All other investments at 30 September 2019 were short term deposits including MMFs, instant access and notice accounts. Table 6 below details these investments by counterparty type based on the remaining maturity period as at 30 September 2019:

**Table 6: Investments Outstanding Maturity Profile 30 September 2019**

Counterparty Category	Instant Access £m	Deposits Maturing Within 1 Month £m	Deposits Maturing Within 2-3 Months £m	Deposits Maturing Within 4-12 Months £m	Deposits Maturing Within 1-2 Years £m	Total £m
Local Authorities	-	4.00	4.50	-	12.00	20.50
Banks	0.10	2.00	-	2.00	-	4.10
Building Societies	-	-	2.00	-	-	2.00
Money Market Fund	17.15	-	-	-	-	17.15
<b>Total</b>	<b>17.25</b>	<b>6.00</b>	<b>6.50</b>	<b>2.00</b>	<b>12.00</b>	<b>43.75</b>

4.4.6 Investment decisions are made by reference to the lowest published long-term credit rating from a selection of external rating agencies to ensure that this lies within the Council’s agreed minimum credit rating. Where available the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account. **Appendix A** shows the equivalence table for credit ratings for three of the main rating agencies Fitch, Moody’s and Standard & Poor’s and explains the different investment grades. The Council defines high credit quality as organisations and securities having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher.

4.4.7 The pie chart below summarises Table 6 by credit ratings and shows the £43.75 million investments at 30 September 2019 by percentage outstanding. Most Local Authorities do not have credit ratings and the £2 million invested with an A- rated building society was an approved counterparty by Arlingclose whilst the remainder of the investments all had a credit rating of A or above.



## 4.5 Interest Rate Exposures – Borrowing and Investments

4.5.1 The Council is exposed to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Council depending on how variable and fixed interest rates move across differing financial instrument periods. Short term and variable rate loans expose the Council to the risk of short term interest rate rises and are therefore subject to the Treasury Management indicator in Table 7 below to manage **Interest Rate Exposures**.

**Table 7: Treasury Management Indicator Interest Rate Exposures**

Interest rate risk indicator	Indicator £'000	Actual 30-9-19 £'000
One year revenue impact of a 1% rise in interest rates	(140)	(205)
One year revenue impact of a 1% fall in interest rates	315	338

4.5.2 This indicator has been set as an indicator (not a limit) to measure the net impact over one year on the revenue account of both a 1% rise and a 1% fall in all interest rates for borrowing net of treasury investments. This is calculated at a point in time on the assumption that maturing loans and investments will be replaced at rates 1% higher or lower than they would otherwise have been on their maturity dates and that the treasury investment and borrowing portfolios remain unchanged over the coming year. Interest rates can move by more than 1% over the course of a year, although such instances are rare.

4.5.3 The figures for the 1% fall in interest rates indicator are not the same figures as the 1% rise in interest rates (but reversed) as the borrowing relates to variable LOBO loans where it is assumed that the lender would not exercise their option if there was a fall in interest rates. All other borrowing does not have a rate reset in the next year and is with the PWLB at fixed rates.

## 4.6 Review of the Treasury Management Strategy 2019-20

4.6.1 CIPFA's Code of Practice for Treasury Management requires all local authorities to conduct a mid-year review of its treasury management policies, practices and activities. The outcome of this review is that no changes to the TMS 2019-20 are required at this time.

## 5. Effect upon Policy Framework and Procedure Rules

5.1 As required by Financial Procedure Rule 20.3 within the Council's Constitution, all investments and borrowing transactions have been undertaken in accordance with the TMS 2019-20 as approved by Council with due regard to the requirements of the CIPFA's Code of Practice on Treasury Management in the Public Services.

## **6. Equality Impact Assessment**

6.1 There are no equality implications.

## **7. Well-being of Future Generations (Wales) Act 2015 Implications**

7.1 The well-being goals identified in the Act were considered in the preparation of this report. As the report is for information only and is retrospective in nature it is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

## **8. Financial Implications**

8.1 The financial implications are reflected within the report.

## **9. Recommendation**

9.1 It is recommended that:

- Council approve the Treasury Management activities for the period 1 April 2019 to 30 September 2019;
- Council note the projected Treasury Management Indicators for 2019-20 against those approved in the Treasury Management Strategy 2019-20.

