

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO OVERVIEW AND SCRUTINY COMMITTEE 3

12TH FEBRUARY 2018

REPORT OF CORPORATE DIRECTOR - COMMUNITIES

TOWN CENTRE REGENERATION

1. Purpose of Report

1.1 The purpose of this report is to provide Members with information on the following service responsibilities of the Council and how these are managed and can be developed with reduced resources and how they impact on our three main town centres and their regeneration:

1.2 The following specific requests have been made by the overview and scrutiny committee for inclusion in the report.

- Car parking review – When is the car parking review going to be undertaken? Charges for staff car parking at all sites - has this been reviewed? If this was taken forward what income would this generate?
- Residents' Parking - when is residents' permit parking going to be rolled out?
- Inconsiderate parking in the County Borough - where are the problem areas? What are we doing to tackle these issues? Are we prosecuting?
- Parking outside schools - How are we tackling bad parking at schools? Update on the introduction of the mobile camera van that was purchased to tackle such issues. What areas has this van been at? How many fines have been issued to date?
- Pedestrianisation - particularly in Bridgend Town Centre. Outcomes of the consultation to allow traffic into the town.
- Business Rates.
- Strategic Building Investment.
- Disabled facilities.

2. Connection to Corporate Improvement Plan and other Corporate Priority

2.1 To reflect the commitments in the Council's current Corporate Plan:

Priority One – Supporting a successful economy

- To create conditions for growth and enterprise
- To create successful town centres

Priority Three - Smarter Use of Resources:

- To make the most of our physical assets, including school buildings

3. Background

3.1 The purpose of the public highway is for the passage of people and goods. The public at large enjoys long established rights to pass and repass and to gain access from the public highway to adjacent property. In urban areas, however, the exercise of these rights has to recognise that

users of vehicles and adjacent property often need to load and unload passengers and goods on the highway and that users may wish to park their vehicles there.

- 3.2 As a result of the above, the control of parking is an important traffic management tool to ensure the free flow of traffic on our highways as well as ensuring that appropriate parking in our towns and villages. It is often the case that parking spaces are at a premium at these locations and, therefore, there is a need to control parking in these areas. This is undertaken by the provision of different types of parking provision, which can include off street parking as well as residents parking schemes.
- 3.3 In 2014 the Council commissioned a review of the public and staff/Elected Member car parking scheme to consider the future parking requirements for the residents of the County Borough.
- 3.4 However, due to significant certain factors at that time, including the Sunnyside and Raven's Court staff moves and the Rhiw Car park redevelopment, the parking review outcomes were not progressed in full. As a result, this report is now being revisited with a view to reporting the findings to Cabinet in Spring 2018.

4. Current Situation

- 4.1 The following detail seeks to answer the specific questions raised by Scrutiny Committee:
- 4.2 **Car parking review – When is the car parking review going to be undertaken? Charges for staff car parking at all sites - has this been reviewed? If this was taken forward, what income would this generate?**
- 4.3 A Car Parking Review Board was formed in September 2017 and has been continually updated on the progress of the works being undertaken and it is the intention of the Board to bring a report to Cabinet in March 2018 with recommendations on the findings.
- 4.4 Membership and role of the Board is as follows:

Role	Name
Project Sponsor	Zak Shell (Head of Neighbourhood Services)
Senior User	Cllr Richard Young (Cabinet Member Communities)
Senior Supplier	Tony Godsall (Traffic and Transportation Manager) Phil Angell (Traffic Management and Parking Team Leader)
Project Manager	Kevin Mulcahy (Group Manager - Highways Services)

Additional Membership and roles of Project Team to be called on as and when required:

Role	Name
Property	Fiona Blick
HR	Denise Thomas
Finance	Mike Betty
Project Support	Sarah Frampton
Legal	Jane Dessent

