

Fit for the Future
**Bridgend County Borough's
Regeneration Strategy**

2008-2021

Volume 1 – Final Strategy & Action Plan

6 June 2008

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Executive Summary

Introduction: our Vision and Purpose

1. In the Spring of 2007, SQW Consulting, economic development consultants, were commissioned to develop Fit for the Future, the new regeneration strategy (the Strategy) and action plan for Bridgend County Borough (Bridgend CB) which will cover the period 2008 through to 2021. Bridgend County Borough Council (Bridgend CBC), working in partnership with the Department for the Economy and Transport (DE&T) of the Welsh Assembly Government (WAG), and with comprehensive consultation of local businesses, agencies and people, has developed a new Vision for regeneration.

Our Vision: Fit for the Future

By 2021, Bridgend County Borough will be recognised as a self-contained, productive sub-regional economy, with a skilled and utilised workforce, in a place where people and businesses want to be

2. *Fit for the Future* defines regeneration as an over-arching activity delivering a balanced approach to revitalising the well-being of communities through social, physical, and economic improvements. The Strategy seeks to promote entrepreneurial and wealth-creating activities: it builds on and integrates economic development and tourism, urban and rural physical regeneration, and health. The Strategy also integrates with key values embedded in the Community Strategy. Working alongside other major local strategies, including Bridgend CBC's Corporate Plan, the Economic Regeneration Strategy, the Health and Well-Being Strategy, and sub-regional plans for tourism, transport and rural development, *Fit for the Future* emphasises key actions to prepare for, take and maximise opportunities for local people and businesses, and to attract new investment into the Borough.
3. Based on extensive analysis of global, national and local trends, and local consultation with partners and stakeholders, it is designed to give a clear focus to regeneration priorities and provide a platform for cross-sector working. *Fit for the Future* has been developed to bring together partners from all sectors, to bring clear focus and priorities to existing, planned and future regeneration work, providing a tool for strategic management, and also for delivery partnerships, enabling them to tackle the challenges facing the County Borough.

Bridgend today: the challenges

4. Bridgend CB has major assets, including a great natural environment, and in being home to a world-class manufacturing business. However, to develop as a sub-regional centre, it will need to raise its competitiveness and grow the distinctiveness of its brand. In developing *Fit for the Future*, extensive analysis has established the challenges facing the businesses, people and places that make up Bridgend CB. In summary these challenges are as follows:

Challenges for businesses

- At present the overall performance of the economy is not competitive.
- There is a productivity gap.
- And enterprise is also an issue.

Challenges to people

- Inactivity and skills shortages in the labour market are a cause for concern.
- Improving education and skills supply is a key to future prosperity and economic activity.
- Success needs to be better shared to tackle deprivation, poor health outcomes and high benefit take-up.

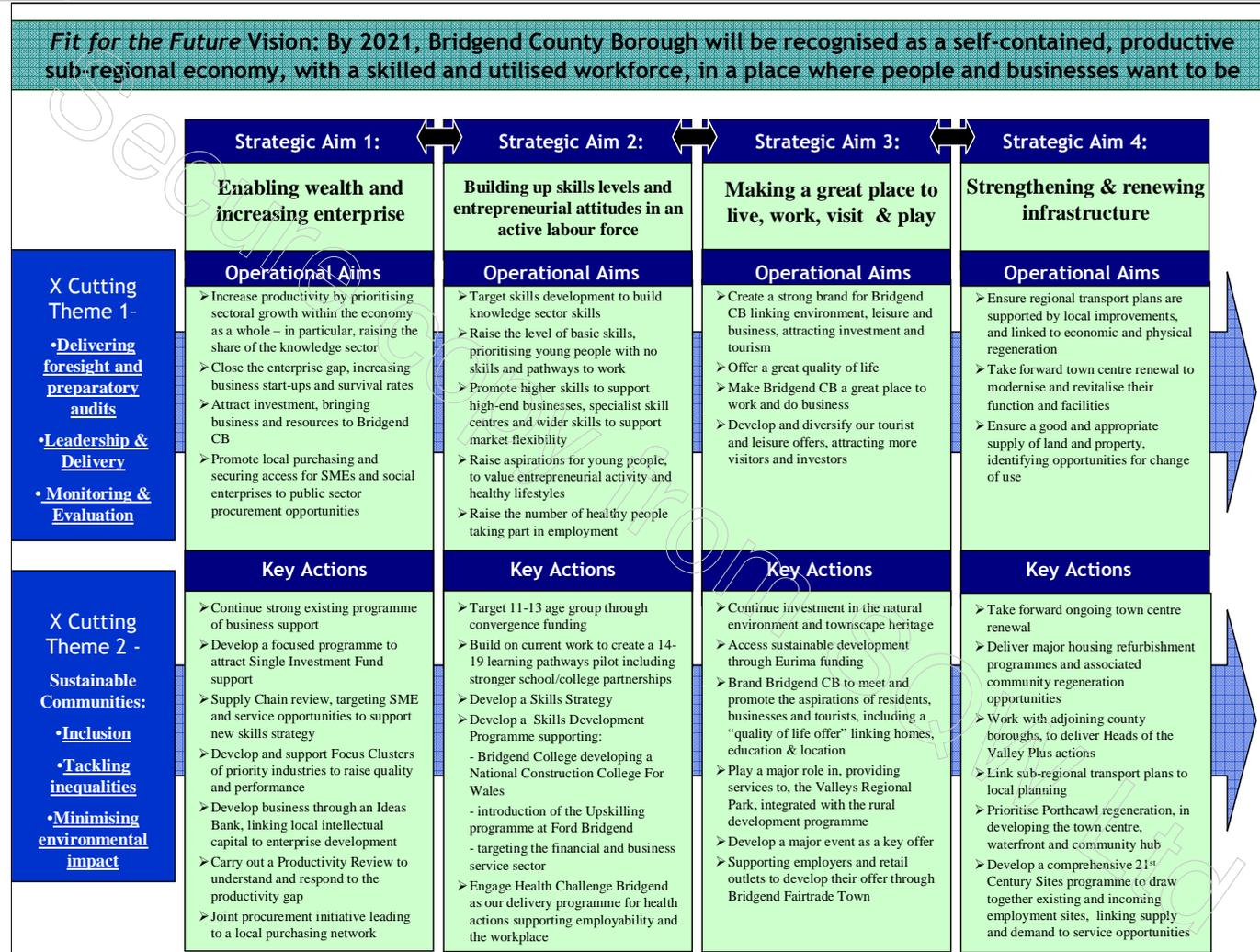
Challenges for places

- Quality of life is not highly rated against Welsh competitors.
- Environment and tourism are major assets, but need improved access, visibility and differentiation from competitors.
- Infrastructure development will need be focused on to attract inward investment and support job creation.
- Town centre renewal is a crucial element in the regeneration of Bridgend CB.

Fit for the Future: our strategic framework

5. Our Strategy responds to the challenges facing Bridgend CB, in the context of current public sector policy, by developing a Strategic Framework (Figure 1) which identifies four key Strategic Aims. How to achieve these Aims is defined in a series of Operational Aims underpinned by a series of Key Actions. Two Cross-Cutting Themes are designed to check the actions to ensure deliverability and compatibility with key sustainable development targets in local policy and strategy documents.

Figure 1: Our Strategic Framework



Source: SQW Consulting

Action Planning

6. Partners' Existing and Pipeline Actions have been gathered together and their importance in supporting delivery the Strategic Aims and the Operational Aims assessed. In the light of this, an additional set of Gap Actions is proposed, which either drive forward Existing and Pipeline Actions, or introduce a new action which is necessary to achieve the aims.
7. A considerable range of programmes and projects have been brought together in our database of Existing and Pipeline Actions, and these are supported by funding from many different sectors, and delivered at national, regional and sub-regional levels, as well as simply within Bridgend CB. This produces a complex picture of actions resistant to uniform categorisation: for this reason, we have focused the attentions of this Strategy on key actions which can clarify its purpose and assist in developing the clear branding needed to make *Fit for the Future* a brand attracting new aspirations and investors. The shortlist remain illustrative rather than final, as actions are not of simple, single categories, but may in some instances refer to a programme (with a number of separate projects within it of varying status and priority), or a set of projects which rely on funding that has not yet been obtained. These are summarised below in Table 1.

Table 1: Illustrative Existing and Pipeline Actions and Programmes which can play into *Fit for the Future*

Strategic Aim	Illustrative Existing Actions	Illustrative Pipeline Actions
Strategic Aim 1: Enabling Wealth and Creating Enterprise	<ul style="list-style-type: none"> • Bridgend Business Support Framework • Social Economy Support • WAG Business Support grants 	<ul style="list-style-type: none"> • Bridgend Town Centre Business Development Plan • Community Economic Development
Strategic Aim 2: Driving up skills levels in an active labour force	<ul style="list-style-type: none"> • Targeted action on those in danger of becoming NEETs • Genesis Programme • Learning Brokers Bridgend • Schemes led by Careers Wales Mid-Glamorgan and Powys 	<ul style="list-style-type: none"> • Equipping young people with the skills needed for employment • Volunteer to Work • Climbing Higher Agreement • Health Challenge Bridgend
Strategic Aim 3: Making a great place to live, work, visit & play	<ul style="list-style-type: none"> • Marketing and Promotion activities to attract business • Groundwork-led Bridgend CB schemes • Townscape Heritage Initiative Grants • Strategic Tourism Events Fund 	<ul style="list-style-type: none"> • Valleys Regional Park • Rural Development Plan • Caerau Community Route • Maximising Opportunities for Sports Based Leisure & Tourism • Go-Low
Strategic Aim 4: Strengthening and renewing infrastructure	<ul style="list-style-type: none"> • Pencoed Technology Park • Infrastructure Works to Brocastle • Regeneration providing new homes and commercial and community assets • Investment Programme on improvements to homes and environmental/community regeneration 	<ul style="list-style-type: none"> • 7 Bays Project • Bridgend Transport Interchange • Development of Major Employment Sites • ICT E Solutions

Source: SQW Consulting

8. Gap Actions are designed to ensure that the action plan is a rounded programme for implementing *Fit for the Future*. They develop and lead Existing and Pipeline Actions, prioritise for the purpose of our Strategy actions being considered already, or create new actions which will transform. The Gap Actions are summarised in Table 2.

Table 2: Gap Actions under each Strategic Aim of *Fit for the Future*

Strategic Aim	Gap Actions
Strategic Aim 1: Enabling Wealth and Creating Enterprise	<ul style="list-style-type: none"> • Cluster Focus • Developing a Business Ideas Bank • Productivity Review • Joint procurement initiative
Strategic Aim 2: Driving up skills levels in an active labour force	<ul style="list-style-type: none"> • Skills Strategy • Skills Development Programme • Healthworks
Strategic Aim 3: Making a great place to live, work, visit & play	<ul style="list-style-type: none"> • Branding Bridgend CB • Valleys Regional Park • Hosting a Major Event • Bridgend – a Fairtrade town
Strategic Aim 4: Strengthening and renewing infrastructure	<ul style="list-style-type: none"> • Bridgend CB 21st Century Employment Sites Transformational Action Plan • Porthcawl Waterfront and Town Centre Regeneration Transformational Action Plan

Gap Actions

9. Each Gap Action focuses and prioritises on a key step that needs to be taken to accelerate current Actions or introduce new a new activity that will underpin and take forward the Strategic Aims of *Fit for the Future*. They will be developed, alongside the Existing and Pipeline Actions, to form an integrated Action Plan, by the Executive Team responsible for taking forward *Fit for the Future*

Strategic Aim 1: Enabling wealth and increasing enterprise

Focus Clusters

10. To address the productivity and enterprise challenges facing Bridgend CB, and to raise competitiveness, Focus Clusters are proposed. The current state of clustering will be identified, and a development programme developed. Clusters are geographically proximate groups of interconnected companies - suppliers, service providers, and associated institutions in a particular field, linked by commonalities and complementarities. Clustering delivers competitiveness in three ways: helping to increase the levels of productivity that firms can operate; increasing the capacity of firms for innovation and productivity growth; and stimulating and enabling new business formation that further supports innovation and expands the cluster.

The Business Ideas Bank

11. To stimulate entrepreneurial activity and encourage enterprise, activity focusing on supply chain development provides the ideal opportunity for a further, closely linked, transformational, action through establishing a 'Business Ideas Bank'. Designed to encourage new start-ups and provide new growth-oriented opportunities for existing businesses, its ultimate aim will be to develop a bank of intellectual property and licensable ideas, supplied both by local businesses and entrepreneurs and those further afield seeking the exploitation of their ideas, which can be used to seed business opportunities for would-be entrepreneurs in Bridgend County Borough.

Productivity Review

12. Further steps to raise productivity are vital, with increasing policy imperatives driving this action. The Productivity Review is about delivering increased competitiveness in established value-adding firms with growth potential: it is needed to effect a step-change in the aspirations and connectivity of the Bridgend CB businesses and public sector. To achieve this step-change in our work-place productivity, we need bring together experts from private and private sectors to establish reasons for low productivity, and then recommend tailored actions to enable the breadth of our higher value-adding firms to grow their competitive potential. By exposing firms to specific and appropriate best practice in other places, seeing and learning from different processes, we intend for this Gap Action to secure a significant closing of our Productivity Gap with South Wales and the UK.

Joint procurement initiative

13. This is a short-to-medium action bringing together major procurement activity, involving schools, prisons, hospitals and the local authority, to focus opportunities for local procurement, and improved access to public sector contracts for SMEs and social enterprises.
14. In relation to this objective, actions need to be taken both by the public sector and the businesses themselves to enable the local business population to maximise procurement opportunities.

Strategic Aim 2: Building up skills levels and entrepreneurial attitudes in an active labour force

Develop a Skills Strategy

15. This short-term Action is a fundamental first step identified by all parties as crucial to our success in raising skill levels and integrating our approaches to skills development. It will improve and develop labour market intelligence, guide the wide variety of skills training and education activity already in place, and focus it to meet demand. This action will support the creation of a Market and Technology Foresight Observatory through the Local Service Board, produce a gap analysis of sector skills demand and supply in Bridgend CB and produce projections for employment growth and productivity gains in key sectors. The Strategy will target key skills gaps identified in the Strategic and Operational Aims: young people with no skills, and the need to boost knowledge-based business.

A Skills Development Programme: Targeting Growth, Targeting Skills

16. To drive change through supporting important local initiatives, this Gap Action tasks partners to produce a detailed Skills Development Programme, enabling significant opportunities that have already been identified can be taken forward immediately. This action focuses on promoting and prioritising proposals such as the creation of a National Construction College for Wales, work with the Ford engine plant in Bridgend to adapt and transfer the Upskilling programme currently delivered at the Ford Engine Plant in Dagenham, London, and targeting the financial and business services sector to grow knowledge-based skills.

Healthworks

17. Whilst the Health and Well-Being Strategy is a major driver of the health agenda, tackling underlying health issues is seen as a priority to ensure a fit and active population. Health Challenge Bridgend brings together the Council, health, social care and voluntary sectors in an alliance, and will form the platform for Healthworks, which needs to reach out and embrace the private sector employers, and the community sector. Health Challenge Bridgend will align with public sector strategy documents and the new Health and Well-Being Strategy, in building a healthy life-line into the workplace, in work, and through supporting employers.

Strategic Aim 3: Making a great place to live, work, visit and play

Branding Bridgend CB

18. Sensitivity to the issue of potential confusion between the town and the County Borough of Bridgend underlines a more fundamental need to find a unified and unique brand for Bridgend CB. Uniting and unifying the work of partners leading the Local Service Board and this Strategy will raise aspirations of existing residents and businesses, allow new marketing material to highlight Bridgend CB's potential, and also respond to the key issue of how to differentiate Bridgend CB from its neighbours, as well as benefit from wider investment in the region. The need to develop an image for Bridgend CB which will attract further business investment, inward migration and tourism, is at the heart of Fit for the Future. The brand needs to engage private and public sector service providers in meeting local needs.

Valleys Regional Park (supported by the Rural Development Plan)

19. Acting as a crucial link between economic, social and environmental regeneration, this action to strengthen the environmental networks will enhance quality of life and support tourism and leisure. This long-term Action builds on existing work to create a Valleys Regional Park in the Heads of the Valleys Plus area and the Valleys part of the Connections Corridor. Working with key partners, including WAG and the Countryside Council for Wales, Bridgend CB will need to identify opportunities to align the programme to existing investment and activity, particularly in relation to the Rural Development Plan and projects in the Heads of the Valleys Plus area and the Valleys part of the Connections Corridor.

Hosting a Major Event

20. Bridgend CB already has a strong reputation for activity sports, in particular, golf and watersports. However, there is widespread anticipation that Bridgend CB can work with adjoining authorities and agencies to develop and market plans for high profile, prioritised programme major events. This action will build on existing capacity and expertise: the first actions will be developed from existing proposals to attract wide international coverage and knock-on tourist and leisure investment opportunities, through golf, watersports and music events. Bridgend CBC will take forward this action, to engage stakeholders and build practical outputs linked into the new brand for Bridgend CB.

Bridgend - a Fairtrade Town

21. Fair trade is being promoted as part of a WAG initiative with Wales aiming to become the world's first Fairtrade country. With the existing recognition of Porthcawl as a Fairtrade town, Bridgend's Town Centre regeneration offers an opportunity to create a further Fairtrade Town, and then Bridgend CB as a Fairtrade County Borough, strengthening both the image-building and business development aspects of Fit for the Future. The medium-term action, bringing together the majority of businesses to promote fair and ethical trade where possible, combines wealth creation with an ethical, environmental and marketing tool.

Strategic Aim 4: Strengthening and renewing infrastructure

21st Century Employment Sites

22. This long-term Action involves deepening understanding to enable us to develop a programme to exploit opportunities already emerging, through a high quality mix of employment sites, to meet the demands of the changing economy and to create a mix of employment opportunities to meet and lead development of the various skills sets and service provision within the area. These strategic development projects are often beyond the control of Bridgend CB and could create both opportunities and threats which should be fully explored. The potential benefits of employment and business opportunities which could arise through value-added jobs and supply chain linkages should be exploited. The potential negative impacts such as potential inward and outward migration and changing requirements for health and education services will also be considered to ensure that our Strategy is fully informed by future developments.

Porthcawl regeneration

23. The development of tourism, leisure and environmental improvements lie behind this major long-term action, which is currently in its early stages, and which will be a flagship project for Fit for the Future. The prime beneficiaries of the proposed regeneration of Porthcawl include local residents and businesses, seaside visitors throughout the year, the wider hinterland community and town centre retail and service activities (including tourism). The rationale for the Action has two facets: first, to build on existing commercial competitiveness and vitality to realise the commercial development potential of the waterfront and the adjoining town centre; second, to turn the waste land of the waterfront into a vibrant area of

leisure, retail and housing development to benefit visitors to the area and residents across the town.

24. The action provides a framework to coordinate regeneration activity to turn Porthcawl into a premier seaside resort through the comprehensive development and improvement of the waterfront and the town centre. This will require partnership agreement on a coordinating Strategic Regeneration Framework and Action Plan.

Cross-cutting Theme 1: Implementation capacity and partnership development

Market and Technology Foresight

25. The need to improve market and technology foresight was established early in the process of developing *Fit for the Future*, as an essential delivery capacity. The proposed Observatory, to be developed by the Local Service Board, will provide this new capacity to lead a properly resourced market and technology foresight process. This will give insights or trends which the Strategic Aims can use to drive forward Actions. This is fundamental to, for example, the production and delivery of a successful skills strategy, targeting support for SMEs and social enterprise, and linking new infrastructure development to employment and supply chain opportunities – which we must pursue if we are to achieve the vision of *Fit for the Future*.

An Audit of Public & Third Sector assets

26. As part of a range of early actions to improve information and focus, identified in the strategy development process, this audit will report on a wide range of physical assets held by the Council and its public sector partners. Delivery capacity for the Strategy as a whole will be enhanced by a detailed understanding of properties available for use, for change of use and for transfer into regeneration programmes. The audit will also include assets dedicated to community use, to bring together an overview of access and availability – through this action, options for bringing buildings into use, changing use and identifying resulting opportunities for private and community sector organisations will be clarified.