**Gill Lewis**  
**Interim Head of Finance and Section 151 Officer**  
**3 October 2019**

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**Background documents:**  
Treasury Management Strategy 2019-20

## APPENDIX A

Credit Rating Equivalence Table

	Description	Fitch		Moody's		Standard & Poor's	
		Long	Short	Long	Short	Long	Short
<b>INVESTMENT GRADE</b>	Extremely strong	AAA		Aaa		AAA	
	Very strong	AA+	F1+	Aa1	P-1	AA+	A-1+
		AA		Aa2		AA	
		AA-		Aa3		AA-	
	Strong	A+	F1	A1	P-2	A+	A-1
		A		A2		A	
		A-		A3		A-	
	Adequate	BBB+	F2	Baa1	P-3	BBB+	A-2
		BBB		Baa2		BBB	
		BBB-		Baa3		BBB-	
<b>SPECULATIVE GRADE</b>	Speculative	BB+	B	Ba1	Not Prime (NP)	BB+	B
		BB		Ba2		BB	
		BB-		Ba3		BB-	
	Very speculative	B+	C	B1	Not Prime (NP)	B+	C
		B		B2		B	
		B-		B3		B-	
	Vulnerable	CCC+	C	Caa1	Not Prime (NP)	CCC+	C
		CCC		Caa2		CCC	
		CCC-		Caa3		CCC-	
		CC		Ca		CC	
	C				C		
Defaulting	D	D	C		D	D	



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

23 OCTOBER 2019

### REPORT OF THE MONITORING OFFICER

## CHANGES TO COMMITTEE MEMBERSHIP, PROGRAMME OF MEETINGS AND COMBINED OVERVIEW AND SCRUTINY COMMITTEE

### 1. Purpose of Report.

1.1 The purpose of this report is to:

- Accept nominations and appoint Councillors to serve on the Overview and Scrutiny Committees due to recent changes affecting the Conservative Group, which does not affect the political balance of the Council;
- Approve a combined Overview and Scrutiny Committee to consider the Medium Term Financial Strategy (MTFS);
- Approve a proposed programme of meetings to consider the MTFS.

### 2. Connection to Corporate Improvement Plan / Other Corporate Priority.

2.1 The meetings of Council provide a forum of participation and debate to progress the Corporate Plan and all of the following Corporate Priorities:

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

### 3. Background.

3.1 The Council is required by legislation and the provisions of Part 4 of the Rules of Procedure (Council Procedure Rules) of the Constitution, to undertake arrangements which will continue to facilitate and carry out the decision making processes of the Authority. On 18 September 2019, the Leader of the Conservative Group, Councillor T Giffard, notified the Monitoring Officer of changes to the membership of Overview and Scrutiny Committees affecting the Conservative Group. In conjunction with this, Councillor Giffard further proposed a change to the

Chairperson of Subject and Overview and Scrutiny Committee 1. The position of Chairperson of this Committee is currently occupied by Councillor C Webster appointed at the Annual Meeting of Council on 15 May 2019 in accordance with the Statutory Guidance made under section 75 of the Local Government (Wales) Measure 2011.

- 3.2 It is also proposed to establish a combined Overview and Scrutiny Committee to comprise the membership of the Council's Corporate Overview and Scrutiny Committee and Subject Overview and Scrutiny Committees 1, 2 and 3 in order to consider the MTFS.
- 3.3 Changes are required to be made to the programme of meetings in relation to the scrutiny and approval of the MTFS. This has been due to the Council being notified by Welsh Government that the dates for both the provisional and final local government settlements for 2020-21 are likely to be received later than in previous years. This will therefore impact upon the submission of reports on the MTFS 2020-21 to 2023-24 to be considered by Overview and Scrutiny Committees, Cabinet and Council.