- 4.5 This Project Board is in place to develop for the consideration of Cabinet a parking strategy for Bridgend County Borough looking specifically at the following areas:
- Review of staff /Elected Members parking and public parking
 - Progressing residents' permits parking
 - Explore off and on-street "Pay and Display" charging options
 - Streamlining of parking operations
 - Explore structural resilience of car parks
- 4.6 With regard to the specific issue of staff charging for car parking at all sites, this has been considered but is not recommended. For parking at most Authority premises away from the main town centre offices, off-site and on street parking, is generally available to staff as an alternative. Were charges to be introduced, on-street parking by staff would be the likely result. The staff at these locations are free to park legally on-street and outside the workplace. If this occurred, there is a possibility that residents within the surrounding streets would be detrimentally affected as a result of this increased parking.
- 4.7 It is noted that the number of staff registered on the existing BCBC staff permit scheme has reduced from 840 in 2012 to 464 in 2017.
- 4.8 A number of reasons exist which explain the reduction in the uptake of the permit scheme these include: re-organisations at BCBC have reduced the number of staff employed by the Authority considerably between 2012 and 2017. The loss of Sunnyside car park and the loss to staff of parking at the Rhiw, mean staff are having to park in less convenient locations. The cost of a parking permit has increased from £13 a month in 2012 to £16 a month in 2017, making the scheme less attractive.
- 4.9 The Authority does receive complaints about on-street staff parking (albeit legally) in the surrounding area of the Civic Offices as a result of those choosing not to utilise the permit scheme.
- 4.10 Residents Parking - when is residents' permit parking going to be rolled out?**
- 4.11 In April 2014 a report was presented to Cabinet with recommendations of a strategy for the introduction of permit parking throughout the County Borough. That report sought Cabinet approval in respect of the development of a Permit Parking Policy (Residents Parking Scheme) and Cabinet specifically approved the following:
- (1) Adoption of the Permit Parking Policy for Bridgend County Borough
 - (2) Permit tariff charge of £20 per permit to cover the yearly administration costs
 - (3) Noted the need for extra resource if required (both staff and financial)
 - (4) Noted the requirement to prioritise schemes taking into account any budget available
 - (5) Approved that authority be delegated to the Corporate Director Communities to amend paragraph 3.1.2 of the policy to ensure that the parking implications for Health and Social Care staff were considered when on duty and supporting the needs of the local residents
- 4.12 It was envisaged that this provided a mechanism for the Traffic and Transportation Section of the Authority to consider requests and, where appropriate, financially supported to introduce such schemes.

- 4.13 In 2015 a consultation exercise was undertaken to seek residents' views for introducing residents' parking in their streets and, as a result of the replies received, final plans were drawn-up indicating the proposed location of the residents' parking bays and limited waiting bays in the streets where residents agreed that they were happy for resident's parking to be introduced.
- 4.14 However, before public notice was given on these proposals, officers were advised by the Legal Department that, due to various issues related to the proposal, a review of the current main On-Street Order was needed. Additionally, it was identified that it was necessary to consult on certain amendments to existing parking restrictions contained within the On-Street Traffic Regulation Order, which are required to enable the introduction of the proposed Resident Parking schemes in certain streets.
- 4.15 The review has taken a considerable time to complete, due to the complexity of the issues involved and the fact that the main On-Street Traffic Regulation Order covers all of the parking restrictions in the County Borough (excluding moving traffic contraventions).
- 4.16 The review has now been completed and progress can now be made on the proposal. However, as a result of the timescales involved, and the need to consult on the proposed amendments to the existing parking restrictions contained within the main On-Street Traffic Regulation Order which are necessary to enable the introduction of resident parking, there is a need at this stage to re-consult with residents in the streets concerned.
- 4.17 Inconsiderate parking in the County Borough - where are the problem areas? What are we doing to tackle these issues? Are we prosecuting?**
- 4.18 There is often confusion by members of the public and other bodies, including on certain occasions, members of the South Wales Police (101), as to which parking issues the Local Authority, via Civil Parking Enforcement (CPE) and the Police, are able to address.
- 4.19 The simplest guide, even though with exceptions, is that, if there are lines or signs supported by a relevant Traffic Regulation Order (TRO) , then CPE is able to address, otherwise it may be the responsibility of the Police to enforce if an offence has been committed.
- 4.20 Parking in contravention of yellow lines, inappropriate use of designated bays, i.e. disabled bays, and loading bays are enforced by the Civil Enforcement Officers (CEO) in compliance with Traffic Regulation Orders' and Welsh Government guidelines. This initially encourages drivers to move on and comply with parking restrictions that are in place and if this is unsuccessful, enables enforcement to take place by means of issuing a Penalty Charge Notice (PCN). CPE however does not involve the prosecution of any offences.
- 4.21 Inconsiderate parking is in itself not a parking offence that can be addressed by CPE, the parking may amount to obstruction of the highway, i.e. parking partially on the footpath or blocking residents' private driveways, and obstruction can ONLY be addressed by the Police (unless there are restrictions on parking in place supported by a TRO on the adjacent highway). If a vehicle is parked on any restricted area that is subject to a TRO and causing an obstruction, the Police can enforce even if the circumstances prevent a CEO from enforcing, i.e. if a member of the public is displaying a Blue Badge.
- 4.22 The main identifiable problem areas are schools at drop off and pick up times, even though many other communities i.e. not outside schools, would prefer to see greater presence of CEOs and many requests are received periodically. CEOs work a seven day rota from 0600 hrs until 2130 hrs patrolling and also carrying out other duties relating to their role, in particular car parks.