Cross-cutting theme 2: Integrated delivery for a sustainable community

Ensuring inclusion, tackling inequalities and minimising environmental impact

27. These three key aims will be used to inform planning and delivery of regeneration projects. Each major action under *Fit for the Future* will be driven to maximise impact on raising inclusivity, reducing inequalities and strengthening sustainable development. The outputs and outcomes against these aims will feed into the monitoring and evaluation framework that will be established.

Implementation

28. Implementation of *Fit for the Future* will be the responsibility of the Regeneration and Environment Partnership (REP), a sub-group of the Local Service Board. This structure is still evolving at present, but it is envisaged that the LSB will create a Regeneration and Environment Partnership with private, public, voluntary and community sector membership,

to lead the Strategy. Delivery of projects will be led by a variety of appropriate agencies and companies, with a co-ordination and support service from Bridgend CBC officers. It is proposed that an Executive Team is identified immediately to ensure that the Strategy is situated within the developing structure of the Local Service Board, and that work to develop the Action Plan is taken forward in the short-term.

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1: Introduction

Context

- 1.1 In the Spring of 2007, Bridgend County Borough Council (Bridgend CBC), working in partnership with the Department for the Economy and Transport (DE&T) of the Welsh Assembly Government (WAG), commissioned SQW Consulting, economic development consultants, to develop *Fit for the Future*, a new regeneration strategy (the Strategy) and action plan for Bridgend County Borough (Bridgend CB). It is intended that the Strategy will cover the period 2008 through to 2021.
- 1.2 Regeneration is an over-arching activity delivering a balanced approach to revitalising the well-being of communities through social, physical, and economic improvements. It seeks to promote entrepreneurial and wealth-creating activities: it builds on and integrates economic development and tourism, urban and rural physical regeneration, and health. The Strategy also integrates with key values embedded in the Community Strategy. Working alongside other major local strategies, including Bridgend CBC's Corporate Plan, the Economic Regeneration Strategy, the Health and Well-Being Strategy, and sub-regional plans for tourism, transport and rural development – the Strategy emphasises key actions to prepare for, take and maximise opportunities for local people and businesses and to attract new investment into the Borough.
- 1.3 *Fit for the Future* provides a concise framework for shared understanding, planning and delivery of regeneration by private, public and voluntary and community sectors. Based on extensive analysis of global, national and local trends, and local consultation with partners and stakeholders, it is designed to give a clear focus to regeneration priorities and provide a platform for cross-sector working. The database of existing and ongoing actions informing the Strategy can be updated by Bridgend CBC and partners to respond to the changing challenges we will face. This will maximise the benefits of inbuilt links to national and local regeneration policies and funding.
- 1.4 *Fit for the Future* has been developed to bring together partners from all sectors, to bring clear focus and priorities to existing, planned and future regeneration work, providing a tool for strategic management, and also for delivery partnerships, enabling them to tackle the challenges facing the County Borough.

How the Strategy is structured

- 1.5 The Strategy is developed through a logical framework, laid out in the following sections:
 - Section 2 delineates the strategic context within which *Fit for the Future* will operate.
 - Section 3 assesses the socio-economic challenges facing Bridgend CB, and which need to be met if regeneration is to be successfully delivered.

- Section 4 sets out the Strategic Framework, describing our Vision for Bridgend CB, and the Operational Aims to guide delivery.
- Section 5 develops an action plan focusing regeneration priorities in a set of Existing, Pipeline and Gap Actions.
- Sections 6 and 7 describe arrangements for implementation, and how effective monitoring and evaluation can be put in place.

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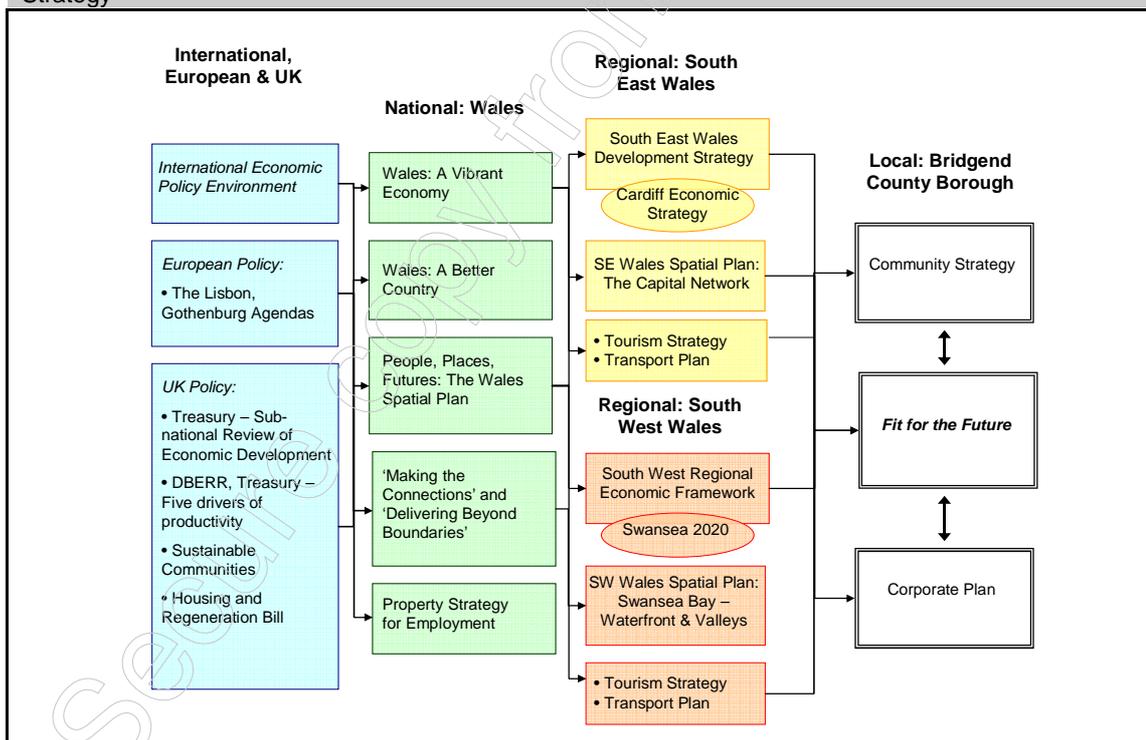
2: The strategic context for regeneration in Bridgend County Borough

- 2.1 In this section, the strategic context for regeneration in Bridgend CB is described, giving an overview of key drivers and challenges to which *Fit for the Future* needs to respond.

Locating *Fit for the Future*

- 2.2 *Fit for the Future* sits within a complex matrix of other strategies and policy developments. From the European Lisbon Agenda to the local Housing Strategy, all of these must be taken into account, to ensure that the regeneration strategy can achieve all of its objectives and can drive forward activity in an integrated and reinforcing manner.
- 2.3 Figure 2-1 below illustrates where the Strategy sits in strategic terms within wider international, national, regional, and local strategies. The Strategy recognises these agendas and the details of each are discussed below.

Figure 2-1: The international, national and regional strategic context for the Bridgend Regeneration Strategy



Source: SQW Consulting

The International, European and UK context

International

- 2.4 The increasingly international nature of trade and other economic processes is putting increasing pressure on established economies such as Wales, as global competition sees new

economies providing lower cost alternative locations – and also disrupts existing economies through new business processes, notably IT-based innovations. Established economies therefore must adapt and change in response to the rapidly growing economies of China, India, Brazil, Russia and other developing nations, demonstrating new comparative advantages where possible, and recognising that, in the majority of cases, they can no longer compete internationally on the basis of price.

European

- 2.5 European policy remains an important influence on regeneration in Wales. The Lisbon Agenda has provided the European Union with the goal of becoming *'the most dynamic and competitive knowledge-based economy in the world'* by 2010. Updated in 2005 during the United Kingdom's Presidency of the European Council to include national reform programmes that set out detailed programmes for action, the Agenda remains focused on the development of jobs and growth in the European Union, leading to greater prosperity and social justice. It is supported by the Gothenburg Agenda which completed the Lisbon strategy by adding an environmental dimension. It focused on a new emphasis to protect the environment and achieve a more sustainable pattern of development.
- 2.6 Central to the success of the Lisbon Agenda is a significant increase in investment in research and innovation and the cultivation of a business climate that encourages businesses to start and to grow - both central to the economic growth required to underpin *Fit for the Future*. In its commitment to the need for high skills and sustainable development, the Lisbon Agenda sets the context for us to develop the actions necessary to accomplish the Bridgend regeneration agenda.
- 2.7 European Regional Development Fund and European Social Fund regimes are still operational and investing in South East Wales, administered through the Welsh European Funding Office, with a shift in status to the new Convergence and Regional Competitiveness and Employment (ERDF and ESF) programmes 2007-2013. These represent opportunities to deliver our goals.

Key Message

The European agenda offers strong support for economic, social and environmental regeneration, though funding will now begin to focus on the eastern half of the EU.

The UK

*The Drivers of Productivity*¹

- 2.8 A set of Competitiveness Indicators for the UK, designed to compare the UK's economic performance with that of other advanced economies such as the USA, Japan, France and Germany, was published by the Government published in 1999. They were designed to help

¹ The latest indicators of UK performance can be found at <http://www.dti.gov.uk/competitiveness/indicators2002/index.htm>

to drive up productivity and improve prosperity and provide a framework for highlighting strengths and weaknesses as well as helping to identify areas that may need attention by Government.

2.9 The Indicators are divided into the five 'Drivers of Productivity' which act as a strategic framework for the measurement of, and response to, improving economic prosperity by increasing productivity. The five drivers are:

- **Enterprise** – measures of business formation, entrepreneurship and finance
- **Skills** – measures of human capital
- **Innovation** – measures of the science base, technology, commercial exploitation of science and technology, and R&D
- **Investment** – measures of physical capital and ICT
- **Competitive Markets** – measures of openness, labour market flexibility, regulation and the institutional environment.

2.10 Although established to primarily guide national level policies, the Drivers of 'Enterprise', 'Skills', 'Innovation' and 'Investment' are acknowledged as fundamental mechanisms by which regional and sub-regional economies can become more effective. Combined with increasing economic participation and striving for 'Full Employment', the Drivers are an important organising tool by which Bridgend County Borough can look to increase its GVA performance in the future: GVA is the key performance indicator for economic regeneration.

Key Message

The alignment of *Fit for the Future* to the Five Drivers of productivity will be a key success factor for the regeneration of Bridgend CB.

Sustainable Communities

2.11 The UK Sustainable Communities Plan was launched in 2003, and focused the attention at all levels of government and stakeholders, in bringing about development that meets the economic, environmental and social needs of present and future generations. This approach has continued to dominate Government policy, whether in terms of major regional projects to meet new demands, such as Thames Gateway, in addressing market failure through programmes such as Housing Market Renewal, or in addressing local needs through neighbourhood-based approaches.

2.12 A range of policies and funding regimes have developed and supplemented this approach in England, Scotland and Wales. Delivery of the policy is largely devolved to the Governments in Scotland and Wales.

Key Message

The sustainable communities agenda is at the heart of policy driving planning and quality of life issues through the concept of "place". *Fit for the Future* needs to develop the sense of place and identity of Bridgend CB in its strategies and through its actions.

Emerging Policy

- 2.13 The recent Review of Sub-National Economic Development and Regeneration in England by HM Treasury confirms the scope and pace of global market integration, and the need to grow high value-added, knowledge intensive activities in which experience shows that English firms have a comparative advantage, including in services such as business, legal, creative and financial services. Although the review was based on the existing conditions in England, the policy framework provides some interesting messages for local economic development throughout the UK, not least to South Wales. The review introduces proposals to:
- measure the delivery of economic development in terms of outcome, and, in particular, GVA per head as the primary measure of performance
 - strengthen the responsibilities of local authorities to assess and respond to the challenges of the economic development
 - strengthen the incentives for local authorities to act on economic development goals
 - focus neighbourhood renewal spend into most-deprived areas (in a similar way to the focus of Communities First funds in Wales) and focusing it to tackle worklessness
 - move education and skills funding for most 14-19 year olds to local authorities
 - work with local authorities to improve their capacity to deliver on their new, enhanced role of economic development and neighbourhood renewal.
- 2.14 Whilst these changes do not directly apply to the Devolved Administration in Wales, the policy directions indicate current thinking across UK government.
- 2.15 The Housing and Regeneration Bill for England and Wales currently before Parliament supports regeneration with growth targets designed to ensure housing and land supply meets demands generated by economic growth.

Key Message

The increasing emphasis on economic drivers to be measured primarily through GVA per head is strengthened from national to local level. The role of the local authority and partners in tackling worklessness must be at the heart of *Fit for the Future*.

National Level Strategies

Wales: A Vibrant Economy (Welsh Assembly Government)

- 2.16 The vision for delivering economic development in Wales projects a positive future in which economic growth can be sustained while opportunities for all are available. *Wales: A Vibrant Economy* is the key document outlining this economic development agenda. The priorities are: to further increase employment and, at the same time, increase the quality and additional value of the jobs available. To achieve this, *Wales: A Vibrant Economy* identifies four key actions, which are:

- supporting job creation and helping individuals tackle the barriers to participation in the world of work
- investing to regenerate communities and stimulate economic growth across Wales
- helping businesses to grow and to increase value-added per jobs and earnings
- ensuring that all economic programmes and policies support sustainable development; in particular, by encouraging clean energy generation and resource efficiency.

Key Message

Enterprise growth must be an essential success factor in the Strategy, if Bridgend CB is to meet the aims of Wales: A Vibrant Economy.

Wales: A Better Country

- 2.17 Supporting the vibrant economy, Wales: A Better Country sets out the strategic agenda of the Welsh Assembly Government to achieve its guiding vision of creating a fairer, more prosperous, healthier and better educated country.
- 2.18 The strategic agenda for developing policy is based around four key areas:
- helping more people into jobs
 - improving health
 - developing strong and safe communities
 - creating better jobs and skills.
- 2.19 The Employment and Learning Action Plan has been developed within this agenda, to promote skills, motivation and opportunity to obtain good quality jobs, raising aspirations and abilities, and encouraging employers to work with their employees and public sector agencies to raise skills to the highest possible levels to support high quality jobs in a growing economy.

Key Message

The strategic and operational objectives of our Strategy must align with the agenda of Wales: A Better Country to achieve a fairer, more prosperous, healthier and better educated Bridgend County Borough.

People, Places, Future – The Wales Spatial Plan (Welsh Assembly Government, 2004)

- 2.20 The Wales Spatial Plan is the key statement of strategic planning and development intent in Wales. It considers a broad raft of spatial development issues including many socio-economic factors such as strategic investments, and areas where deprivation is concentrated. The Plan divides Wales into six areas with Bridgend CB situated in South East Wales.

- 2.21 The Plan overall has five strategic themes as well as a number of ‘Propositions’ and ‘Actions’ for each of the six spatial areas. One of its key aims is to establish stronger links between the valleys and the coast, with the coastal zone being the main economic driver within the region.
- 2.22 Whilst Cardiff is recognised as the key economic hub of the South East Wales region, and leads the ‘Capital Zone’ with Newport, Bridgend County Borough is identified as having a close functional relationship with the country’s capital. Furthermore, as Bridgend County Borough is situated on the border of the South East Wales region, it is also strongly influenced by economic priorities in the Swansea Bay area, defined in the Swansea 2020 regeneration strategy and the South West regional economic framework.

Key Message

Bridgend CB’s location demands that it develops its own identity, but also takes advantage of neighbours on either side, to support regeneration aims. The key aim of connecting valleys to coast is an important element of Bridgend CB’s regeneration.

Making the Connections (MtC) and Delivering Beyond Boundaries

- 2.23 The Making the Connections (MtC) policy for public service reform was introduced during the second term of the Welsh Assembly. It sets out a vision for a prosperous, sustainable, bilingual, healthier and better-educated Wales, based around four main principles: Citizens at the Centre; Public Engagement; Working together as the Welsh Public Service; and Value for Money.
- 2.24 These principles have been taken forwards into an action plan for improving public service delivery known as ‘Delivering Beyond Boundaries: Transforming Public Services in Wales’. The report establishes five key areas of action to achieve the necessary improvements, namely:
- putting citizens first in the design, delivery and improvement of public services
 - working together to deliver improvements at the appropriate level – whether, local, regional or national
 - to establish a ‘world class workforce’ within public service organisations
 - better value for the Welsh pound, making further progress on the efficiency agenda
 - driving the changes will be the transformation of the Welsh Assembly Government, its resources and performance.

Key Message

Delivering Beyond Boundaries puts forward an action plan to deliver real improvements in public services in Wales. It also enforces the view that improvements in public service delivery should take place at the appropriate spatial level with strong partnership working: the need to focus and align public service resources behind the Strategic Aims of *Fit for the Future* must drive partner delivery actions.

Property Strategy for Employment

- 2.25 The Property Strategy for Employment sets out the Welsh Assembly Government's strategy for employment sites and buildings across Wales from 2004 to 2008 (and work on a refreshed version is well advanced). It provides a framework to ensure that Wales can provide high quality employment sites and premises in the right locations for both inward investors and indigenous businesses. In this way, it will underlie the Assembly's economic agenda of increasing and spreading economic prosperity across the whole of Wales.
- 2.26 The strategy is based on six main principles:
- Team playing with public and private sector partners across property markets.
 - Focusing of public sector resources on property market areas where the greatest impact on the Welsh economy can be made.
 - Targeting of key sectors/business activities in line with current economic development objectives and policies for Wales.
 - The critical role of a relatively small number of business parks, strategic sites, and strategic mixed use sites as focal points for attracting new investments and jobs.
 - Careful control of the phased supply of sites and buildings in line with demand.
 - Maximising the use of existing property assets in Wales consistent with market requirements and economic and financial viability.

Key Message

The development and re-development of key employment sites in and adjacent to Bridgend CB is a key factor in regeneration planning, and will need to be reflected in our action planning.

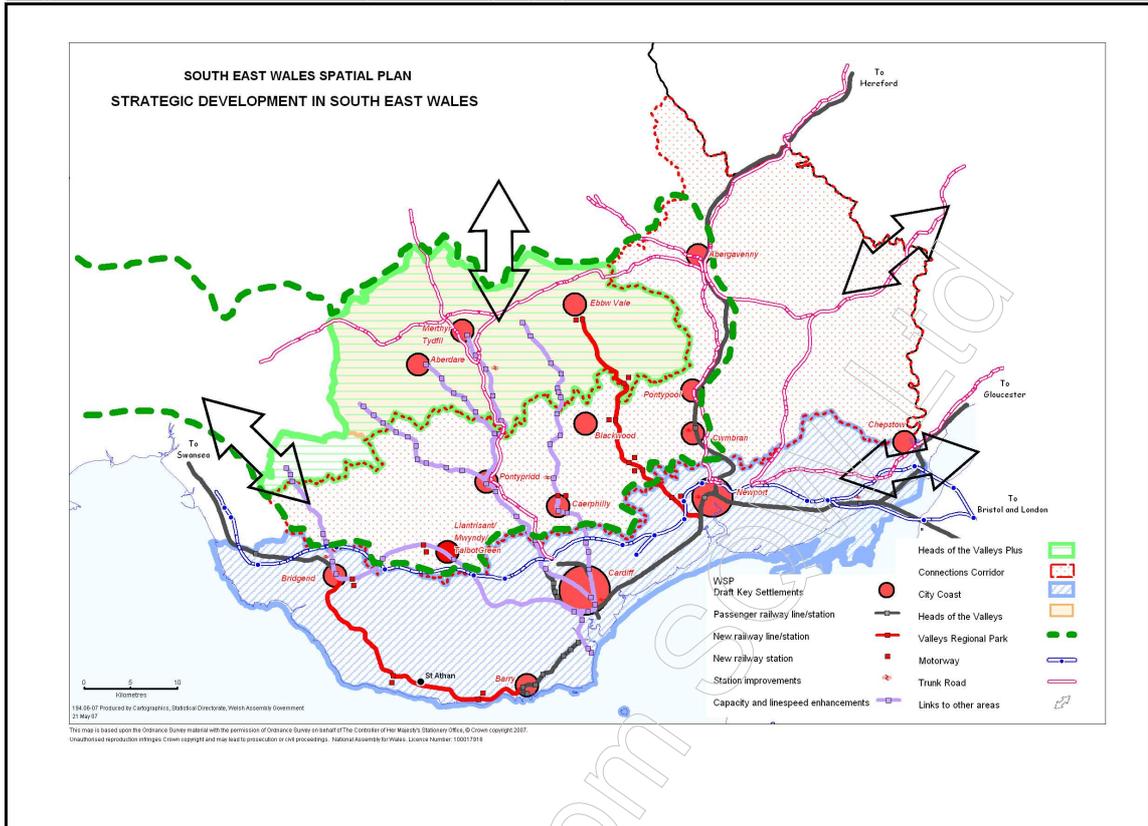
Regional Strategies

- 2.27 Documents for each of these regions contain important frameworks for planning, economic development, funding and implementation, directly relating to the viability of regeneration work in Bridgend County Borough. Some relevant extracts are analysed in this section.