#### **4. Current situation / proposal.**

- 4.1 The changes proposed to Overview and Scrutiny Committee membership affecting the Conservative Group are as follows:

##### **Subject Overview and Scrutiny Committee 1**

Councillor C Webster to be replaced by Councillor T Giffard  
Councillor L Walters to be replaced by Councillor K Rowlands

##### **Subject Overview and Scrutiny Committee 2**

Councillor K Rowlands to be replaced by Councillor C Webster

##### **Subject Overview and Scrutiny Committee 3**

Councillor S Vidal to be replaced by Councillor L Walters

##### **Corporate Overview and Scrutiny Committee**

Councillor C Webster to be replaced by Councillor K Rowlands

##### **Town & Community Council Forum**

Councillor A Pucella to be replaced by Councillor S Vidal  
Councillor K Rowlands to be replaced by Councillor C Webster

- 4.2 Councillor Giffard has also proposed that he be appointed as Chairperson of Subject Overview and Scrutiny Committee 1 in place of Councillor C Webster.
- 4.3 Council is requested to approve a combined Overview and Scrutiny Committee to comprise the membership of the Council's Corporate Overview and Scrutiny

Committee and Subject Overview and Scrutiny Committees 1, 2 and 3 in order to consider the MTFS.

- 4.4 In relation to paragraph 3.3 above, the following changes to dates of Committees are required.
- 4.4.1 Due to the Council being notified by Welsh Government that the dates for both the provisional and final local government settlements for 2020/21 are likely to be received later than in previous years, the meetings of Subject Overview and Scrutiny Committees 1, 2 and 3 scheduled to take place on 2, 9 and 12 December 2019 need to be moved to take place during the week commencing 6 January 2020. Should there be further changes in the dates of the settlements, it is recommended that authority to change the dates of these Committees is delegated to the Monitoring Officer in consultation with the Chief Executive, Section 151 Officer and Group Leaders.
- 4.4.2 It is proposed that an additional meeting of the Corporate Overview and Scrutiny Committee take place in January 2020 and be a combined Overview and Scrutiny Committee as set out in paragraph 4.3 in order to consider the recommendations of all the Overview and Scrutiny Committees.
- 4.4.3 Council is requested to note that the meeting of Cabinet scheduled to take place on 11 February to discuss the MTFS will now be held on 25 February 2020. The meeting of Council to discuss the MTFS will remain at 26 February 2020.

## **5. Effect upon Policy Framework & Procedure Rules.**

- 5.1 The provisions and recommendations of the report accord with the Council's Constitution.

## **6. Equality Impact Assessment.**

- 6.1 There are no equality implications arising from this report.

## **7. Well-being of Future Generations (Wales) Act 2015 Implications**

- 7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

## **8. Financial Implications.**

- 8.1 The change proposed to the Conservative Group Leader becoming Chairperson of Subject Overview and Scrutiny Committee 1, if agreed, will produce a saving of £4,000 in the Senior Salaries paid to Members.

## **9. Recommendations.**

- 9.1 Council is recommended to:-

- (1) accept nominations and appoint the Councillors to serve on the Overview and Scrutiny Committees and Town and Community Council Forum due to

recent changes affecting the Conservative Group as outlined in paragraph 4.1 of the report;

- (2) receive a nomination and elect the Chairperson of Subject Overview and Scrutiny Committee 1 as outlined in paragraph 4.2 of the report;
- (3) approve the proposed changes to the programme of meetings as outlined in paragraph 4.4 of the report;
- (4) approve that should there be further changes in the dates of the final local government settlements for 2020/21, that authority to change the dates of these Committees is delegated to the Monitoring Officer in consultation with the Chief Executive, Section 151 Officer and Group Leaders.
- (5) approve a combined Overview and Scrutiny Committee to comprise the membership of the Corporate Overview and Scrutiny Committee and Subject Overview and Scrutiny Committees 1,2 and 3 in order to consider the MTFs;
- (6) note that the meeting of Cabinet scheduled to take place on 11<sup>th</sup> February 2020 will now be held on 25<sup>th</sup> February 2020.

**K Watson**  
**Head of Legal and Regulatory Services & Monitoring Officer**  
**3 October 2019**

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**Background documents:** None.