- 4.23 Parking outside schools - How are we tackling bad parking at schools? Update on the introduction of the mobile camera van that was purchased to tackle such issues. What areas has this van been at. How many fines have been issued to date?**
- 4.24 Parking outside schools continues to be a major problem and area of concern. CEOs attend at a school at every opportunity to address parking concerns and the CEO can enforce on the school keep clear (zig zag) and on the yellow lines if appropriate. However, vehicles can park on the yellow lines at most schools if they are displaying a Blue Badge, even if the parking is causing an obstruction.
- 4.25 Again this is an area that the Police can also assist in that they are able to enforce on the school keep clear areas and they can also enforce on the yellow lines, even if a Blue Badge is displayed, if the vehicle is causing an obstruction.
- 4.26 Generally, when a uniformed CEO is in attendance parking compliance improves. However, given the number of schools across the County Borough, it is not possible to have an officer in attendance daily at all schools. Consequently, as soon as an officer leaves a specific site, the parking problems return, i.e. parents ignoring the school 'keep clear' signs and yellow lines.
- 4.27 The aim of a mobile enforcement vehicle (camera car) is to enforce areas where existing parking enforcement is ineffective, which is the case for both schools (in excess of 60) and bus stop clearways (over 390). However, this will only enforce on the school zig zags and the bus stops, not the yellow lines.
- 4.28 Prior to the purchase of a camera car, it is necessary to employ an additional member of staff with the relevant skill-base to programme the necessary IT equipment to operate such a vehicle at the locations of the school keep clear and bus bays for which the vehicle is intended to be used.
- 4.29 At present the post has been agreed, with the necessary Job Evaluation and advertised, interviews are scheduled for the beginning of January.
- 4.30 Following the appointment of the staff member, the equipment and vehicle will be purchased.
- 4.31 Pedestrianisation**
- 4.32 The de-pedestrianisation of a section of highway within the core of Bridgend town centre has long been a project promoted by traders in the town centre and now supported by the Bridgend Improvement District (BID).
- 4.33 The initial context for this project was set out in a report to Cabinet on 7th June 2016, which acknowledged changes in the function and purpose of town centres throughout the UK, and the specific impact locally on Bridgend town centre. It further acknowledged that, whilst there are many factors responsible for these that are outside the Council's control, it is important that the Council assesses those that are within its control which could bring about positive change to the success and viability of the town centre. The lack of vehicular access to Queen Street, Dunraven Place and Market Street has been cited by town centre traders, property agents and developers as a key issue impacting on trade and lettings.
- 4.34 It was recognised that, in order to change access arrangements in these streets, there would first need to be a thorough understanding of the public safety implications, risks, costs and physical constraints. These were assessed in an independent feasibility report. The report identified a

series of options, the preferred of which (option 3) included bollards and/or street furniture to demarcate the interface between carriageway and footway. This was considered to be the most balanced option in terms of road safety, implementation cost, impact on existing infrastructure, protecting footways from vehicular damage and providing some protection to pedestrians from vehicles mounting the footways.