South East and South West Wales Spatial Plans

- 2.28 The Wales Spatial Plan sets out the strategy which divides South East Wales from South West Wales, with Bridgend County Borough on the western edge of the South East Wales area. There are ten unitary authorities within South East Wales, of which Bridgend County Borough is one. The major categories of the spatial plan are shown in Figure 2-2 below.

Figure 2-2: South East Wales Spatial Plan geographies



Source: Wales Spatial Plan

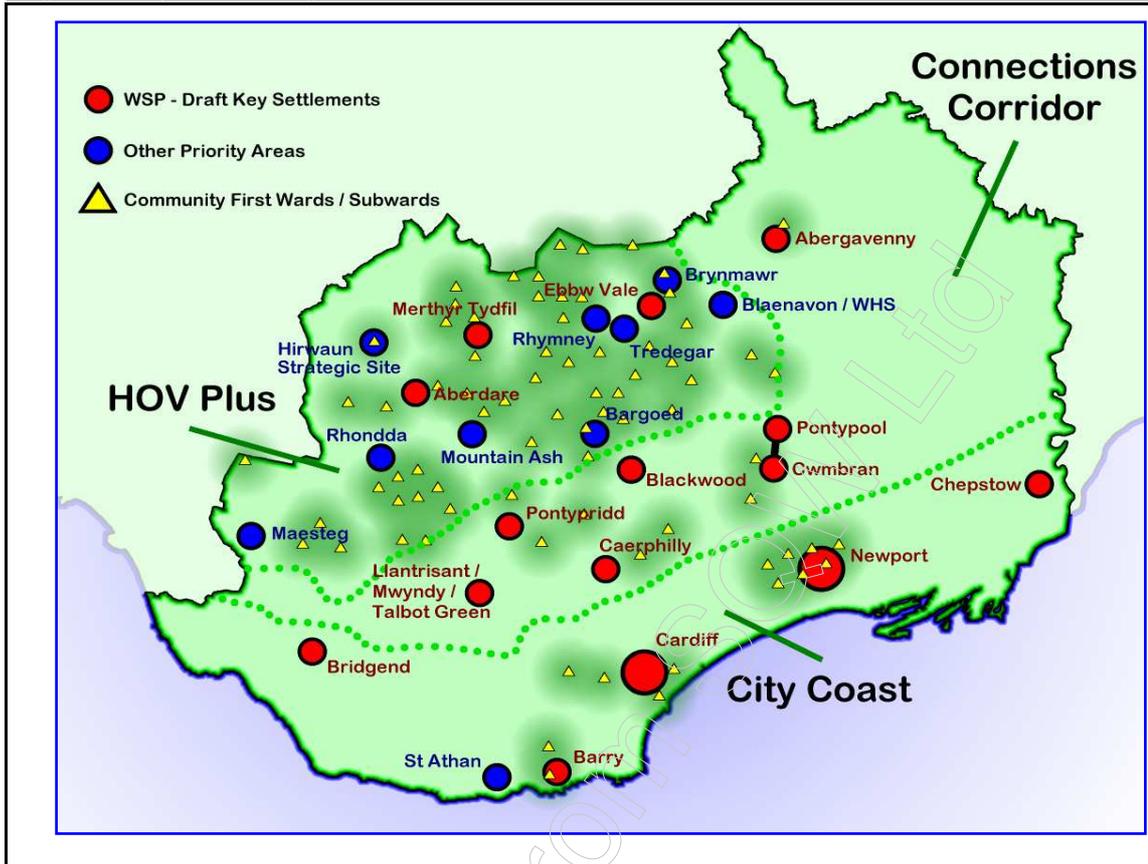
- 2.29 The Sustainable Regeneration Framework for the South East Wales Spatial Plan Area characterises the South East of Wales as an integrated network of cities, urban hubs, smaller centres and valley communities. The town of Bridgend itself is one of 14 hubs identified, and is the only hub in the county borough. As the westernmost area, Bridgend CB has a particular role in connecting to the activities of the Swansea city region.

Key Message

The town of Bridgend is one of 14 hubs in the South East Plan Area, and the County Borough is a key partner in developing regeneration proposals. The Strategy must identify opportunities to contribute to, and take advantage of, new plans and commercial opportunities.

- 2.30 Figure 2-3 below shows the spatial planning context within which Bridgend County Borough sits and demonstrates how European, National and Regional planning and economic development are driven by three east-west zones which cut across local authority borders.

Figure 2-3: Spatial Planning Context of SE Wales



Source: Wales Spatial Plan

- 2.31 The three regeneration zones are defined as the Head of the Valleys (HoV) Plus, the Connections Corridor and the City Coast. Bridgend County Borough is one of six Valley Authorities in the Convergence Area which defines eligibility for European Regional Development Fund (ERDF), and European Social Fund (ESF) – the other four South East Wales Authorities, Cardiff, Newport, Monmouth and Vale of Glamorgan, are prioritised for funding in a Competitiveness Area.
- 2.32 The focus for potential physical regeneration investment is in the HoV Plus which stretches across the valleys from Maesteg in the west to Blaenavon in the east. The key priorities set for the HoV Plus area are:
- an attractive and well-used built and natural environment
 - a vibrant economic landscape offering new opportunities
 - a well-educated, skilled and healthier population
 - an appealing and coherent leisure and tourism experience
 - public confidence in a shared, bright future.
- 2.33 Four kinds of regeneration are envisaged in the HoV Plus area:

- **Strategic Infrastructure**, focusing on accommodation for business, business parks, and innovation in facilities for learning. Bridgend is recognised as having some high quality sites.
- **Environment for Growth**, focusing on improving and enhancing the built and natural environment, developing parks, river corridors, countryside access and the heritage and tourism industries.
- **Sustainable Communities**, focusing on physical regeneration in deprived areas receiving Communities First funding, and developing community capacity in involvement and social enterprise.
- **Regeneration for Growth**, focusing on physical improvements and transport networks, and targeted at the 'Capital Zone' of Cardiff and Newport.

2.34 In addition, the Sustainable Regeneration Framework for South West Wales Spatial Plan Area also contains a Waterfront Masterplan, which identifies Porthcawl/Pyle as one of nine hubs to be developed, and this emphasises the importance of links between Bridgend County Borough and Swansea Bay to the west and the importance of Bridgend's coast to future regeneration. Maesteg too is identified as a significant hub and could play a similar role on spreading wealth to the Valleys.

Key Message

The Strategy will align closely with the four HoV Plus priorities to attract future investment: Strategic Infrastructure, Environment for Growth, Sustainable Communities and Regeneration for Growth – although this last priority is mainly targeted to Cardiff and Newport.

South East Wales and South West Wales Economic Development Strategies

2.35 The South East Wales Development Strategy is the 10 year strategic framework for economic development developed by Capital Wales, the regional body guiding economic development. The framework sets out the priorities to achieve the Vision of the region 'becoming one of the most prosperous in Europe, and providing opportunities for every individual, enterprise and community to share in that prosperity'. This Vision has been expanded into 15 propositions intrinsic to it, the most relevant of which are outlined below. Over the next ten years, it is intended that South East Wales will:

- have a clear sense of its own identity and a strong sense of pride
- be an attractive region for innovative firms to locate, with strong business and academic links to the high-growth, high-innovation, knowledge economies of Europe
- see the emergence or transformation of a number of key sectors – key sectors of the future are to include business services, tourism and manufacturing, but involving higher value-added than present
- be a magnet for the highest skilled people to move to, based on the pull of the region's universities and research establishments and the quality of life offer

- have a large proportion of adults engaged in learning and a young population who recognise the acquisition of skills as key to their future opportunities
 - be a significantly improved cultural and outdoor leisure destination.
- 2.36 The priorities and recommendations contained within the framework should be reflected in the economic development and regeneration strategies of all partners at the local level.
- 2.37 As Wales' capital city, Cardiff is one of the key economic drivers of the South East Wales region. The Cardiff Economic Strategy 2007-2012 recognises that the continued economic development of the city is necessary to ensure that the wider city region – which includes Bridgend County Borough – remains competitive.
- 2.38 Although Bridgend County Borough does not officially fall within the South West Wales Economic Forum – the body that promotes the economic regeneration and growth of South West Wales – it nevertheless is closely linked to its economic success, particularly in relation to tourism along the Swansea Bay coastal area (as indicated in the South West Wales Spatial Plan).
- 2.39 The regional economic strategy identifies four priority areas for action:
- Developing a more dynamic and creative business base – focused on promoting entrepreneurial activity and targeting key sectors
 - Developing creative human capital – focused on raising the skills base and addressing economic inactivity
 - Developing the spatial economy – includes promoting enhanced regional connectivity
 - Raising the profile of 'the Creative Region'.
- 2.40 The city of Swansea is one of the main economic drivers of the region, with an ambitious strategy and programme for economic transformation being delivered through Swansea 2020. This strategy is focused largely on developing the city's knowledge economy and a high skills base to ensure that it is a productive and internationally competitive economy.

Key Message

At the regional level, economic development strategies and activities in both the South East (Capital) region and South West region will impact upon the economic potential of Bridgend CB, as will growth in the two major cities, Cardiff and Swansea. It is vital that the Strategy places Bridgend CB in a position to maximise opportunities from developments in surrounding areas and to become more competitive in its own right.

Regional Tourism Strategies

- 2.41 The development of activities and priorities around both tourism and transport has a significant regional dimension, as recognised by the establishment of regional bodies and strategies/frameworks to guide such activities.
- 2.42 In functional terms, Bridgend County Borough falls within the Capital Region Tourism (CRT) area, the Regional Tourism Partnership (RTP) for the South East Wales region. CRT

is currently developing an updated Regional Tourism Strategy which will aim to improve the competitive performance of tourism in the region so that it makes a better contribution to increasing economic and social prosperity. The updated strategy with new objectives and priorities was due to be completed in Spring 2008.

2.43 However, given its geographical location, decision-makers in Bridgend County Borough also need to ensure that they maximise opportunities arising from the corresponding strategy for South West Wales, “Open All Year”. The strategy establishes five strategic objectives for regional tourism over the period 2004 to 2008. Particular opportunities are presented to Bridgend County Borough in two of these strategic objectives:

- to focus new regional marketing initiatives on off-peak opportunities through realistic destination and thematic campaigns, improved co-ordination and packaging of suppliers and targeting appropriate markets
- to encourage the industry to consistently improve the quality of the visitor experience throughout the year in South West Wales to fit the changing needs of higher value, off-peak visitors.

Key Message

The tourism offer in Bridgend CB will need to be well aligned with the overall strategy for the Capital Tourism Region, currently in development. Although not officially part of the South West Wales region, Bridgend CB also has intimate links to the tourism offer in this region, particularly through Porthcawl waterfront.

Regional Transport Plans

2.44 A Transport Strategy for Wales is currently being developed by the Welsh Assembly Government to set the framework for transport and establish clear outcomes to be achieved over the next 25 years. However, the actual planning and delivery of improved transport will be carried out by the four, regionally-based Welsh Transport consortia with Regional Transport Plans (RTPs) setting the regional direction.

2.45 Bridgend County Borough Council is one of ten local authorities which are part of the South East Wales Transport Alliance (SEWTA). The Regional Transport Plan is a long-term plan intended to achieve the following vision:

"to provide a modern, integrated and sustainable transport system for South East Wales that increases opportunity, promotes prosperity and protects the environment; where public transport, walking, cycling and sustainable freight provide real travel alternatives".²

2.46 The plan sets out 18 focused objectives which will work towards achieving this vision.

2.47 Connections to the South West of Wales are also critical to the economic success of Bridgend County Borough. Although not officially part of the South West Wales Integrated Transport Consortium (SwwITC), attention will have to be paid to the ongoing development of the RTP for South West Wales.

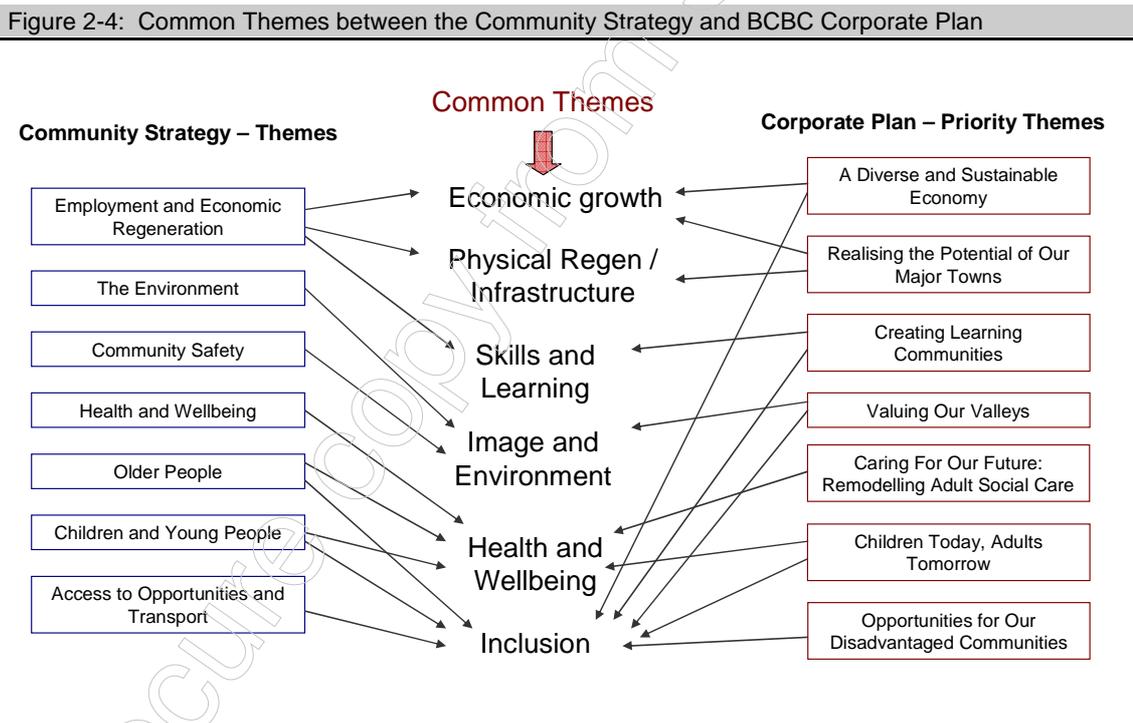
² South East Wales Transport Alliance Regional Transport Plan 2007

Key Message

Efficient transport links with both the South East and South West Wales regions are crucial to the economic growth and prosperity of Bridgend CB. The South East Wales RTP is the key framework for regional transport improvements that will affect Bridgend CB.

The local strategy environment

- 2.48 Bridgend CB has a range of local strategies delivering key economic and social objectives in the area. Key to these is the Community Strategy for Bridgend County Borough which is the long-term strategy to increase the economic, social and environmental well-being of the Borough, developed by the Local Strategic Partnership. The Council's Corporate Plan builds upon the key areas of actions outlined in the Community Strategy and provides the basis for transforming and realising the potential of the County Borough over the next ten years, highlighting a number of key priority actions against each theme.
- 2.49 In order to draw out relevant thematic content to underpin development of the Strategy, the two documents are analysed below for common themes.



Source: SQW Consulting

- 2.50 Figure 2-4 sets out the linkages between the key themes of the Community Strategy and the BCBC's Corporate Plan and the range of strategies and programmes being delivered at the local authority level within these thematic areas. The text below discusses these linkages and describes the key strategies and programmes:

- **Economic Growth** – the promotion and achievement of a strong, sustainable and diverse economy is a core theme of both the Community Strategy and the Corporate Plan. It will underlie employment opportunities and sustained improvements in the quality of life for residents and workers in Bridgend CB. At present, the Sustainable

Economic Regeneration Strategy and Action Plan – supported by other programmes – is the main policy driver of economic growth at the local level, bringing together the priorities and actions for growth.

- **Physical Regeneration/Infrastructure** – improvements to the County Borough's built environment is particularly focused on its major town centres. This is recognised as a central plank of the Corporate Plan and is currently being delivered through town centre regeneration strategies in Bridgend, Maesteg and Porthcawl. Alongside this are aims to address the housing needs of the area, particularly a shortage of affordable housing. Improving the condition and sustainability of the existing housing stock is addressed by the current Housing Strategy and Housing Renewal Area in Caerau. The Garw Valley Regeneration Fund supports physical projects in the Garw Valley. Underpinning all physical changes to the County Borough's built environment will be the Local Development Plan (LDP), the principal planning framework superseding Unitary Development Plans (UDPs).
- **Skills and Learning** – this is directly reflected in the priority theme identified in the Corporate Plan of creating learning communities among both children and adults, in order to assist in tackling social disadvantage and help boost economic growth and wealth creation. A number of local sub-strategies and programmes are in place to help raise skills and learning, including:
 - the Single Education Plan – sets out the Council's priorities, strategies and targets for its education provision over a two-year period
 - communities Focused Schools Policy – action to bring communities and families more closely into the learning environment.
- **Health, Social Care and Wellbeing** – a central aim of the Community Strategy is to create a healthier County Borough through the twin actions of tackling health inequalities and promoting healthy lifestyles. Further to this, the Corporate Plan places remodelling adult social care as one of its priority themes. The Health, Social Care and Well-being Strategy is the key vehicle for the Council, the Local Health Board (LHB) and partners in realising these aims. The new strategy will cover the 2008-2011 period.
- **Image and Environment** – one of the Community Strategy's main objectives is to protect and enhance the environment, through a more sustainable pattern of development. This will involve integrated planning as well as environmental impact assessment, and will be supported by WAG's sustainable development audit process.
- Key strategies to deliver this include:
 - Local Biodiversity Action Plan
 - Countryside Strategy and Integrated Action Plan
 - Rural Development Plan
 - Underpinning all actions within this theme will be the LDP.

- **Inclusion** – this refers not only to social inclusion but also to economic inclusion (tackling poverty) ensuring that all of Bridgend County Borough's residents and workers benefit from improvements in the area. This is recognised across a number of the themes contained in the Community Strategy and Corporate Plan. Highlighted below are some of the key local programmes contributing to raising inclusion:
 - Rural Development Plan – to be piloted in the Garw valley with local partnership's funding bid submitted to WAG in late 2007
 - Communities First – funding for community schemes in the eight Communities First areas
 - Cymorth Plan – funded by WAG, but delivered at the local authority level, this is a key children's' and young peoples' programme
 - Older People's Strategy – a new one is currently being developed.

2.51 It is within this local strategic framework that the Bridgend CB Regeneration Strategy will sit at the local level: current partnership development work is creating a new Local Service Board (LSB) which will bring together the agencies delivering the Community Strategy with a wider range of partners – for example, the stock-transfer housing association Valleys to Coast. The new LSB will be the lead body under which the Strategy will be delivered. The implications of this new structure are outlined in Section 6 of this document.

Key Message

It will be crucial for *Fit for the Future* to reflect these thematic areas in its delivery plans, and to integrate leadership and management of the Strategy with the new strategic partnership, the Local Service Board.