- 4.35 Officers undertook a full consultation in order to complete the Equality Impact assessment (EIA) on the various options, setting out the rationale for selecting the preferred option. The findings of this consultation concluded that the majority of respondents supported the proposal to re-introduce vehicles into Queen Street, Market Street and Dunraven Place, with the inclusion of parking spaces to improve accessibility during the day and evening. Prior to a Traffic Order being implemented, further consultation and design was required. This included informal consultation on the preliminary design with a number of specified groups and organisations, and others considered likely to be affected by the proposals.
- 4.36 A preliminary scheme detailing the extent of the proposal was produced and sent informally to a number of statutory consultees. In addition, a verbal presentation, including detailed discussions and Q&As, was carried out with a number of groups representing vulnerable people or people with protected characteristics.
- 4.37 There was a wide range of responses arising from the informal consultation with the groups representing vulnerable people, with the following primary themes mentioned by them:
- Time limit and type of parking bays
 - Use of bollards to segregate pedestrians from cars
 - Location of pedestrian crossings
 - Increased pollution as a result of vehicles in the town
 - No difference in level between the footway and carriageway
- 4.38 In summary this consultation identified the following key points:
- Increase the available limited waiting from 30 min to 1 hr
 - Spacing and colour contrast of bollards to be reviewed
 - Agreement with the introduction of formal crossings
 - Exploration of mitigation of pollutants
- 4.39 The findings of this further consultation were presented to Cabinet on the 13th October 2017, where the recommendations to make suggested changes to the design of the proposal have been approved. Corporate feasibility funding of £60k has been agreed in principle to carry out detailed design. The next steps will be to progress the statutory consultation and to finalise detailed design.
- 4.40 The Council must comply with the Local Authorities' Traffic Orders (Procedures) (England and Wales) Regulations 1996 to undertake a statutory consultation and public notice to implement the changed Traffic Order. It will be necessary to prepare an appropriate letter and plan explaining the proposal and consult formally on proposals in accordance with Local Authorities Traffic Orders (Procedures) (England and Wales) Regulations 1996 and send out to the statutory consultees. Following the statutory consultation process, the Council will be able to determine if there is sufficient support for the proposed changes and that the proposed solutions will bring the desirable results.
- 4.41 There is at present no Council budget identified for implementing the access proposal and the cost of the works would be entirely dependent on external funding. However, this scheme will form part

of the Council's submission to Welsh Government through the new regeneration framework TRI (Targeted Regeneration Investment) from April 2018. There is a financial commitment of £40k from CF31 BID and £20k from Bridgend Town Council to support the project.

4.42 Business Rates

4.43 Non-Domestic Rates (NDR) are also known as business rates and are taxes to help pay for local services. These are charges on most non-domestic properties. Some premises will be exempt from business rates, while others may qualify for rate relief through specific relief schemes. Business rate liabilities are based on each property's assigned rateable value. Rateable values are normally assessed on the basis of the annual rental value of a property. Rates are normally the third biggest outgoing for many small businesses, after rent and staff costs.

4.44 The most recent revaluation took effect on 1st April 2017, prior to this, the last revaluation was seven years ago. The new valuations have seen a significant decrease for the majority of business rates in Bridgend and Maesteg town centres with decreases as much as 60%, but Porthcawl town centre has seen an overall increase of up to 30%. Such changes could turn unviable businesses into viable ones and vice-versa.

4.45 Bridgend County Borough Council offers a Transitional Rate Relief scheme to help ratepayers whose entitlement to Small Business Rate Relief (SBRR) is reduced or removed due to an increase in the rateable value of their premises following the revaluation. A One-Year Targeted High Street Relief scheme is in addition to the above and is on application. A number of businesses in Bridgend County Borough have taken-up this opportunity.

4.46 It is too soon to measure the impact from the changes in business rates in the town centres. However, anecdotally business rates prior to the 2017 revaluation were cited as the biggest barrier to establishing new businesses and sustaining existing ones in Bridgend and Porthcawl.

4.47 Strategic Building Investment

4.48 The Council continues to ensure that it invests in its strategic buildings and town centre infrastructure as grant funding and inward investment opportunities become available.

4.49 In 2014, Bridgend was one of 18 communities across Wales to receive a share of the Welsh Government (WG) Vibrant and Viable Places Programme (VVP). The principal aim and Bridgend's key project was to generate economic growth by encouraging people to live within town centres, increase footfall and inspire businesses to be more innovative.

4.50 The £9 million Rhiw Gateway development included the creation of a modern multi-storey car park, 28 apartments and commercial gym.

4.51 The Rhiw development is now complete and was officially opened on the 11th January 2018 by Rebecca Evans AM, Minister for Housing and Regeneration.

4.52 There is a real opportunity for significant investment to be made into Maesteg Town Hall, following the transfer of its management to Awen Cultural Trust in 2015. The Council and Awen commissioned feasibility work into the restoration and renovation of the building, and creation of a modern, multi-purpose culture and arts venue. Part of the proposal includes the provision of a new library in the lower ground floor of the building and the closure of the indoor market, with opportunities for traders to relocate into the new outdoor market. The development concept has been the subject of extensive public consultation. A Report on the proposed restoration and

redevelopment of Maesteg Town Hall was presented to, and endorsed by, Cabinet on the 4th October 2016.

- 4.53 The initial feasibility and concept design, funded by Council resources, informed an expression of interest (EOI) made to WG under its Building for the Future programme (B4F), which is supported by European funding. The scheme proposal was prioritised by WG as one of seven projects in south-east Wales, and a full business case for the project is now in preparation. The initial feasibility work and concept design has also informed the submission of a Stage 1 bid to Heritage Lottery in November 2017, on which a decision is expected at the end of February 2018. Whilst the detailed feasibility work is scheduled for completion by March 2018, the scheme is anticipated to cost in the region of £5.5 million, with a potential of over £4 million being levered in grant against this.
- 4.54 There is also opportunity for significant investment of circa £2 million through the B4F programme in Bridgend town centre. A scheme is in the early stages of development to replace both Wyndham and Cambrian House buildings, which have historically experienced high levels of vacancy and negatively impact on their surroundings, by a high quality scheme intended to revitalise the area with new community and commercial facilities, a pocket park and new homes.
- 4.55 If the feasibility study deems the project viable, in partnership with a Residential Social Landlord (RSL), the Council will co-ordinate WG and EU grant funding through the B4F programme. The majority of the initial feasibility funding is coming from Coastal Housing Group, with a relatively small element of funding, up to £14k, from the Council's strategic studies fund as part of the Strategic Regeneration Fund [SRF]. A strong emphasis will be placed on providing opportunities for local employment and apprenticeships as part of the construction works. The provision of new housing will address local housing need and help improve investor confidence in the town centre.
- 4.56 The aspiration is to have an agreed concept and WG agreement by Autumn 2018, with a view to development commencing in 2020.
- 4.57 Further investment in Bridgend Town Centre is happening in partnership with other organisations, such as 11 Nolton Street (the former McDonald's building) which has been demolished and is awaiting a £1.8 million investment from Coastal Housing Group, to include 10 new affordable housing units and 310 sqm of commercial floor space.
- 4.58 Along with Glasgow, Bridgend is one of only two Local Authorities in the UK that have secured five phases of Townscape Heritage Initiative (THI) schemes. The THI is a conservation-led grant programme funded through the Heritage Lottery Fund (HLF) and Cadw, the objective of which is to contribute to the economic regeneration and sustainable development of towns, through the sensitive repair restoration and reuse of historic buildings.





- 4.59 The THI programme has made a fundamental contribution to the regeneration of Maesteg, Bridgend and Porthcawl and has been successful in leading and supporting the sensitive disposal, repair, restoration and re-use of key vacant and under-used buildings including: Elder Street Cottages and the former Queen Victoria public house in Bridgend; the Jennings Building, Customs House and Look-Out Tower in Porthcawl and Maesteg's Town Hall and Tabor Chapel.
- 4.60 Between 2003 and 2018, the THI programme across the Council has achieved these significant outputs/outcomes:
- Total cost of schemes - £11,326,425.60
 - Total Grant Aid - £4,789,889.70
 - Total Private Sector - £6,655,200
 - Number of historic buildings restored and repaired - 65
 - Number of vacant buildings re-used - 14
 - Number of jobs created and safeguarded - 212
 - Amount of floor space improved - 18,842 sqm
 - Number of businesses supported - 38
 - Training in conservation skills - 15 workshops/2 training days
- 4.61 Critically, for every £1 BCBC has invested, £5.89 has been levered into Bridgend, Maesteg and Porthcawl.
- 4.62 It is also important to note that the Council has also won several awards for its THI schemes and is held by HLF as an exemplar in delivering THI programmes
- 4.63 The Council has been notified of the approval of its Porthcawl Regeneration Investment Programme (PRIF) bid through the Tourism Attractor Destination programme, which is a Visit Wales-led, European funded programme. This is within a wider £2.5 million programme approved for PRIF, which includes addressing connectivity and tourism access across Porthcawl. Grant funding of £1.227 million has been awarded for two new buildings in Porthcawl.

- 4.64 At Rest Bay, the proposed Watersports Centre will provide a new hub for watersports activities, including space for a new seaside café, kiosk, changing rooms and commercial facilities for private sector operators.
- 4.65 Detailed designs have been finalised and the construction will be out to tender in Spring 2018, with the scheme programme to be completed ready for summer 2019.