Ensuring effective links and synergy

- 2.52 Aligning *Fit for the Future* with other key strategies not only increases its efficacy in contributing to major national programmes, but also exerts leverage to focus those strategies at borough level, and assists in drawing down funding and also human resources from other service providers.
- 2.53 To build confidence and capacity in and with delivery partners – and, crucially, to engage support from businesses – *Fit for the Future* will need to be flexible enough to handle changes, as the regeneration context develops, but strong enough to enable leadership and focus, and to deliver certainty.

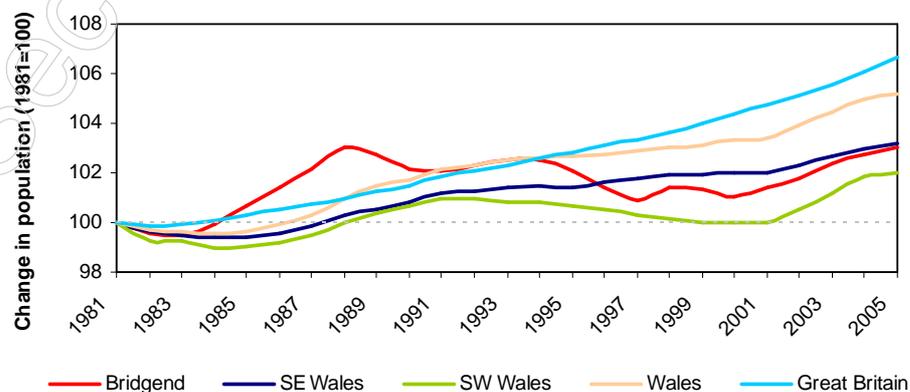
3: Bridgend County Borough Today: the challenges going forward

- 3.1 In preparing *Fit for the Future*, we have looked closely at trends affecting the businesses, people and places that make up Bridgend CB today. This section discusses those trends in relation to the challenges posed and what needs to be achieved via a successful implementation of the Strategy.

Bridgend CB at a glance

- 3.2 Bridgend CB is a county borough situated in the heart of South Wales, mid-way between the cities of Cardiff and Swansea. Placed as it is, at the centre of these two ‘engines’ for growth, Bridgend risks being overshadowed by its larger neighbours if it is not able to be competitive in its own right. Bridgend CB has the potential to become a key sub-regional centre itself, but needs the ambition to fulfil such an aim.
- 3.3 Bridgend CB is a diverse place. It offers a mix of urban and rural communities, and the superb natural landscape from the Llynfi, Garw and Ogmore valleys, down to the coastal sands. However, it is also a place where there are a variety of challenges to face, and opportunities to take advantage of – such as establishing an independent image, in connecting populations, and in building on its heritage – all whilst meeting the intensified economic challenges of the future.
- 3.4 Key will be meeting the needs of our growing population, which has risen since the late 1990s and stood at close to 131,000 in 2005. As both an opportunity to build on (and a demonstration of our recent success), and a challenge to meet (in providing the services required), this Strategy must ensure that our regeneration creates wealth in the economy and meets the needs of all. This means ensuring that all our communities – from the large towns such as Bridgend (population c 40,000), Maesteg (population c 21,000) and the seaside resort of Porthcawl (population c20,000), to the more rural north – benefit from the direction and activities flowing from *Fit for the Future*.

Figure 3-1: Population change, 1981-2005



Source: ONS

- 3.5 At a glance, across a wide range of indicators, Bridgend CB performs slightly below the Wales average, and further behind the GB/UK average (see Table 3-1). These are discussed below in terms of the *businesses, people* and *the place* that form Bridgend CB.

Table 3-1: Bridgend CBC at a glance – key economic statistics

Key Indicator	Bridgend CB	Wales	GB,UK
GVA per head Bridgend (2004, CE ³)	£12, 400	£13,000	£16,700 (UK)
Working Age Population (WAP) as a % of total pop (2005)	60.5%	60.3%	62.1% (GB)
Economic Activity rate, % of WAP (2005)	74.9%	75.1%	78.4% (GB)
Male Activity Rate, % of male WAP (2005)	76.8%	78.9%	83.2% (GB)
Unemployment Rate, % of WAP (2005)	6.7%	5.3%	5.1% (GB)
18-24 yr Unemployment Rate, % of WAP (2005)	22.3%	14.3%	13.6% (GB)
% with Level 4+ qualifications (2005)	21.3%	24.0%	26.5% (GB)
% with no qualifications (2005)	21.7%	16.6%	14.3% (GB)
% employed in knowledge industries (2005)	4.5%	8.3%	10.2% (GB)
Business registration rate (reg/10,000 pop) (2005)	36	37	49
IB/SDA claims, % of pop (2005)	8.3%	6.8%	4.5%
Residents median household earnings (2006)	£21,200	£21,400	£23,700 (GB)

Sources: Various – Cambridge Econometrics, APS, ABI, VAT Registrations, DWP, ASHE

Challenges for businesses

- 3.6 UK Government policy has increasingly recognised the importance of competitiveness in the global economy. Economic growth, driven by increased economic productivity, is recognised as the primary means of generating wealth and improving prosperity. Economic growth is built on improved economic performance – primarily through increased enterprise, innovation, investment and knowledge. The increasing growth and influence of global markets is already driving change at a local level.

At present the overall performance of the local economy is not competitive

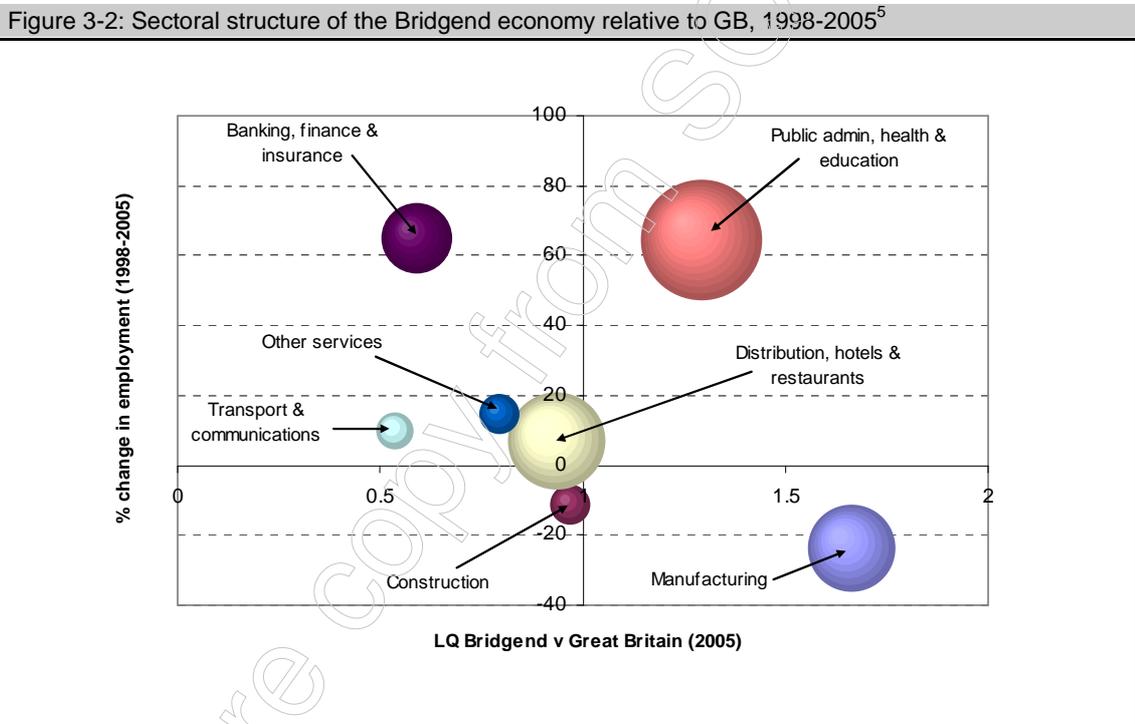
- 3.7 Wealth and economic performance within an economy is measured primarily by the Gross Value Added (GVA) produced. GVA is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production⁴. Bridgend CB has increased its aggregate GVA in recent years, but has produced less GVA per head of population relative to Wales and to the UK. In 2004, the GVA per head figure for Bridgend CB (a measure of how ‘wealthy’ the population is) stood at £12,400 – compared to £13,000 in Wales and £16,700 in GB. This represents a considerable ‘wealth gap’ that *Fit for the Future* must address.

³ Cambridge Econometrics (CE) were commissioned to provide econometric projections at the Bridgend CB scale.

⁴ Office of National Statistics

... And there is a productivity gap

- 3.8 This 'wealth gap' within the Bridgend CB economy is partly due to the fact that the economy suffers from a 'productivity gap'. Productivity, measured as the amount of GVA produced per job in the business base, stands at £26,900 in Bridgend CB, compared to close to £33,000 in the UK.
- 3.9 Productivity itself is often a reflection of the overall sectoral structure. As shown below in Figure 3-2, manufacturing, which is often a highly productive sector, is over-represented in the Bridgend CB economy but has been declining over recent years: the key service sector, 'banking and financial services', has seen growth, but is not as significant a sector as it is in Great Britain. It is important to place this in context: for example, Ford, a world-class manufacturing business, has a major plant in Bridgend – and thus whilst manufacturing as a sector may decline, individual businesses, and indeed the sector as a whole, remain vital to continued prosperity, and must be supported by this Strategy.



Source: Annual Business Enquiry

- 3.10 Bridgend CB's dependence on manufacturing, and lower presence in more modern, service activity sectors such as financial and business services, is a critical issue to be faced by Bridgend CB going forward. It is likely that elements of the manufacturing base will continue to decline in the face of increased global competition and it is essential that Bridgend CB responds to the continued change by transforming its economic base. Diversification into higher value employment sectors in the service economy is essential, while seeking to retain the more resilient value added elements of manufacturing. At the same time, the high

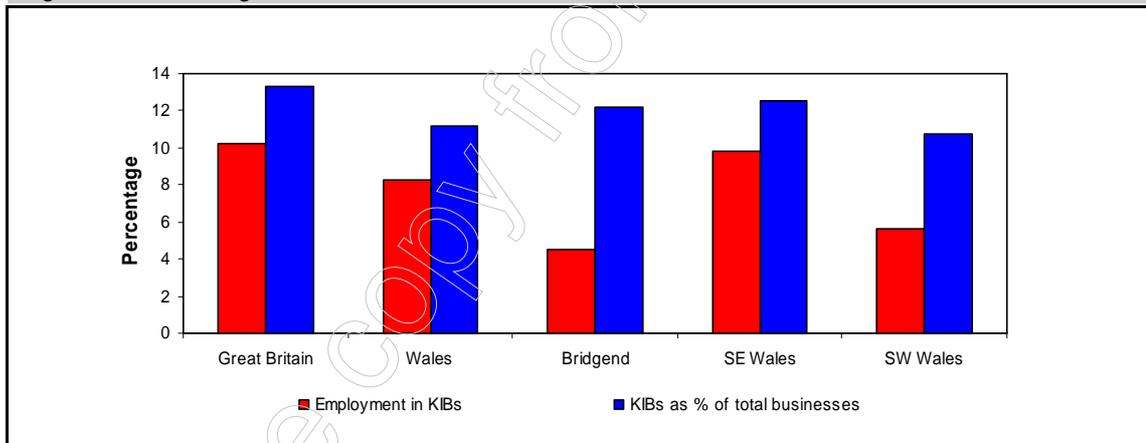
⁵ An LQ above 1.0 (right hand side of the vertical axis) means that the sector is over-represented relative to the UK, and an LQ of less than 1.0 (left hand side of the axis) means that the sector is under-represented. Sectors exhibiting employment growth are above the horizontal axis. Bubble sizes reflect the number of people employed in each sector.

employment in the public sector leaves Bridgend CB somewhat exposed, given the national policy direction towards a slimmed down public sector and more diversified service delivery.

Enterprise is also an issue

- 3.11 Bridgend County Borough suffers from a lack of enterprise. By enterprise we mean the process of business creation, a key contributor to wealth creation. Data for 2005 shows that there were 36 VAT registrations per 10,000 people of working age in Bridgend CB, slightly higher than South East Wales (35), the same as South West Wales, but below the level for Wales overall (37) and significantly for GB (49). Enterprise levels have actually grown however – there are 10% more businesses in Bridgend CB in 2005 compared to 1998, while the ability of businesses to survive in Bridgend CB is as encouraging as those as in Wales and the UK.
- 3.12 It's not just the number of businesses but the types that are significant. Although Bridgend CB has a greater share of businesses that are 'knowledge intensive' than Wales, those businesses are relatively small – in total they account for only 4% of employment. Building these businesses, and increasing the share of knowledge intensive employment, will be essential to creating more wealth and enabling the economy to compete increasingly on content – not solely on price.

Figure 3-3: Knowledge Intensive Businesses, 2005



Source: Annual Business Enquiry

Challenges for People

The labour market

- 3.13 As well as creating wealth through a healthy business base, it is equally important that all our people, from the valleys to the coast, are able to reap the benefits. Ensuring that people are well-placed to access opportunity, with the right skills and good health, is key to ensuring that benefits are spread throughout all our communities.
- 3.14 Over the long-term, economic activity in the County Borough has been below the GB level, but above that for Wales and Welsh comparators. However, there are significant differences in the labour markets of different age and gender cohorts. For example, unemployment for young people (aged 16-24) in Bridgend is high compared to GB, Wales and South Wales.

Table 3-2: Unemployment rate by age group Apr 2005 - Apr 2006

Age group	Bridgend CB	GB	Wales	SE Wales	SW Wales
16-24 yr olds	22.6	13.6	14.3	16.6	13.7
25-49 yr olds	4.4	3.8	3.7	4.3	3.9
Over 50s	2.3	2.7	2.5	2.9	2.0

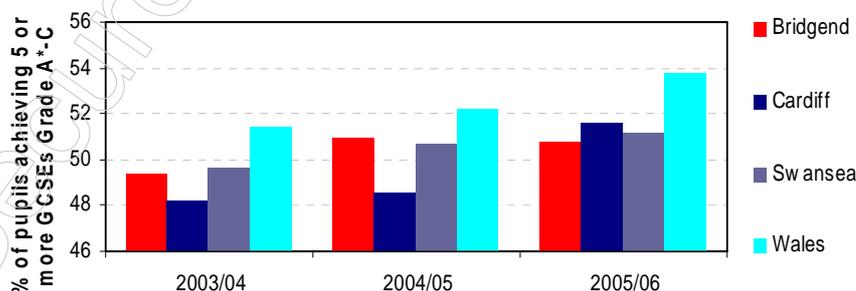
Source: Annual Population Survey

- 3.15 Where high levels of economic activity are being achieved these need to be maintained; critically, low levels of economic activity – especially amongst the young – must be acted upon.
- 3.16 The incentive for entering employment is significant – household earnings in Bridgend CB are relatively high compared to South Wales comparators – and have risen more than in GB between 1999 and 2006. High growth in earnings is a selling point for Bridgend CB and supports the housing market, which in turn acts to encourage the migration of skilled people to the area.

Education and Skills supply is a key to future prosperity and economic activity

- 3.17 Good GCSE results are one of the first steps in producing a skilled labour force that benefits business, and helps individuals have a better standard of life. Bridgend CB, like Cardiff and Swansea, performs poorly relative to the Welsh average. Poor first steps in education can result in low overall skills levels downstream. Bridgend CB has an over-representation of people with no qualifications and a deficit of people with the highest level qualifications (Level 4+).
- 3.18 This has further implications downstream – a lower-skilled economy tends to have higher proportions employed in lower-end occupations. This pattern can be seen in Bridgend CB, and the Strategy will need to tackle basic skills and prioritise bringing those with low or no qualifications into the labour force, particularly in deprived areas.

Figure 3-4: GCSE results, 2003/04 - 2005/06



Source: ONS

Table 3-3: Qualification levels of resident population (% of Working Age Population)

	Level 4+	Level 3	Level 2	Level 1	No quals
Bridgend	21.3	13.8	17.2	15.2	21.7
SE Wales	24.4	14.3	16.7	14.8	17.6
SW Wales	23.2	16.1	17.6	14.6	16.1
Wales	24.0	15.0	17.8	14.3	16.6
Great Britain	26.5	15.1	15.8	14.3	14.3

Source: LFS and APS

- 3.19 To support the restructuring of the local economy, *Fit for the Future* must increase relentlessly the proportion of people with higher-end qualifications. This means encouraging higher attainment of qualifications and skills at all levels – from GCSEs to lifelong learning. Importantly, higher skill levels encourage higher earnings. Bridgend CB has comparatively high household incomes despite lower skill levels and more lower-end occupations than comparators, possibly owing to its substantial manufacturing sector. Its aim must be to keep the businesses that support higher earnings – while attracting additional investment, high end employment, new businesses and wealth.
- 3.20 Improving skills has been acknowledged as a mechanism for improving participation in the labour market and therefore, improving skills is a concern of numerous strategies already in play locally. The Corporate Plan for Bridgend CBC aims to raise educational attainment to the Welsh average with developing ‘Learning Pathways’ for 14-19 year olds being regarded as key to supporting young people into a higher standard of work and better quality of life. Although lacking higher education facilities, Bridgend CB does have the advantage of the Technium Digital@Sony Innovation Centre - part of the Technium Wales network with links to major companies, as well as the wider Welsh HE base. This represents a major asset on which *Fit for the Future* should build.
- 3.21 The proximity to universities in Cardiff and Swansea is a particular opportunity to develop links and alliances to assist with the imperative of the economy becoming more knowledge-centric.

There are areas of deprivation

- 3.22 Concentrations of deprivation in Bridgend CB exist in both the urban Bridgend CB and the Valleys, as evidenced in Figure 3-4. *Fit for the Future* recognises the needs of these areas and acknowledges that acting on these pockets of deprivation could improve the performance of Bridgend CB overall. To date, the County Borough has targeted the obtaining of external funding opportunities to help tackle these areas of deprivation – this includes Communities First funding currently targeting the full wards of Bettws, Blackmill, Caerau and Llangeinor as well as the part wards of Brackla 3, Cornelly 4, Sarn 1 and Marlas 2.
- 3.23 The key opportunity presented by our Strategy is to bring people into the process of wealth creation, improving their and their communities’ prospects. Tackling worklessness through creating pathways to, and opportunities for, work will be the most sustainable intervention.

3.24 *Fit for the Future* will bring together a whole range of interventions under a single strategic umbrella, to join up activity in new ways that better support our communities of need. New enterprise, new investments, and actions to help people back into work (such as improvements to people's skills) can all create opportunities for those people living in deprived areas to help those communities improve over time.

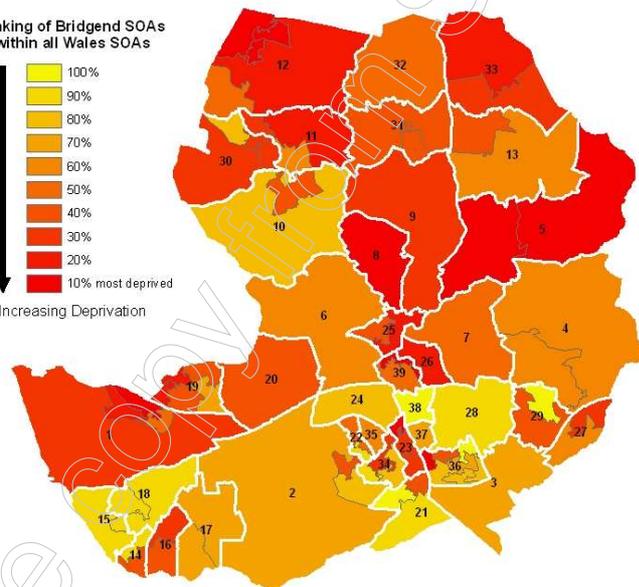
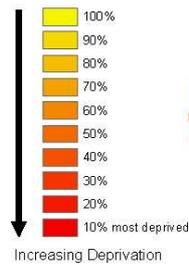
Figure 3-4: Deprivation in Bridgend CB, 2005 IMD

Deprivation in Bridgend - ranks of IMD overall domain score

Key

1 Comelly	14 Porthcawl West Central	27 Felindre
2 Brynirion, Ialeston and Merthyr Mawr	15 Rest Bay	28 Coity
3 Coychurch Lower	16 Porthcawl East Central	29 Hendre
4 Penprysg	17 Newton	30 Maesteg West
5 Blackmill	18 Nottage	31 Pontycymmer
6 Aberkenfig	19 Pyle	32 Blaengarw
7 Bryncethin	20 Cefn Cribwr	33 Nant-y-Moel
8 Bettws	21 Oldcastle	34 New castle
9 Llangeinor	22 Llangewydd and Brynhyfryd	35 Cefn Glas
10 Llangeyrwyd	23 Morfa	36 Brackla
11 Maesteg East	24 Pen-y-Fai	37 Pendre
12 Caerau	25 Ynysawdre	38 Litchard
13 Ogmere Vale	26 Bryncoch	39 Sam

Ranking of Bridgend SOAs within all Wales SOAs



Source: Mapping is Crown Copyright, data from WAG, map produced by SQW Consulting

Local services: housing is on the up. . . but there are poor health outcomes and high benefit take-up

Housing

3.25 All successful localities need a housing offer which not only meets local needs and aspirations, but can retain higher earners and attract inward migration. The population of Bridgend CB has been growing since the late 1990s, already demonstrating this area's attractiveness. That said, the overall housing offer in Bridgend CB is not differentiated from the sub-region and the change in house prices has followed the national trend. In 2005, the average house price in Bridgend CB stood at £132,000, similar to prices in SE Wales (£139,000) and SW Wales (£135,000) but well below the England & Wales figure

(£189,000). In this sense, Bridgend CB offers a competitive housing offer in terms of price and is obviously a place where people actually want to live. Variations in earnings data show that people live in Bridgend CB, even though they often work outside the area. Twice as many residents of Bridgend CB travel to work in Cardiff (4,000 in 2005), as travel the other way.

- 3.26 Although prices are lower than nationally, and household incomes relatively high, some groups will nonetheless experience difficulty affording a home. More homes in Bridgend CB are owner-occupied than in Wales, with vacancy rates also lower⁶. A shortfall of affordable housing has been identified, requiring over 3,000 homes to be provided during the 2006-2011 period. Given an average start-rate of only 500 new homes per annum in the County Borough, there are clearly issues for local people wishing to remain in the area in affordable housing, with knock-on impacts on the local labour force and inequalities in service provision. In 2004, 5.8 persons per 1,000 population were classed as unintentionally homeless – higher than the rate in Wales.
- 3.27 A successful stock transfer of council housing to the Valleys to Coast housing association of over 6,000 rented homes in 2003 has brought investment and regeneration opportunities to the transferred housing stock, associated physical infrastructure and commercial premises, and for social investment, which will feed into the Strategy. This will support a major refurbishment programme over a 30 year business plan – and also assist with both housing renewal and further development of mixed communities through build for sale.

Health & Education Services

- 3.28 Table 3-4 shows that statistics maintained by WAG indicate that in many cases, access to services and the level of service in Bridgend CB is broadly similar to that observed nationally. However, admissions to hospital are higher than nationally in Wales, pupil-to-teacher ratios in primary education are higher and the number of children on the protection register is also greater.
- 3.29 Good levels of service make a place attractive for people, whether they are already resident, or thinking of re-locating. However, services relating to young people attract families and Bridgend CB has a poor pupil to teacher ratio for primary children.

Table 3-4: Access to services

Indicator	Bridgend CB	Wales
Health		
Visited GP in last two weeks (% of 16+ pop) (2003/05)	17	17
Average size of GP list (2005)	1,727	1,650
Total hospital admissions (per 1,000 pop) (2004/05)	239	198
Education		
Pupil teacher ratio – primary (2004/05)	22.6	20.7

⁶ Based on 2001 census statistics

Indicator	Bridgend CB	Wales
Pupil teacher ratio – secondary (2004/05)	16.7	16.7
Crime		
Crime rate (per 1,000 pop) Jan-Mar 2005	21.4	21.9
Social services		
Children on child protection register (per 10,000 children) March 31 2005	46.7	34.8
Nursing home care for those ages 65+ (per 1,000 65+) (2004/05)	14.3	13.6

Source: National Assembly for Wales, various years

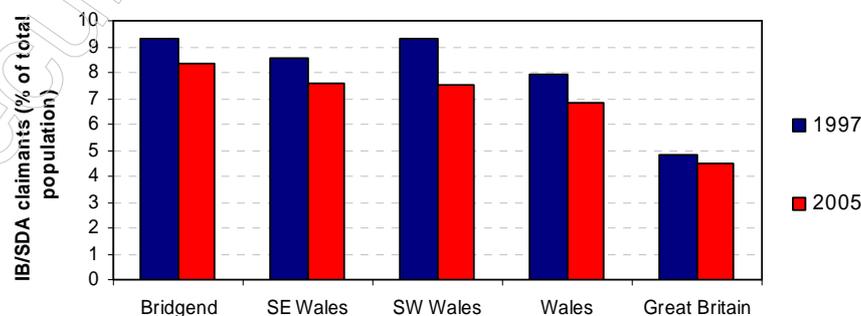
Crime and Welfare

- 3.30 Crime rates in Bridgend CB evidence local perceptions that Bridgend CB has been successful in tackling crime and anti-social behaviour, and that this is a key asset in terms of attracting inward investment and migration – but will need strong support from the public sector through tackling inequalities of service and access to services. Community safety is a key factor in the quality of life offer Bridgend CB needs to develop to attract inward investment and migration.

Benefit Take-up

- 3.31 Bridgend CB has seen a reduction in the number of IB/SDA claims since 1997 which is in line with reductions elsewhere. However, in 2005, claimant rates were above that in all comparator geographies. Whilst this high figure has traditionally been ascribed to post-industrial decline, it is questionable whether this is any longer the main cause of long-term incapacity. Bringing more people into the labour market through connectivity in transport, opportunity and voluntary sector activity, and through training and capacity building, will increase GVA output. Local projects can have a disproportionately large impact on disadvantage.

Figure 3-5: Change in Incapacity Benefit (IB) and Severe Disability Allowance (SDA) claimant rates, 1997-2005



Source: DWP

- 3.32 Supporting economic and social development in marginalised rural communities must be a key aim of *Fit for the Future*: many of the pockets of deprivation are in relatively isolated areas with poor access to work, services and facilities. Connectivity of aspirations,

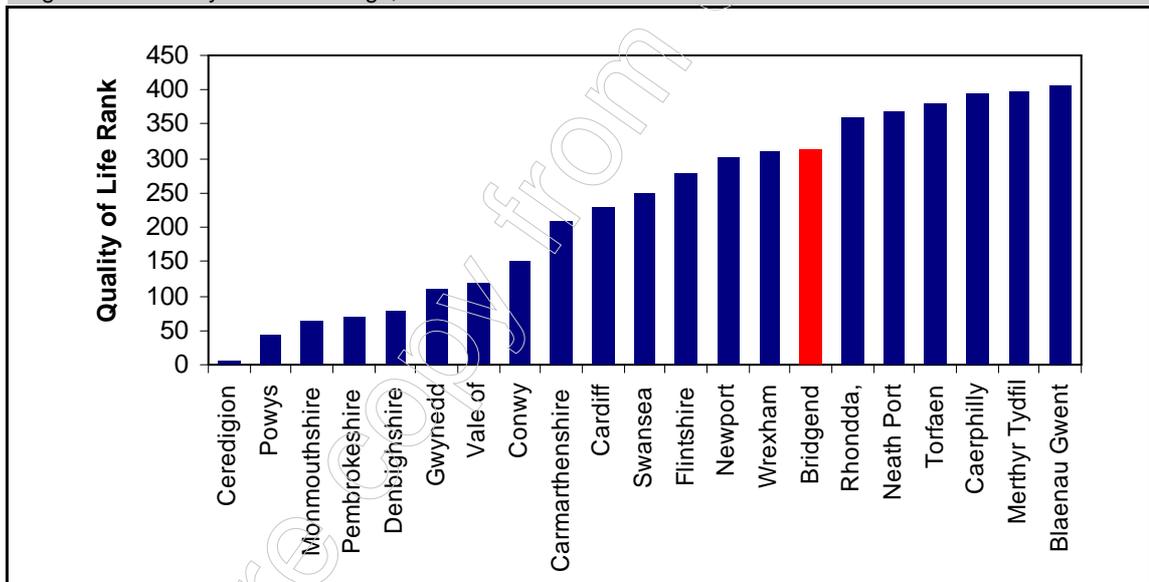
communications and geography across the County Borough needs to be a key component of regeneration branding and infrastructure.

Challenges – for Places

Quality of Life

- 3.33 Perceptions of the quality of life give an overview of the image of an area, its population and infrastructure, and the offer that the area makes to existing and future inhabitants. Bridgend CB has a difficult task in building a clear and individual image: the residual images of collapsed industry and small scattered urban areas, sandwiched between Cardiff and Swansea, and with its tourist offer integrated into a larger Vale of Glamorgan offer, make the creation of a clear branded offer essential – both to raise local aspirations, and to attract inward investment.
- 3.34 Bridgend CB is ranked 314th out of 408 LADs in England and Wales in a broad set of quality of life indicators - and ranked 15th out of 21 LADs in Wales.

Figure 3-6: Quality of Life rankings, 2003



Source: Experian

Environment and infrastructure

- 3.35 The natural resources of Bridgend CB are already supporting a significant tourist industry, and these assets are recognised in the regional planning and funding regimes: assets include the industrial heritage as well as open spaces. They offer opportunities for further development in tourism and leisure activity.
- 3.36 Bridgend CB protects and enhances its physical environment well, with an excellent record in recycling municipal waste, and a high environmental quality of waterways. However, as shown below its dispersed population creates a high traffic volume, both for industry in travel-to-work journeys. Relating the impact of emissions to future regeneration plans needs careful consideration, and sustainable development targets.

Table 3-5: Environmental indicators

Indicator	Bridgend CB	Wales
Environment		
Municipal waste recycled in 2005/06	35.8	26.9
Good chemical river quality (% of river length)	100	94.6
Quality of Life		
General health 'not good' (% of pop) (2001 census)	13.6	12.5
Smoker (% of 16+) (2003/05)	29	27
Binge drinker in last 7 days (% of 16+) (2003/05)	22	19
Overweight or obese (% of 16+) (2003/05)	57	54
Suffering mental illness (% of 16+) (2003/05)	10	9
Transport		
Volume of traffic (billion vehicle km per 1,000km of road) (2004)	1.65	0.80
Travel to work by car (% of those employed) (2001 census)	76.0	70.7

Source: WAG

- 3.37 The Town Centre renewal programmes, and associated public realm improvements underway in Bridgend, Porthcawl and Maesteg are working to create the image of a desirable and investor-friendly County Borough, with potential support by regional transport initiatives being explored – such as a high-speed coastal train connection, improved connections for commuters to and from Maesteg, and the coverage of flights from Cardiff airport.
- 3.38 Connectivity issues will be crucial in determining the success of the Strategy: these include connecting populations in the valleys, motorway corridor, and coastal areas, for work and leisure; developing a clearer offer to existing and future residents; and linking local transport improvements to regeneration investment.
- 3.39 Bridgend CB has successfully developed new office spaces and has significant industrial and retail sites available, and is working to promote an attractive business environment, positioning the County Borough as an inviting place to work, invest, and innovate, as part of the wider theme to create a diverse and sustainable economy. Actions include implementing the Business Estates Improvement Programme and establishing strategic business sites at Pencoed Technology Park, Brocastle, Brackla, Ty Draw and Waterton. A clear set of regeneration priorities will need to drive forward a co-ordinated programme if full advantage is to be taken of opportunities in and around the County Borough.
- 3.40 Ensuring land availability – and supporting infrastructure – to attract and develop 21st Century businesses is a high priority for Bridgend CB.

Public Health

- 3.41 Public health issues in Bridgend CB indicate significant problems with teenage pregnancy, poor diet and binge drinking, in line with current national trends but exceeding the Wales average. Health promotion, and links to social care, can support not only improved health but also participation in the labour market.

Tourism

- 3.42 The tourism industry is an important contributor to the Bridgend CB economy, as it is to the Welsh economy. Data obtained from the STEAM model shows a significant expansion in tourism activity in the County Borough over the last 5 years. Indeed, it was estimated in 2006 that the number of tourists to the area was 3.8 million, a 21% increase on 2001 figures. It was further estimated that the amount of expenditure these visitors brought in was £249 million in 2006, 32% more than in 2001. Day visitors are an extremely important component of tourism activity in Bridgend CB, accounting for 85% of all tourists and 69% of all expenditure in 2006.
- 3.43 Given the natural environment and industrial heritage of Bridgend CB, there is significant scope for the area to benefit further from the expansion of tourism activity in the local area and wider region. In particular, there are opportunities for Bridgend CB to expand its leisure and activity tourism offer as well as bringing in more day visitors from tourists to both the South East and South West Wales regions.

Meeting the Challenge

- 3.44 To step up the regeneration activity in Bridgend CB to meet the challenges outlined above, clarity of purpose and vision is needed, to develop a strategic framework which engages all sectors, and existing and future residents – and can attract investment from businesses and public sector funders. This framework is developed in the following section.

4: Vision and objectives

Introduction

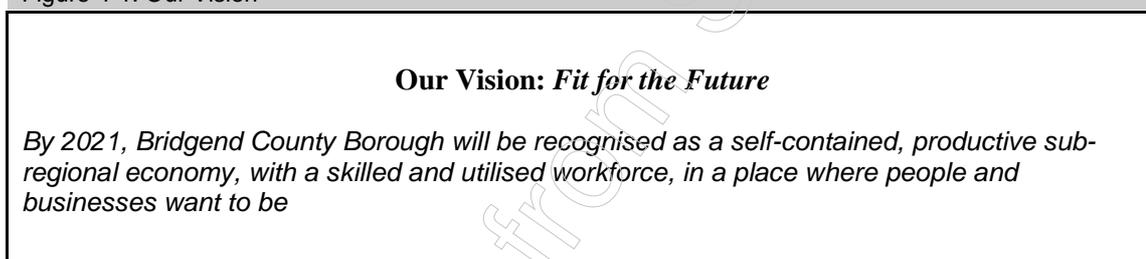
- 4.1 Our Strategy brings the strategic context together with the analysis of challenges facing Bridgend CB, and focuses them on regeneration and renewal priorities, creating a strategic framework which will serve as a guide for delivery and beneficiary stakeholders; and can be simply summarised to act as an aide-memoire for partners.
- 4.2 The Strategy covers the County Borough as a whole, from 2008 through to 2021, and develops a partnership approach for businesses, public sector and community and voluntary sector partners.
- 4.3 The key structural components of the Bridgend Regeneration Strategic Framework are as follows:
- A **Vision** which describes what *Fit for the Future* is seeking to achieve ultimately for the County Borough, and reflects the key emphases of the approach we will adopt – a sub-regionally integrated effort, creating wealth and opportunity in an inclusive approach, building a clear identity for Bridgend CB, with an attractive offer for employment, residence and tourism.
 - Four **Strategic Aims** which, in the light of existing data, and future risks define, at a strategic level, those objectives the Framework is seeking to realise.
 - Within each Strategic Aim, a series of **Operational Aims**, which specify the broad areas of practical activity that will be pursued in the Framework's name to achieve the Strategic Aims.
 - Within each Strategic Aim, a series of **Actions**: these set out *Existing, Pipeline and Gap* Actions, that need to be undertaken to realise the Strategic and Operational Aims, and thereby contribute to the achievement of the Vision. From an extensive database of Actions from across the public sector, Existing and Pipeline Actions have been prioritised to demonstrate how they support our Strategic Aims – both in terms of outputs and financial value. In addition, new Gap Actions have been developed by SQW Consulting specifically for this Strategy, to bridge the gap between the Existing and Pipeline Actions, and what is needed to achieve the Strategic Aims. Developed in close consultation with stakeholders, and reviewed with the Steering Group, the short, medium and long term Gap Actions are designed to work alongside Existing and Pipeline Actions, introducing new focus and Actions to drive forward regeneration.
 - Finally, two **Cross-Cutting Themes**, which are designed to test the actions to ensure deliverability and compatibility with existing key cross-cutting targets in local policy and strategy documents.

- 4.4 These component parts of the Strategic Framework are brought together in summary form in Figure 4-2 overleaf and then expanded on more fully in the text that follows.

Developing the Vision

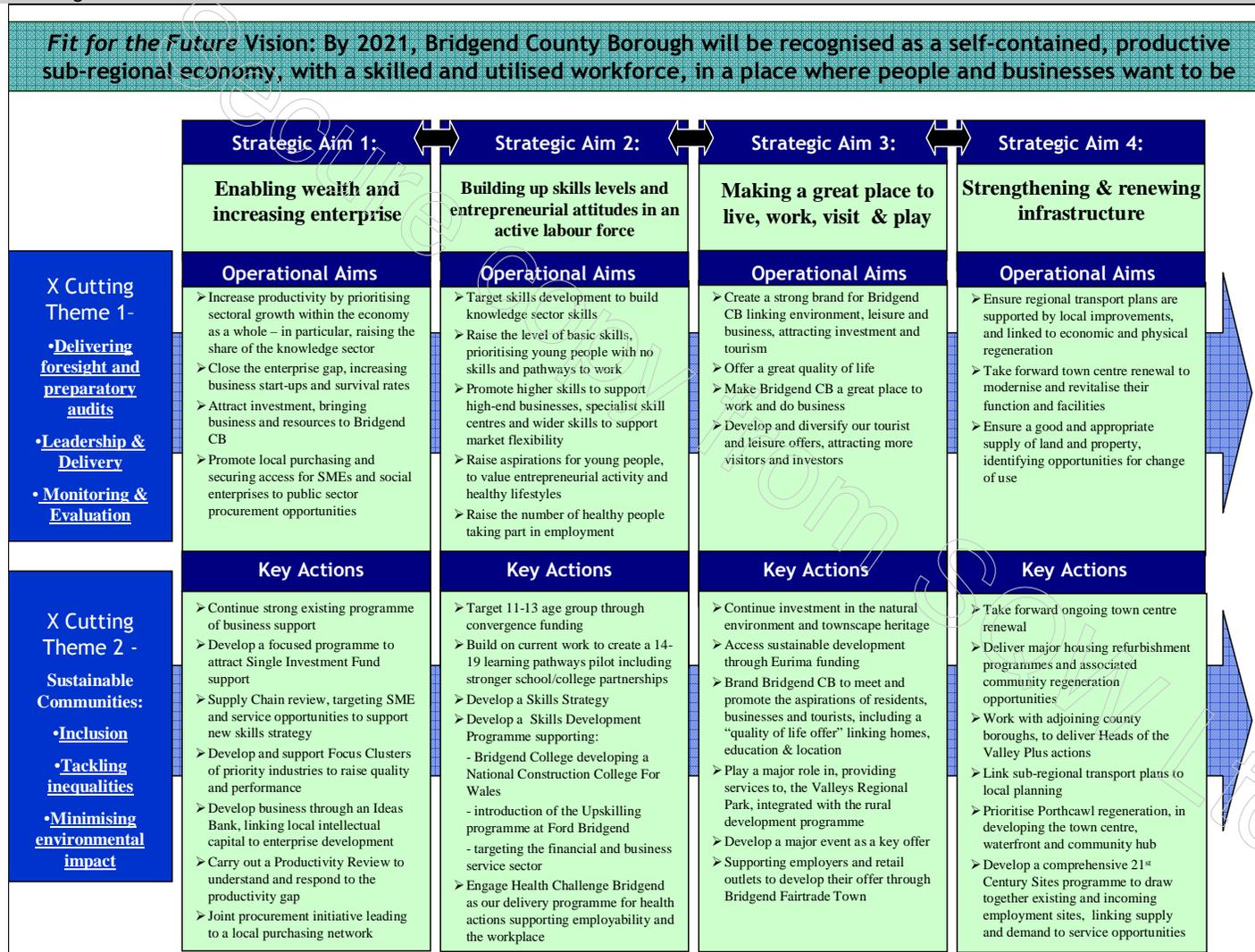
- 4.5 Only by supporting business growth and innovation in all its forms can we meet our key challenge: to create wealth and compete effectively. At the same time, the economy alone cannot achieve regeneration: we aim to bring the whole of our population into sustainable employment, supporting this with improved mobility and health, so that we can raise the aspirations of people of all ages and capabilities.
- 4.6 Bridgend County Borough needs to understand its position with regard to the global economy, and we need to ensure that we recognise and play to our strengths, and draw on the strengths of sub-regional market neighbours to promote our potential and partnership.
- 4.7 Against this background, the vision for Bridgend CB's regeneration strategy is set out in Figure 4-1 as follows:

Figure 4-1: Our Vision



- 4.8 The key elements of the Vision have been generated by key drivers in the strategic context outlined in Section 2, responding to the challenges defined in Section 3, and the needs of local businesses and people. These elements are defined as:
- **a resilient, self-contained and economically productive centre** responding to opportunity and meeting changing market demand
 - **home to a skilled and utilised workforce** which has especially engaged young people in sustainable employment, developed skills to meet the knowledge economy imperative, and with strong support from public services
 - **a place where people and business want to be**, with a substantive and clearly branded quality of life offer, supported by effectively targeted infrastructure.
- 4.9 The Vision will be achieved through four Strategic Aims and two Cross-Cutting Aims as described below.