- 4.66 In addition to the refurbishment and enhancement of the existing harbour kiosk building at Porthcawl Marina has been approved as part of the PRIF programme alongside the Rest Bay café and Watersports Centre. The scheme will add value to the current and planned facilities and activities within the harbour area. Work on this £320,000 project will commence in March 2018, with anticipated completion at the end of May 2018.



- 4.67 Over the next five years, if all the projects above come to fruition, the Council could be looking at strategic building investment of circa £17 million.
- 4.68 There are new opportunities for the Council to engage with WG to bring forward strategic investment in town centres. The successor programme to VVP, Targeted Regeneration Investment (TRI), is inviting Local Authorities, together with partner organisations, to apply for capital investment for projects that promote economic regeneration. This programme will operate between 2018 and 2021. Whilst funding will be restricted, with only a small number of key

settlements receiving dedicated financial support, there may be opportunities to demonstrate the need for some key town centre investment in smaller projects. Bridgend Town Centre is, therefore, being considered as a TRI proposal in acknowledgement of its status as a regional settlement.

4.69 Members may be aware that there has been a moratorium on new development on the western side of the railway line in Pencoed. The Council is lobbying UK government to enable the implementation of a designed scheme to replace the railway level crossing with a re-modelled road bridge. This would enable currently unusable land to be brought forward for development with demonstrable economic benefits.

4.70 WG has indicated that it sees regeneration as a long-term investment. The Council is currently working in partnership with the other south-east Wales Authorities to bring forward a regional regeneration strategy, where investment could be programmed for the next 10-15 years.

4.71 Disabled Facilities

4.72 All the Council's paying off-street car parks have at least 6% of the available spaces marked out as disabled spaces, which is the industry standard.

4.73 Disabled facilities have also been provided in Porthcawl town centre (John Street), whereby disabled access is allowed in the pedestrian zone between 5.00 p.m. and 11.00 a.m., with disabled on-street bays available close to the amenities.

4.74 Consideration has been given many times to the extra parking bays within the periphery of Bridgend town centre being reclassified as disabled. However, unfortunately, due to the limited parking spaces available on the town centre's periphery, all existing parking spaces are needed for other purposes, such as loading and unloading. Provision has been made for disability users in the multi-storey car park near Asda where there is a facility (Shopmobility) for people with mobility issues to park their car and use a scooter to access Bridgend town. This facility has been funded by both the Bridgend Town and County Borough Councils.

5. Effect upon Policy Framework & Procedure Rules

5.1 There are no effects on the Policy Framework and Procedure Rules.

6. Equality Impact Assessment

6.1 There is no impact on specific equality groups as a consequence of this report.

7. Financial Implications

7.1 This project contributes towards the 2017/18 MTFS: COM12 *Broad review of car park charging including staff and elected member parking passes* - £50,000. In 2017/18 Welsh Government provided a 'one off' sum of money to support town centre parking initiatives. This was used to develop a concession where the first two hours of car parking in the Rhiw multi story car park in Bridgend are currently free. This promotion will need to be reviewed for 2018/19 in the absence of specific WG grant but there is a possibility a different offer could be paid for with contributions from the BID company and the Town Council.

7.2 Funding for the regeneration of town centres is usually bid for in a competitive arena, and is not guaranteed. Therefore uncertainty is a constant. The opportunity to draw down external funding is critically dependent on the availability of match-funding. The primary capital budget for this is the Special Regeneration Fund (SRF) and this amount of £540,000 per annum is fully matched into various EU and other external capital funding for periods of several years. This relatively limited

resource has helped to support multi-million pound regeneration projects in the three main towns, developed the Council's property asset base, and provided investment to help small and medium sized businesses to grow. Opportunities can be lost when there is no capital match funding left in the small pot of SRF. Equally, deadlines for submission of bids can be very short, and not allow time for projects to be developed 'from scratch.' There needs to be sufficient capacity retained in the service to develop priority projects to a sufficient level of readiness, to be able to respond to funding opportunities when they arise.

7.3 The Service also cannot simply chase funding. The SRF 'pot' is limited, and has to be deployed very carefully to ensure that match funding is available to support priority projects. Delivery capacity is also limited, and project management resources have to be carefully targeted towards those areas where the greatest economic impact can be achieved.

8. Recommendation

8.1 Overview and Scrutiny Committee is invited to:

8.1.1 Note the content of this report; and to consider and agree any recommendations the Committee may wish to make consistent with its challenge and support role in light of this report.

Mark Shephard
CORPORATE DIRECTOR - COMMUNITIES
January 2018

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Background documents:
None