Figure 4-2: Strategic Framework



Source: SQW Consulting

Strategic Aim 1: Enabling wealth and increasing enterprise

- 4.10 Wealth creation will come from more, better and better-equipped businesses. Through improved understanding of global markets enabling local opportunities, and a drive to bring greater numbers of people into the labour market, we can ensure that public policy and its interventions support local businesses. The continued growth and modernisation of the economy is crucial to sustainable regeneration in Bridgend CB.
- 4.11 As we established earlier, Bridgend CB produces less GVA per head of population relative to Wales and to the UK: we will need to raise productivity to create wealth and enable us to meet the increasing demands that are made on our resources.

Operational Aims

- 4.12 To raise productivity and enterprise activity we will aim to:
- Increase productivity by prioritising sectoral growth, raising the share of the knowledge sector:
 - Building on existing knowledge capacity and creating new knowledge-based capability, we can raise GVA per employee, closing the gap with Wales. We must ensure that each part of the economy – Manufacturing, Services and Public Sector – is effectively delivering their contribution to raising productivity across Bridgend CB.
 - Close the enterprise gap, increasing business start-ups and maintaining survival rates, targeting support to meet emerging demand and opportunities from new employment sites
 - Increase the number of business start-ups, with stronger support for SMEs, to exceed the Wales figures for the percent of business start-ups per 10,000 of the population. In increasing the number of businesses, we need to ensure that our average aggregate productivity is not reduced.
 - Attract investment, bringing business and resources to Bridgend CB, supported by enhanced marketing
 - With a broad-based offer to businesses, we must exploit opportunities in local and sub-regional infrastructure regeneration, improving and promoting our offer on sites, infrastructure and skills. Marketing strategies to identify and promote Bridgend CB's offer to national and international businesses must be strengthened, building on current successful work with WAG and regional partners through the South East Wales Economic Forum (SEWEF).
 - Promoting local purchasing and securing access for SMEs and social enterprises to public sector procurement opportunities
 - This fast-growing area offers the opportunity to galvanise partners into improving procurement methods, exploring joint procurement, and

supporting new bidding organisations – thereby assisting in meeting GVA and community regeneration objectives. Harder exploitation of existing assets, such as public sector contracts, will require strong leadership from Bridgend CBC.

Strategic Aim 2: Building up skills levels and entrepreneurial attitudes in an active labour force

- 4.13 Knowledge-based businesses are of growing importance in making economies competitive. We will need to promote, develop and grow existing and new skills capacity to achieve this. We need to strengthen links between local businesses and Higher Education facilities, supported by the development of entrepreneurial awareness from school age onwards.
- 4.14 At the same time, raising the basic skills level, and in particular prioritising young people with no skills, has emerged as an essential step to regenerating Bridgend CB. With low skills levels reinforced by geographical barriers to employment, concerted partnership working at local strategic partnership level, and in delivery, is needed. Considerable work is already ongoing, but there is no co-ordinated approach. Introducing high quality vocational training that meets the needs of existing and potential employers will be essential, and the work of the educational and training providers needs to be supported by employers, and by clear market intelligence defining labour market trends.
- 4.15 Separately, high benefit take-up for incapacity benefits and severe disability allowance undermines productivity, and poses a health challenge to Bridgend CB – as do significant rates of physical and mental illness. A focused response which builds connectivity, an individual's capacity to enter the job market, and builds partnerships with employers, is needed, with particular emphasis on deprived areas.
- 4.16 Labour force achievements need to be underpinned by a healthy population, with strong promotion of sports and leisure activities, and healthy living, with particular emphasis in tackling risk-taking behaviour by young people.

Operational Aims

- 4.17 We will develop skills and entrepreneurial behaviour in Bridgend CB by:
- Targeting skills development to build knowledge skills to support existing and new knowledge-intensive businesses and assets
 - Through improving understanding of the needs of existing knowledge businesses, and to enable opportunities for new start-ups to be met, skills development needs an identified framework, building links between businesses and school, Further (FE) and Higher (HE) Education institutions. This will enable us to build on our growth in earnings.
 - Raising the level of basic skills, prioritising young people with no skills
 - The basic skills challenge in Bridgend CB needs to be met by a co-ordinated, strategic response, which identifies priorities and tools available. This

requires public sector investment understanding employers' priority needs, developing community learning opportunities, and close links to education and training providers.

- Promoting higher skills in all age-groups to support high-end businesses, centres of excellence for specialist skills and wider skills to support flexibility in changing labour markets
 - A similar strategic response is needed to integrate responses to retaining and developing a highly-skilled labour force, and in understanding needs and opportunities for broadening existing skills to promote mobility in the job market. Through developing centres of excellence we can begin to build specialist skills centres to meet sub-regional demand. FE and HE providers will be crucial to developing skills and education through a step-change in their own partnership working and provision.
- Raising aspirations for young people, to value entrepreneurial activity and healthy lifestyles
 - Aspirations in Bridgend CB have fallen in neighbourhoods and families experiencing deprivation or unemployment. Previous apprenticeship and youth employment initiatives have declined. The role of employers in mentoring local young people, identifying skills demand, supporting entrants to and progression in the job market at all skills levels, and creative use of the workplace to promote healthy lifestyles, will be crucial.
- Raising the number of healthy people taking part in employment
 - Increasing the percentage of the working population who are economically active and reducing the numbers of people taking up Incapacity Benefit and Serious Disability Allowance will assist in raising aggregate GVA. This must be supported by employers through health in the workplace, and leisure facilities linked to capacity-building activity from the public sector. Working with young people to tackle risk-taking behaviour is an important contributor to preparation for working life.

Strategic Aim 3: Making a great place to live, work, visit and play

- 4.18 Place-making is at the heart of current government policy, and the place of Bridgend County Borough is at the heart of the Regeneration Strategy. Bridgend CB's talents and offerings can often be lost amongst larger neighbours: it can be seen to be as at the fringe of the capital city, or Swansea Bay. The Strategy needs to ensure that Bridgend CB has its own sense of place and identity.
- 4.19 Bridgend CB needs to craft an offer to businesses, existing and potential residents (across a full range of income), and tourists, that offers a wide range of location and life-style opportunities capable of meeting their needs.

- 4.20 Quality of Life is built on local places with good services: schools, housing, hospitals and infrastructure, supported by a clean and safe environment tackling pollution and climate change. From the heritage trails in the north, to the watersports in the south, and in the town centres and waterfronts, Bridgend CB needs to find its place in commercial and leisure markets. It needs innovative cultural activity to raise aspirations, and it needs to be inclusive, to take the quality out to all parts of the county borough.

Operational Aims

- 4.21 We will make Bridgend CB a great place to live, work, visit and play by
- Creating a strong brand for Bridgend CB, linking environment, leisure and business, and attracting investment and tourism
 - Bridgend CB needs to stand out clearly in South Wales to attract investment and tourists, as well as raise the aspirations of residents. It needs a new brand to bring together the opportunities it offers, to demonstrate the quality of life it offers, and its determination to do business. Initiatives such as the Fairtrade City can bring a new perception alive, and appeal to residents and tourists alike.
 - Offering a great quality of life
 - With low crime, stunning landscapes plus a forward-thinking approach to environmentally-neutral building and development, and a housing and schooling offer to meet the needs generated by a successful economy, Bridgend must make a competitive offer to meet the residential needs of the existing population and potential high-skill incomers. The brand must raise aspirations in areas of deprivation and improve connectivity across the County Borough, and engage private and public sector providers in meeting local needs.
 - Making a great place to work and do business
 - Making an excellent offer both to businesses and their employees, improving our good range of existing office and industrial sites, and with major employment site developments incoming. We must ensure that opportunities to strengthen infrastructure support, ICT and business clusters are recognised as being of key importance to businesses.
 - Developing and diversifying our leisure and tourist offer and attracting more visitors
 - Using a more targeted promotion of coastal/water tourism, activity tourism and major event opportunities, we can increase visitor numbers. Opportunities for further accommodation facilities and transport connections with adjacent tourist areas must be supported. Bridgend CB can become an integral part of major sub-regional and local offerings such as sports events, parks and heritage trails. These must be harnessed to create a programme of major events and Bridgend CB must be well-placed to play a prominent role.

Strategic Aim 4: Strengthening and renewing infrastructure

- 4.22 Without 21st century infrastructure, we will struggle to develop the 21st century economy and place that we are striving for. Good communications, both physical and virtual, will underpin opportunities for businesses and people. Significant renewal is already underway or planned, in town centres, Porthcawl waterfront and in transport. There is a good supply of land and property, and of sites for industry and offices. We understand the need to exploit existing public sector assets where they are under-used or available for change of use, and to explore new models available to develop and promote new live/work spaces.

Operational Aims

- 4.23 We will take forward this aim by:
- Ensuring regional transport plans are supported by local improvements, and linked to economic and physical regeneration
 - Transport planning occurs largely at regional and sub-regional level: it is a crucial network supporting regeneration, with major innovations under discussion such as high speed rail links across South Wales. *Fit for the Future* will need to ensure that investment supports transport opportunities – but equally that local improvements are proposed to maximise benefits for local people and businesses. In particular, north-south connections need to be supported.
 - Taking forward town centre renewal to modernise and revitalise their function and facilities
 - Private sector retail developments, and improvements to public sector buildings and locations can drive forward the County Borough – and support the function of adjoining business and industrial parks, and their renewal or growth. Developing the important sense of identity and ownership in town centres can be achieved through the use of new physical infrastructure allied to welcoming public realm and heritage features.
 - Ensuring a good and appropriate supply of land and property, including identifying opportunities for change of use
 - Being prepared with a supply of land for private sector investment, for retail or housing use, will offer a major incentive to developers to invest, and give flexibility to planning, enabling mixed developments and maximising community benefit. We will identify and drive forward major physical regeneration programmes and site opportunities, linking to supply chain and skills development in the local economy. Linking land supply, housing demand and economic growth will enable us to plan settlements to the right markets at the right time.

Cross Cutting Themes

- 4.24 The **Cross-Cutting Themes** which follow are designed to work across all of the Strategic Aims and their Operational Aims and Actions, to ensure they remain convergent and aligned.

Cross-cutting Theme 1: Implementation capacity and partnership development

- 4.25 At a time of change in the local strategic partnership, it is crucial that the Strategy is supported with the capacity it needs to provide a framework for the development of integrated planning with partners, clear delivery responsibilities, and a monitoring and evaluation framework which will have a clear reporting role. The Strategy will be bedded down into local partnership and partner agency infrastructure and implementation driven by a core group identified as part of the revised Local Service Board. Clear commercial disciplines with accountability to wealth creators, residents and their communities of interest will be essential to the success of the partnership approach.

Operational Aims

- Delivering market and technology foresight
 - Understanding how world markets operate, and how technological innovation is driving change, is crucial to our ability to take forward enterprise and skills development in an informed way. To deliver on this we anticipate a regularised sub-regional forecasting process.
- Leadership and Delivery
 - Ensure a clear leadership body is established, ensuring that the Regeneration Strategy is located in a strategic framework, and then supported by staff who will monitor and evaluate progress, to generate learning.
- Monitoring, evaluation and learning
 - Without a monitoring and evaluation framework, leadership and management are ineffective. Strategy and delivery needs to enable learning and reporting.

Cross-cutting Theme 2: Integrated delivery for a sustainable community

- 4.26 Ensuring that *Fit for the Future* and its actions are understood and their impact measured against key sustainable communities themes prior to delivery, when investment decisions are taken, is an essential check on integration with key economic, social and environmental priorities. The following aims are core values of the Strategy.

Operational Aims

- Inclusion
 - The balance between the primary engine of wealth creation, which can deliver growth-led regeneration, and community investment, has been fully integrated into the Strategy to ensure that balances are made between urban

and rural, business and community, private and voluntary sectors - as maximising the benefits to all. The process of consultation has attracted a wide input from all sectors and individuals, and this will remain a hallmark of *Fit for the Future*.

- Tackling Inequalities
 - Government policies are fundamentally oriented to tackle inequalities in access to and delivery of services, notably health and area-based regeneration. This Strategy takes this process further by supporting community enterprise, capacity-building and community learning to assist entry into the job market, and in direct prioritisation on children and young people to build an equitable future for the County Borough and its people. The Strategy strives to improve economic equity through providing better links between economic opportunity and social need, reducing numbers of Incapacity Benefit recipients and targeting skills development and capacity-building for employment.
- Minimising environmental impact
 - Sustainable development criteria will be used to evaluate this Strategy by WAG, and each decision and action taken under the Strategy will be assessed for environmental impact to ensure it meets these criteria. The Strategy will aim to promote environmentally-neutral developments in the built and rural environment, and to meet the challenge of climate change in both planning and delivery.

5: From Strategy to Action

Introduction

- 5.1 This Section of the document, the action plan, gathers together Existing and Pipeline Actions, and assesses their importance in delivering the Strategic Aims and the Operational Aims. A further set of Gap Actions is then proposed, which either drive forward Existing and Pipeline Actions, or introduce new action which it is felt is necessary to achieve the aims.

Existing and Pipeline Actions

- 5.2 From the full list of actions submitted by partners, the most significant Existing and Pipeline Actions in Bridgend CB have been identified, by prioritising them according to their financial value and fit with the Strategic Aims. The Actions have been rated, using a threefold typology, as:

- ‘Green actions’ – major actions or programmes that will have a significant impact on delivering what the Strategy is calling for
- ‘Amber actions’ – actions which are considered of medium import to our strategy, or those closely aligned with our strategy, but smaller in scale
- ‘Red actions’ – these actions include those which are considered to have limited fit or relevance to our strategy or those that have no direct benefits to the wider population.

- 5.3 A full list of the green, amber and red Actions is provided separately to this report.

- 5.4 An illustrative shortlist of priority Existing and Pipeline Actions under each Strategic Aim has been developed, which we believe are pivotal to the realisation and successful implementation of our strategy. The shortlists remain illustrative rather than final, as actions are not of simple, single categories, but may in some instances refer to a programme (with a number of separate projects within it of varying status and priority), or a set of projects which rely on funding that has not yet been obtained. However, they represent a clear thrust of action which the implementation team for this Strategy will build on as the action plan develops. These illustrative priority Actions are listed below in Table 5-1 with further detail provided later in this Section of the document.

Table 5-1: Illustrative Existing and Pipeline Actions and Programmes

Strategic Aim	Illustrative Existing Actions	Illustrative Pipeline Actions
Strategic Aim 1: Enabling Wealth and Creating Enterprise	<ul style="list-style-type: none"> • Bridgend Business Support Framework • Social Economy Support • WAG Business Support grants 	<ul style="list-style-type: none"> • Bridgend Town Centre Business Development Plan • Community Economic Development
Strategic Aim 2: Driving up skills levels in an active labour force	<ul style="list-style-type: none"> • Targeted action on those in danger of becoming NEETs • Genesis Programme 	<ul style="list-style-type: none"> • Equipping young people with the skills needed for employment • Volunteer to Work

Strategic Aim	Illustrative Existing Actions	Illustrative Pipeline Actions	
Strategic Aim 3: Making a great place to live, work, visit & play	<ul style="list-style-type: none"> Learning Brokers Bridgend Schemes led by Careers Wales Mid-Glamorgan and Powys 	<ul style="list-style-type: none"> Climbing Higher Agreement Health Challenge Bridgend 	
	<ul style="list-style-type: none"> Marketing and Promotion activities to attract business Groundwork-led Bridgend CB schemes Townscape Heritage Initiative Grants Strategic Tourism Events Fund 	<ul style="list-style-type: none"> Valleys Regional Park Rural Development Plan Caerau Community Route Maximising Opportunities for Sports Based Leisure & Tourism Go-Low 	
	Strategic Aim 4: Strengthening and renewing infrastructure	<ul style="list-style-type: none"> Pencoed Technology Park Infrastructure Works to Brocastle Regeneration providing new homes and commercial and community assets Investment Programme on improvements to homes and environmental/community regeneration 	<ul style="list-style-type: none"> 7 Bays Project Bridgend Transport Interchange Development of Major Employment Sites ICT E Solutions

Source: SQW Consulting

Gap Actions

5.5 However, these Actions in themselves will not achieve the aims of the Strategy. Through a process of analysis and consultation with key partners, SQW Consulting has therefore identified any gaps in the actions' ability to deliver the Strategic Aims, and proposed a series of Gap Actions to fill them. These Gap Actions are summarized in Table 5-2 below:

Table 5-2: Gap Actions under each Strategic Aim

Strategic Aim	Gap Actions
Strategic Aim 1: Enabling Wealth and Creating Enterprise	<ul style="list-style-type: none"> Cluster Focus Developing a Business Ideas Bank Productivity Review
Strategic Aim 2: Driving up skills levels in an active labour force	<ul style="list-style-type: none"> Skills Strategy Skills Development Programme Healthworks Joint procurement initiative
Strategic Aim 3: Making a great place to live, work, visit & play	<ul style="list-style-type: none"> Branding Bridgend CB Valleys Regional Park Hosting a Major Event Bridgend – a Fairtrade town
Strategic Aim 4: Strengthening and renewing infrastructure	<ul style="list-style-type: none"> Bridgend CB 21st Century Employment Sites Transformational Action Plan Porthcawl Waterfront and Town Centre Regeneration Transformational Action Plan

Source: SQW Consulting

- 5.6 These Existing, Pipeline and Gap Actions together will form the basis of an action plan to be developed in detail by the delivery team nominated by the LSB. This implementation process has been supported by the development of more detailed Action Proforma for each Gap Action by SQW Consulting in consultation with partners, and then by the operational executive charged with delivering *Fit for the Future*. Current Action Proformas are included in this Consultation Draft as Annex A.
- 5.7 The actions are set out below under each Strategic Aim, and also in support of Cross-cutting Actions.

Strategic Aim 1 – Enabling wealth and increasing enterprise

- 5.8 The priorities under SA1 are to strengthen Bridgend CB's response to global market change, build a response to the decline in manufacturing, and to support enterprise development to meet this challenge, and then to identify and take opportunities for growth and modernisation of the economy.

Current (Existing and Pipeline) Actions

- 5.9 Table 5-3 below shows the priority Existing and Pipeline Actions under Strategic Aim 1. It is clear that a lot of positive work is already being done in relation to stimulating business and enterprise growth, with substantial funding support. Businesses and potential businesses within Bridgend County Borough are able to access a number of funding streams – at the local, sub-regional and national level – to help them realise their objectives and thus contribute to wealth creation in the local economy. Going forwards, these funding streams will continue into the future, with grants to businesses from WAG being combined into the Single Investment Fund, to be launched in April 2008.

Table 5-3: Illustrative priority Existing and Pipeline Actions under Strategic Aim 1

Action/Programme	Time period	Lead delivery body	Feeds into Business Growth	Feeds into Social Enterprise
EXISTING ACTIONS				
Bridgend Business Support Framework – an annual pot of approximately £350k ⁷ providing grants to SMEs in Bridgend CB.	11006-06/2008	Bridgend CBC	☺	
Social Economy Support – support for social enterprises within the County Borough in terms of staff time input (coming from an annual pot of approximately £75k).	04/2006-03/2008 ⁸	Bridgend CBC		☺
Business in Bridgend CB are eligible for the following grants administered by WAG:				
SMARTCymru – funding and support for the research, development and exploitation of technologically innovative products and processes.	ongoing, long-term	WAG		
Environmental goods and services (EGS) Wales	ongoing, long-term	WAG	☺	
Regional Selective Assistance (RSA) and the Assembly Investment Grant (AIG) – two schemes designed to help businesses start up, grow or restructure (between April 2005 and January 2008, businesses in Bridgend CB	ongoing, long-term	WAG	☺	

⁷ This excludes additional private sector input

⁸ Is likely to continue in a slightly different format after this date

received approx £16.3m in aggregate from these).

Property Development Grant and Business Premises Improvement Grant	ongoing, long-term	WAG	☺
Tourism grants operated by Visit Wales – tourism businesses in Bridgend CB are eligible for five of these.	ongoing, long-term	WAG	☺

In April 2008, all of these schemes will be brought under one pot of funding in the form of the Single Investment Fund.

PIPELINE ACTIONS

Bridgend Town Centre Business Development Plan – amounting to some £25k p.a. this plan will focus on providing support to businesses within Bridgend Town Centre; in particular, helping to develop retail skills.	2008-2011 ⁹	BAVO	☺
Community Economic Development – a 3-year programme – worth approximately £40k p.a. – that will support and develop the economic contribution made by the voluntary and community sector (Third Sector) through a combination of practical advice, support and funding.	2008-2011 ¹⁰	WCVA	☺

Source: SQW Consulting

Gaps in current actions

- 5.10 There are a significant number of business support programmes in place, with WAG as the largest funder, many at local level, some national and one aimed at international markets. There are a range of actions supporting job creation, business start-up, growth of both SMEs and social enterprises (with significantly more resources going to SMEs), and these funding streams will continue. However, no local overview has emerged to clarify how the activities are targeted to meet or develop sectoral priorities, or how partners act in a co-ordinated way.
- 5.11 The emergence of the Single Investment Fund will require attention to ensure the Strategy is fully used to attract inward investment in support of regeneration priorities, and in supporting indigenous businesses.
- 5.12 To meet the aims of this Strategy, a greater focus on developing business support will need to be developed to enable actions to impact on growth sectors, and to maximise opportunities for local supply chains.
- 5.13 SMEs and social enterprises have struggled to access public sector procurement and would benefit from opportunities to provide local services, creating employment opportunities and assisting moves towards developing the local supply chain.
- 5.14 Greater use could be made of successful local businesses to supply mentoring to young entrepreneurs, or intellectual capital to SMEs.

Gap Actions

- 5.15 The Gap Actions below identify the need to strengthen strategic directions and priorities which enterprise can target to achieve these aims: developing the supply chain to meet regeneration opportunities - including through public sector procurement – and also to

⁹ This is an estimated start date – when the action begins is dependent on whether or not it obtains Convergence funding

¹⁰ Ibid

prioritise initiatives which not only improve regeneration partnership and joint working in the retail sector, but meet wider aims to revitalise and brand Bridgend.

Focus Clusters

- 5.16 Clusters are geographically proximate groups of interconnected companies - suppliers, service providers, and associated institutions in a particular field, linked by commonalities and complementarities. Clustering delivers competitiveness in three ways: helping to increase the levels of productivity that firms can operate; increasing the capacity of firms for innovation and productivity growth; and stimulating and enabling new business formation that further supports innovation and expands the cluster. Through bringing together companies into clusters, we can develop the strengths of the Bridgend CB offer for inward investment and also sales elsewhere.
- 5.17 *Focus Clusters* is about enabling serious, self-sustaining clustering in our priority industries, and can operate both within the County Borough, but also at regional and sub-regional level. This approach will be based on an initial information-gathering phase, to enable spatial planning to take place, and will also seek to identify existing good practice such as the development of the Waterton Centre. Building on this work, *Focus Clusters* will have two goals:
- the provision of infrastructures that support clustering
 - the active encouragement, and facilitation, of clustering behaviours.
- 5.18 By providing these, the project will deliver functional clusters of recognised national quality and performance.

The Business Ideas Bank

- 5.19 Activity focusing on supply chain development provides the ideal opportunity for a further, closely linked, 'transformational' action through establishing a 'Business Ideas Bank', designed to encourage new start-ups and provide new growth-oriented opportunities for existing businesses. The ultimate aim would be to develop a bank of intellectual property and licensable ideas, supplied both by local businesses and entrepreneurs and those further afield seeking the exploitation of their ideas, which could be used to seed business opportunities for would-be entrepreneurs in Bridgend County Borough.
- 5.20 As an interim measure, the Ideas Bank, containing business and supply opportunities provided by local businesses and the new opportunities the strategic sites offer, would facilitate the development of business-to-business linkages and relationships and would retain as many supply and exploitation opportunities as possible in the local area. Such a bank will also act as a repository for ideas generated by the FE College, and connect to existing academic and intellectual property supply in adjoining universities.

Productivity Review

- 5.21 The Productivity Review is about delivering increased competitiveness in established value-adding firms with growth potential.

- 5.22 To achieve a step-change in our work-place productivity, we need tailored actions to enable the breadth of our higher value-adding firms to grow their competitive potential. By exposing these firms to specific and appropriate best practice, we intend for this Gap Action to secure a significant closing of our Productivity Gap with South Wales and the UK.
- 5.23 The following complementary strands are proposed:
- learning from elsewhere
 - benefiting from the knowledge base – productivity problem solving
 - encouraging the adoption of new technologies and processes
 - encouraging high value added inward investment
 - developing new business models.
- 5.24 The Review will aim to understand in detail the reasons for and extent of the productivity gap in Bridgend CB, and to maximise the long-term contribution that the knowledge base makes to the City Region economy by increasing knowledge transfer.

Joint procurement initiative

- 5.25 A short-to-medium action bringing together major procurement activity, involving schools, prisons, hospitals and the local authority, to focus opportunities for local procurement, and improved access to public sector contracts for SMEs and social enterprises.
- 5.26 In relation to this objective, actions need to be taken both by the public sector and the businesses themselves to enable the local business population to maximise procurement opportunities. This will involve:
- the public sector reviewing their procurement processes and reducing barriers where possible to enable SMEs and social enterprises to bid for contracts
 - the provision of training and support in relation to procurement processes to Bridgend CB's, SMEs and social enterprises to enable them to compete effectively – this is likely to involve the acquisition of documentation and certification required to qualify, guidance relating to managing the application process, and strengthening aspects of the business to meet the needs of large purchasers
 - establishment of a local purchasing network.

Strategic Aim 2 – Driving up skills levels in an active labour force

- 5.27 The priorities under SA2 are clearly to raise skills at all levels and for all ages – but with a priority at NVQ Level 4 and at basic skills level. The need to raise skills particularly in the 14-19 age-group is a key aim, although developing and retaining higher skills is also vital for development of an increasingly knowledge-based economy.
- 5.28 The need to establish and develop skills pathways into employment from an early age, and in particular to build capacity in long-term unemployed or those on Incapacity Benefit to enter

the workforce, both demand action. However, the economy will not initially benefit from this action, as it takes up new low-skill entrants – but this is an important element of building an inclusive society and economic equity.

- 5.29 Increasing the employability of local people through enhanced life skills has emerged as a key priority. In particular, in relation to health, this has important implications, both in tackling the numbers on Incapacity Benefit, and in relation to lifestyle issues with young people.

Current (Existing and Pipeline) Actions

- 5.30 Table 5-4 below shows the prioritised, illustrative Existing and Pipeline Actions. A wide range of current activities at the local and sub-regional level demonstrate responses to skills shortages and, in particular, the need to engage those currently out of work – with agreed priority targets being young people and long term unemployed – through training, volunteering, work experience or employment. Schemes also tackle more specialist areas such as return-to-work for parents.
- 5.31 European Objective One funding has enabled a significant outreach programme to provide capacity-building support in life skills and training for communities in rural or deprived communities: and Convergence funding will be targeted to continue a significant investment in these actions. These are being delivered by a variety of partners such as Bridgend College and third sector organisations. Bridgend CBC is also working closely with local communities to build and strengthen the voluntary sector, and supporting adult education.
- 5.32 Job Centre Plus also delivers a major national programme tackling economic inactivity under the Pathways to Work/Want to Work banner.

Table 5-4: Priority illustrative Existing and Pipeline Actions under Strategic Aim 2

Action/Programme	Time period	Lead delivery body	Feeds into Skills and Training	Feeds into Employability
EXISTING ACTIONS				
The Bridgend 14-19 Network operates a range of complementary curriculum activities targeted at addressing young people in danger of becoming NEETs, including:				
<ul style="list-style-type: none"> Extended work experience Studio 34 – a skill course programme to be delivered in a purpose built centre. 	09/1998-03/2009	The Bridgend 14-19 Network	☺	☺
The activities cost approximately £200k p.a. to run.				
Genesis Programme – this £250k p.a. ESF scheme assists and supports parents returning to education, training or employment.	09/2005-03/2008 ¹¹	Bridgend CYPP	☺	☺
Learning Brokers Bridgend (ESF) – community-based training and learning programmes, costing approximately £150k p.a. in total.	07/2006-07/2008	Bridgend CBC	☺	☺
Careers Wales Mid-Glamorgan and Powys operate a number of schemes at the sub-regional level aimed at	2001-ongoing	Careers Wales	☺	☺

¹¹ Although due to end at the end of March 2008, it is highly likely that it will be replaced in a slightly expanded form using Convergence funding

Action/Programme	Time period	Lead delivery body	Feeds into Skills and Training	Feeds into Employability
<p>raising levels of engagement in employment and education, including:</p> <ul style="list-style-type: none"> An employment placing service for unemployed young people aged 16-19 Workforce Development – assisting current employees with their skills and career development. 	(renewable annual contract with WAG)	Mid Glam'n and Powys		
PIPELINE ACTIONS				
<p>Health Challenge Bridgend – Health Challenge Bridgend has six main themes:- Food & Fitness, Accidents and Injuries, Mental Health & Well being, Alcohol & Substance Misuse, Infections, also Smoking. Food and Fitness was the main focus during 2006, and further work is underway to focus future action.</p>	ongoing	Bridgend CBC / Local Health Board		☺
<p>Equipping young people with the skills needed for employment – this action will aim to improve the employability prospects of young people in Bridgend CB.</p>	2008-2011 ¹²	WAG/ YALO	☺	☺
<p>Volunteer to Work – engaging the economically inactive through using volunteering placements as a gateway to employment by focusing on developing skills and experience.</p>	2008-2011 ¹³	WCVA	☺	☺
<p>Climbing Higher Agreement – aims to improve community and workplace health and fitness investment in Bridgend CB through a Partnership agreement and action plan. Workplace funding is available for employers to develop sports and fitness activities.</p>	04/2008-TBC	Bridgend CBC (and Sports Council)		☺

Source: SQW Consulting

Gaps in current actions

- 5.33 Stakeholders have consistently reported a need for a more integrated approach in the skills arena: current actions need to be understood, coordinated and focused more on ensuring fit with the wider aims of the Strategy.
- 5.34 Considerable work is going at Bridgend College to strengthen and grow its role and impact, particularly in the light of the lack of major HE provider locally. In particular, efforts by the College to develop a centre of excellence around construction deserve full support.
- 5.35 The strength of Ford as a local employer provides an opportunity to strengthen the important manufacturing sector through developing skills for existing and potential employees, and through involving them in broader mentoring and development of entrepreneurial skills.
- 5.36 Targeting skills development to respond to better informed forecasts of skills requirements, and alignment to growth opportunities, will give greater focus to a plethora of funding programmes.
- 5.37 Opportunities to link to health programmes to support return-to-work programmes, and the development of life skills through health promotion should be explored to promote

¹² This is an estimated start date – when the action begins is dependent on whether or not it obtains Convergence funding

¹³ *Ibid*

employability. Community learning programmes and capacity-building of the voluntary sector to deliver basic life skills support will be an essential addition to this action.

- 5.38 There is public and voluntary sector interest in engaging with employers aiming to pilot a cross-sector apprenticeship scheme. Progress has already been achieved through the Learning Brokers Programme in Communities First areas.
- 5.39 Community learning programmes, local labour in construction schemes and sheltered employment services promoted by health, housing and voluntary sector partners provide invaluable support to feed the labour market, and their role will need to be recognised in the Skills Strategy.

Gap Actions

Develop a Skills Strategy

- 5.40 This short-term Action is a fundamental first step to enable us to develop an integrated approach to skills development. It is designed to improve and develop labour market intelligence, to guide the wide variety of skills training and education activity already in place, and focus it to meet demand. This action will support the creation of a Foresight Observatory through the Local Service Board, produce a gap analysis of sector skills demand and supply in Bridgend CB and produce projections for employment growth and productivity gains in key sectors. The Strategy will target key skills gaps identified in the Strategic and Operational Aims: young people with no skills, and the need to boost knowledge-based business. It will be achieved through Bridgend CBC working closely with the Bridgend CB business community, providers across all education and training phases and settings, and funding and planning organisations.

A Skills Development Programme: Targeting Growth, Targeting Skills

- 5.41 This Action tasks partners to produce a detailed Skills Development Programme, enabling significant opportunities that have already been identified to be taken forward immediately. Analysis of sector performance in Bridgend CB highlighted opportunities in financial and business services, in capitalising on the strength of the Ford plant, and in health and public administration. Construction is a priority identified by Bridgend Learning Pathways. This action focuses on these priority sectors.
- 5.42 We will take forward innovation in priority sectors based on existing intelligence, working with providers and employers in these sectors to:
- engage employers to build workplace-specific and transferable skills in the workforce
 - create a National Construction College for Wales; this will also act to encourage local schemes such as Caerau, which can feed trainees to the College for further skills development
 - work with the Ford engine plant in Bridgend to adapt and transfer the Upskilling programme currently delivered at the Ford Engine Plant in Dagenham London, bringing enhanced skills and developing openness to learning and change

- target the financial and business services sector and to engage health services as employers.

Healthworks

- 5.43 Health Challenge Bridgend brings together the Council, health, social care and voluntary sectors in an alliance, and will form the platform for Healthworks, which needs to reach out and embrace the private sector employers and the community sector. Health Challenge Bridgend will align with public sector strategy documents, the new Health and Well-Being Strategy, building a healthy life-line into the workplace, in work, and through supporting employers. Other funding streams, such as 'Climbing Higher', support this action.

Strategic Aim 3 – Making a great place to live, work, visit & play

- 5.44 The priority of SA3 is to develop a new image of Bridgend CB, incorporating its quality of life offer, its offer to businesses residents, tourists and investors, set in a wonderful natural environment. Whilst the rural environment must be developed for current uses such as farming, and newer leisure uses such as heritage or cycle trails, it needs to be set within the context of wealth creation in the urban hubs, the motorway corridor and other commercial centres, which provide the jobs, the employment land and property and the retail opportunities.

Current (Existing and Pipeline) Actions

- 5.45 Table 5-5 below shows the prioritised Existing and Pipeline Actions. Marketing activity is low in terms of developing a strategic brand for Bridgend, although a wider range of activities are emerging which will strengthen a future brand through heritage and leisure activities, both in the rural and urban environments. Current focus is targeted on attracting visitors and businesses to Bridgend CB.
- 5.46 Significant plans to promote tourism, leisure and heritage, particularly in rural areas, have been brought together sub-regionally, and expressed in the Regional Park plans, and in further work on marketing and promotion of local and tourist events. They reinforce actions to promote sports both at a local and at a national events level. The opportunity to work with neighbouring county boroughs to develop high-value events, heritage and activity trails, and to maximise growth of tourism through significantly improved branding, are all major implications of existing activities. These aims are recognised in the Wales Spatial Plan but need more local focus and partner commitment.
- 5.47 A particular focus is developing around opportunities for major sports events, particularly golf.

Table 5-5: Priority illustrative Existing and Pipeline Actions under Strategic Aim 3

Action/Programme	Time period	Lead delivery body	Live	Work	Visit	Play
EXISTING ACTIONS						
<p>Marketing and Promotion Activities – there is an annual pot of approximately £135k for local business marketing and £190k for a regional campaign to attract business investment from across the UK</p>	04/1996-ongoing	Bridgend CBC / SEWEF				
<p>Groundwork Bridgend are leading on a number of actions designed to improve the natural environment including</p> <ul style="list-style-type: none"> • Parc Tondu (£140k p.a.) • Landscape Projects (£220k p.a.) • Garw Valley Community Route (£290k p.a.) 	All of these actions are ongoing	Ground-work Bridgend	☺	☺	☺	☺
<p>Townscape Heritage Initiative Grants, in:</p> <ul style="list-style-type: none"> • Bridgend (£314k p.a.) • Maesteg (£272k p.a.) • And Porthcawl have made a bid for a grant (for approximately £1.5 million over 7 years). 	<p>Bridgend: 10/05-10/10</p> <p>Maesteg: 06/07-05/10</p> <p>Porthcawl: 10/08-10/15¹⁴</p>	Bridgend CBC	☺		☺	
<p>Strategic Tourism Events Fund (STEF) – an annual pot of approximately £50k for tourism events mainly run by voluntary organisations</p>	ongoing	Bridgend CBC / VCOs			☺	
PIPELINE ACTIONS						
<p>Valleys Regional Park – Designation of Valleys Regional Park as part of a wider South Wales initiative in order to significantly raise the brand and natural environs of the Valleys within Bridgend CB.</p>	10/2007-10/2012	Bridgend CBC	☺		☺	
<p>Rural Development Plan – this comprehensive £3 million plan for rural communities will involve actions such as the creation of Bettws Bunkbarn, Garw Environment Action, a Rural Tourism Development Fund and Events Fund.</p>	07/2008-10/2010	Bridgend CBC/ Bridgend Rural Partnership	☺	☺	☺	☺
<p>Caerau Community Route – proposals for a phased creation of a community route, stretching 7km, linking significant locations in Maesteg, Caerau and surrounding areas. Proposed cost is £700k.</p>	tbc (finance needed)	Bridgend CBC	☺	☺	☺	
<p>Maximising Opportunities for Sports Based Leisure & Tourism – part of the Wales Spatial Plan (currently in development), this action is particularly interested in developing the regional golf product (value estimated at £30k p.a.)</p>	Expected to be completed by 12/2012	Bridgend CBC			☺	☺
<p>Go-Low – a transnational funding bid (through EURIMA) for a project to develop a route map with EU partners to address the EU low-energy</p>	03/2008-12/2011	EURIMA	☺	☺		

¹⁴ Assuming that the next bid for funding is accepted

Action/Programme	Time period	Lead delivery body	Live	Work	Visit	Play
targets for existing housing stock – including training for professionals and communities ¹⁵ .						

Source: SQW Consulting

Gaps in current actions

- 5.48 Marketing and promotion activities lack an individual profile for Bridgend CB, as they tend to be part of a wider tourist industry promotion of the Vale of Glamorgan: this must be addressed not simply through this Strategy, but as part of a wider branding of Bridgend CB. A broader, integrated vision of Bridgend CB needs to be developed, to appeal to all existing and future residents, investors, employers and visitors. This “quality of life offer” must be built into the new brand.
- 5.49 Bridgend CB therefore needs to position itself to bid for significant events, to play a major role in significant sub-regional plans and to link there to wider regeneration opportunities at all times.
- 5.50 The Gap Action, to prioritise the development of Bridgend Fairtrade Town, brings together the kind of image-changing regeneration that must work across all the aims in *Fit for the Future*.
- 5.51 Bridgend CBC has an excellent reputation for waste disposal. There is an opportunity to build on this by commissioning research to investigate opportunities for developing recycling and recovery sites for waste processing across the sub-region.

Gap Actions

Branding Bridgend CB

- 5.52 This short-term Action is a crucial first-step to create a unified and unique brand for Bridgend CB, which will not only unite and unify the work of partners leading the Local Service Board and this Strategy, but will raise aspirations of existing residents and businesses, allow new marketing material to highlight Bridgend CB’s potential, and also respond to the key issue of how to differentiate Bridgend CB from its neighbours, as well as benefit from wider investment in the region. The need to develop an image for Bridgend CB which will attract further business investment, inward migration and tourism, is at the heart of *Fit for the Future*.
- 5.53 The LSB is shortly to commission this work, which will need to be underpinned by a complementary action, developing a fuller understanding and development of a “quality of life” offer, and marketing it to existing and potential residents and businesses.

¹⁵ This bid is still very much in its embryonic stages and, given that the lead body is a transnational organisation, the final amount of money going into Bridgend CB could vary widely (it could potentially link to an Interreg IV project to deliver tangible outputs amounting to £000,000s of investment).

Valleys Regional Park (supported by the Rural Development Plan)

- 5.54 This long-term Action builds on existing work to create a Valleys Regional Park in the Heads of the Valleys Plus area and the Valleys part of the Connections Corridor. Acting as a crucial link between economic, social and environmental regeneration, the action to strengthen the environmental networks will enhance the quality of life and support tourism and leisure. The development of wildlife corridors, public rights of way and cycle paths in the Heads of the Valleys Plus area and the Valleys part of the Connections Corridor will be managed by all stakeholders in partnership as a Valleys Regional Park, to develop a distinctive and positive image for the Valleys, building close associations with the Brecon Beacons National Park.
- 5.55 Working with key partners, including the WAG, and the Countryside Council for Wales, Bridgend CB will need to identify opportunities to align the programme to existing investment and activity, particularly in relation to the Rural Development Plan. Actions will contribute to making South East Wales a low-carbon city-region, while local action projects by lead cross-sector partners will be a major feature of delivery.

Major Sports Events

- 5.56 Bridgend CB already has a strong reputation for activity sports, in particular golf and watersports. This action will build on existing capacity and expertise, working closely with neighbouring areas with similar facilities, to develop and market plans for high profile, prioritised programme major events: the first actions will be developed from existing proposals to attract wide international coverage and knock-on tourist and leisure investment opportunities, through golf, watersports and music events.
- 5.57 Bridgend CBC will take forward this action, to engage stakeholders and build practical outputs into the new brand for Bridgend CB.

Bridgend – a Fairtrade Town

- 5.58 A medium-term action responding both to SA1 and SA3, to bring together the majority of businesses to promote fair and ethical trade where possible, and achieve 'Fairtrade status' for Bridgend's town centre. This action combines wealth creation with an ethical, environmental and marketing tool. It links closely with corporate social responsibility, promotion of local purchasing and ethical activities, and will have direct benefits for local businesses, social enterprises and the public sector, and the strengthening of public-private sector partnerships.
- 5.59 Fair trade is being promoted as part of a WAG initiative: Wales is aiming to become the world's first Fairtrade country. All sections of society need to be involved. Bridgend's Town Centre regeneration offers an opportunity to promote fair trade and adopt Fairtrade status for the town centre: with the existing recognition of Porthcawl as a Fairtrade town, there is then an opportunity to build up the status of Bridgend CB as a Fairtrade County Borough.

Strategic Aim 4 – Strengthening and renewing infrastructure

- 5.60 The priorities of SA4 are to enable physical infrastructure to meet the demands for a 21st Century economy.

Current (Existing and Pipeline) Actions

- 5.61 Table 5-6 below shows Existing and Pipeline Actions. Major investment in physical regeneration is already underway or planned in town centres, Porthcawl waterfront, Caerau, and in improvements to industrial parks and Pencoed Technology Park and Waterton Park. These are firm foundations to build on.
- 5.62 Significant work is also underway through housing investment and public realm investment and uplift. Sub-regional transport plans offer the prospect of a high speed rail link through Bridgend, and the potential to support improved commercial and commuter links via rail and road. The IT network across the County Borough is thought to be well set up.
- 5.63 Some projects to generate community regeneration through investment are in place, particularly through the Valleys to Coast housing association – the local labour scheme in Caerau is an example.

Table 5-6: Priority illustrative Existing and Pipeline Actions under Strategic Aim 4

Action / Programme	Time period	Lead delivery body	Work Sites	Public Realm	Housing	ICT
EXISTING ACTIONS						
Pencoed Technology Park – ongoing development of a high quality HQ site for technology & medical sector companies, costing £4million p.a. to develop.	10/2007-10/2012	WAG	☺			
Infrastructure Works to Brocastle – continuing development of a site for SMEs and FDI for storage and manufacturing at a cost of £8m p.a.	09/2008-09/2018	WAG	☺			
Regeneration providing new homes and commercial and community assets – investment of between £3 to £6 million p.a. led by Valleys to Coast Housing (V2C) alongside including Bridgend CBC, RSLs, Local Health Board.	2007 or 2008- 2013	V2C		☺	☺	
Investment Programme on improvements to homes and environmental/community regeneration – again led by V2C, this investment will amount to approximately £110 million over a 10 year period.	09/2003-2013	V2C		☺	☺	
PIPELINE ACTIONS						
Ongoing developments along Porthcawl waterfront through 7 Bays Project:						
Harbour Scheme – significant improvements to Harbour worth £6.5million in total; includes increasing berth numbers from 28 to 54	Begin work in 2010 or 2011 (length of each project will vary)	Bridgend CBC	☺	☺		
Community Hub – a £3.2 million project containing a number of facilities						
Coastal Defences.						
Bridgend Transport Interchange – a comprehensive development to improve town centre accessibility, including Rail Station improvements.	2010-2013	Bridgend CBC		☺		
Major employment sites – ongoing developments in a number of sites across the	various	WAG / Bridgend	☺	☺		

Action / Programme	Time period	Lead delivery body	Work Sites	Public Realm	Housing	ICT
sub-region which represent opportunities for the supply of labour and services. These include: <ul style="list-style-type: none"> Ty Draw Farm Island Farm Brackla Industrial Estate Waterton Park Infrastructure. 		CBC				
ICT E Solutions A consistent, comprehensive and sustainable ICT development and support service delivered across Wales through the existing structure of County Voluntary Councils (CVCs).	2008-2011 ¹⁶	WCVA				☺

Gaps in current actions

- 5.64 However, to move Bridgend CB forward, a more integrated physical regeneration plan is needed for employment sites, to enable us to target businesses, people and community needs more effectively.
- 5.65 There is an opportunity to take forward an iconic development in Porthcawl as a major opportunity for image transformation, development of the tourist industry, watersports and leisure, making it a major seaside resort. This is a priority for *Fit for the Future*.
- 5.66 The low rate of developing affordable housing remains an underlying risk.

Gap Actions

21st Century Employment Sites

- 5.67 This long-term Action is to create a programme to understand and enable us to take action to exploit opportunities emerging, through a high quality mix of employment sites, to meet the demands of the changing economy and to create a mix of employment opportunities to meet and lead development of the various skills sets and service provision within the area.
- 5.68 The context for creating new and improving - or changing use of - existing employment sites in Bridgend CB includes various strategic developments of regional importance just outside the Bridgend CB area that could create opportunities for business and employment within Bridgend CB. They include the proposed Defence Training Academy at St Athan in the Vale of Glamorgan CB area which could create 5,000 new permanent jobs, and the proposed Premier Business Park at M4 J33 on the western edge of Cardiff in Rhondda Cynon Taff CB.
- 5.69 In addition, a major mixed use development is under consideration at Llantrisant at M4 J34 in Rhondda Cynon Taff CB, and the proposed Dragon Film Studios at Pencoed at M4 J33 just to the east of Bridgend could create a state of the art film studio, theme park, mixed use employment and leisure facilities over 710 acres together with housing development over

¹⁶ This is an estimated start date – when the action begins is dependent on whether or not it obtains Convergence funding

another 110 acres. Major town and city regeneration schemes are also proposed or under construction at Cardiff and Swansea.

- 5.70 These strategic development projects beyond the control of Bridgend CB could create both opportunities and threats and should be fully explored. The potential benefits of employment and business opportunities which could arise through value-added jobs and supply chain linkages should be exploited. The potential negative impacts, such as potential inward and outward migration and changing requirements for health and education services, should also be considered.

Porthcawl regeneration

- 5.71 The development of tourism, leisure and environmental improvements lie behind this major long-term action, which is currently in its early stages. The prime beneficiaries of the proposed regeneration of Porthcawl include local residents and businesses, seaside visitors throughout the year, the wider hinterland community and town centre retail and service activities (including tourism). The “market rationale” is to build on existing commercial competitiveness and vitality to realise the commercial development potential of the waterfront and the adjoining town centre. The “community rationale” is to turn the waste land of the waterfront into a vibrant area of leisure, retail and housing development to benefit visitors to the area and residents across the town.
- 5.72 The action provides a framework to coordinate regeneration activity to turn Porthcawl into a premier seaside resort through the comprehensive development and improvement of the waterfront and the town centre. This will require partnership agreement on a coordinating Strategic Regeneration Framework and Action Plan.

Cross-Cutting Theme 1: Implementation capacity and partnership development

- 5.73 This section indicates actions that can be taken to support the Cross-cutting Themes.

Gaps in Current (Existing and Pipeline) Actions

- 5.74 To underpin the delivery of our Strategy, a significant uplift in forward thinking is required to enable development and targeting of enterprise and skills development. There is no overview of assets held by the public sector, including those held by health, education and housing partners, which would allow a co-ordinated response to the provision of community facilities, opportunities for change of use and multiple use, and for raising sales revenue.

Gap Actions

Market and technology foresight

- 5.75 The proposed Observatory, to be developed by the Local Service Board, will provide a new capacity to lead a properly resourced market and technology foresight process. This will give trends which the Strategic Aims can use to drive forward Actions. This is fundamental to the production and delivery of a successful skills strategy, targeting support for SMEs and social

enterprise, and linking new infrastructure development to employment and supply chain opportunities – which we must pursue if we are to achieve the vision of *Fit for the Future*.

An audit of public & 3rd sector assets

- 5.76 This audit will report on a wide range of physical assets held by the Council and its public sector partners. Delivery capacity for the Strategy as a whole will be enhanced by a detailed understanding of properties available for use, for change of use and for transfer into regeneration programmes. The audit will also include assets dedicated to community use, to bring together an overview of access and availability – through this action, the resources available for regeneration activities will be clarified.

Cross-Cutting Theme 2: Integrated delivery for a sustainable community

Gaps in current action

- 5.77 *Fit for the Future* is a new Strategy, and the implementation structure will take time to evolve, in the context of local partnership in leadership, involvement of the private sector, joint delivery by partners and a monitoring and evaluation framework in operation.

Gap Actions

Implementation of Fit for the Future

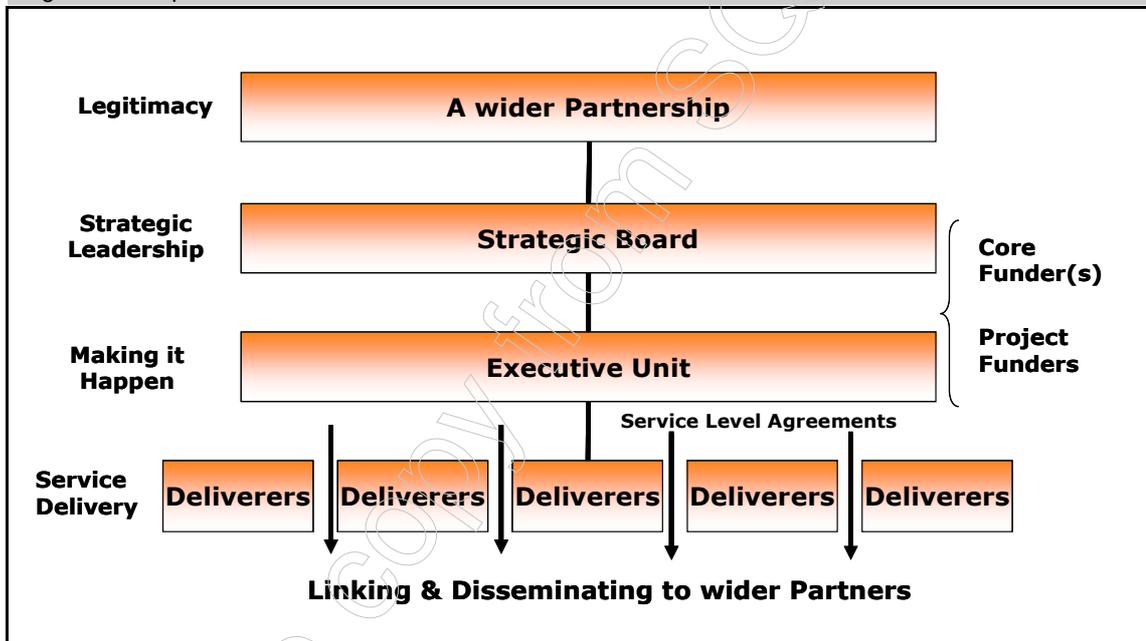
- 5.78 The capacity of partners not just to plan but to deliver through joint-working will be at the heart of our success. This short-term action proposes identification of an Executive Team to ensure that the Strategy is taken forward whilst the new LSB structure is implemented. Work can then begin on the development of the action plan and the creation and agreement of a detailed monitoring and evaluation framework for use in driving the Strategy forwards by the lead body for implementing *Fit for the Future*. This is discussed in further detail in Section 7 below.

6: Implementation: Functions and Forms

Introduction

- 6.1 Implementation of *Fit for the Future* will be the responsibility of the Regeneration and Environment Partnership (REP), a sub-group of the Local Service Board. This structure is still evolving at present. This Section therefore sets out key requirements for effective delivery of the Strategy, and introduces the structures that will support it in Bridgend CB.
- 6.2 A clearly delineated structure will need to be put in place to define implementation functions and forms: Figure 6-1 below shows this in a generic fashion, with the following text drawing out further detail.

Figure 6-1: Implementation structure: ideal elements



Source: SQW Consulting

Components

The Partnership

- 6.3 As a cross-sector, strategic partnership, the Local Service Board will have an overview of all activity in Bridgend CB, and will ensure that the function and delivery of the Regeneration Strategy are integrated into partner plans, and are reported at timely intervals. A clear and legitimate place for the Strategy in the hierarchy of strategies and delivery bodies will be provided by the LSB, which will delegate to lead on the Strategy to its REP.

The leadership team (the Strategic Board)

- 6.4 Acting as the “Strategic Board”, REP will be the leadership team for enabling delivery of the Strategy, and ensuring it plays a decisive role. Partners will need to nominate individuals of

appropriate calibre who will provide real leadership, challenge and accountability. Partners will also need to provide strategic decision-makers to represent them on the REP.

6.5 The REP will focus on:

- really understanding the state of the Bridgend CB and its sub-region
- charting the course of regeneration that we need to take
- making the hard choices that result
- ensuring excellence in the design, implementation and delivery of interventions
- driving real commitment to monitoring and evaluation
- marshalling partner's energies and enthusiasms
- acting as the recognised advocate for Bridgend CB's regeneration.

Executive and delivery requirements

6.6 An operational Executive must be identified, with appropriate authority to deliver a programme to achieve the Strategic Aims. This programme delivery team will be of a viable and efficient size to oversee delivery, with some decision-making discretion to ensure a flexible capacity to get things done.

6.7 The service and project delivery capacity will be built from existing or newly developed project teams, who will be delivering for a variety of partners.

Generic supporting roles

6.8 The Strategy will work through specialists and experts when required, to deliver the best possible interventions in response to evidenced need.

6.9 The continual search for appropriate funding will need a clearly defined resource – and the delivery will rely on a combination of core funding, in-kind contributions, and project funding – providing certainty and necessary scale.

6.10 The Strategy will be supported by a shared responsibility amongst all partners and stakeholders, to network, linking, integrating and disseminating to other regeneration players in the sub-Region, and the wider Region.

Next Steps

6.11 The LSB will need to finalise its structure and allocate responsibility to the REP, where partners will then allocate executive and delivery responsibilities as described above. However, the initial step that needs to be taken is to identify the Executive Team in order to introduce the Strategy following this consultation and necessary approvals. Their key tasks will be to develop the action plan, following the Consultation, and to ensure that the Strategy is located clearly in the LSB structure as it develops. They will also take forward the Monitoring and Evaluation framework, developing baseline information and setting targets.

7: Monitoring and evaluation

Why a monitoring and evaluation framework?

- 7.1 This strategy represents a considerable opportunity to deliver change for the businesses, people, and place of Bridgend CB. The challenges are significant, but the opportunities to achieve against them considerable.
- 7.2 To meet the challenges of the future, this Strategy aims to better co-ordinate activity, and bring forward new actions, that will improve Bridgend CB in the long term. To monitor the achievement of this, a series of indicators have been selected that will enable Bridgend CBC, and partners, to track progress over time. This framework for monitoring and evaluation will be useful in enabling us to see where further actions may be required, and where progress is best being made.

Purpose of monitoring and evaluation

- 7.3 Monitoring and evaluation should be a 'learning experience' that increases knowledge, intelligence, and the ability to respond in an intelligent way to the changed circumstances that Bridgend CB faces. Fundamentally, however, it is about measuring performance by partners in achieving the objectives of the Strategy by considering what those objectives are, what they are trying to change, and if that change is being seen to occur.

Types of indicator

- 7.4 To monitor progress against the Vision, the Strategic and the Operational Aims, three forms of indicator must be considered. This is because, as a holistic strategy, different parts of the Strategy are attempting to achieve strategically different things. These indicators are employed in the Framework presented as Annex B. The types of indicator are:
- **Condition indicators** – these monitor the 'state of play' in Bridgend CB and compare changes in those considerations over time with the baseline position in Bridgend CB at the time of the Strategies inception. Considerations of such condition changes should be used to re-align resources and prioritisations over time in response to emergent empirical evidence
 - **Response indicators** – these monitor the outputs and impacts attributable to the Strategy itself. In many cases, performance of the Strategy against a condition indicator will not be possible because of the specific nature of the intervention required. In these cases, specific outputs or outcome measures relating to the objective and activities will be required
 - **Strategic added value (SAV) measures** - SAV is a concept that has recently been developed to understand and measure the added value of efforts to influence, better co-ordinate, or deliver strategic significant benefits through activities that do not generally produce outputs in themselves. Given the holistic nature of this Strategy it

is important to consider the ways in which the Strategy will influence the working of partners, especially those outside of Bridgend CB.

- 7.5 The LSB will need to ensure that further work is carried out to develop target and appropriate indicators, following the finalisation of the Strategy.

Applying monitoring and evaluation

- 7.6 It is envisaged that progress against achieving the Strategy vision and objectives will be monitored year on year to assess the progress being made. All partners within an interest in Bridgend CBC will engage in the process, providing the key information required so that progress going forward can be measured and so that all partners can see how their ‘joined-up’ working interlinks. Evaluation will need to be driven by the REP, to ensure that it feeds the delivery of the Actions and further planning.

The monitoring and evaluation framework

- 7.7 Figure 7-1 below shows the proposed top-level monitoring and evaluation dashboard – a full framework is included as Annex B.

Figure 7-1: Top-level monitoring and evaluation framework

Vision	Strategic Aims	Indicator	Baseline	Target by 2013	Target by 2021
By 2021, Bridgend County Borough will be recognised as a self-contained, productive sub-regional economy, with a skilled and utilised workforce: in a place where people and businesses want to be	Strategic Aim 1: Enabling wealth and increasing enterprise	<ul style="list-style-type: none"> Increase GVA per worker figures Increase GVA per head figures 	<ul style="list-style-type: none"> £26,869 (2004) £12,400 (2004) 		
	Strategic Aim 2: Building up skills levels and entrepreneurial attitudes in an active labour force	<ul style="list-style-type: none"> Increase labour market participation (proportion of WAP who are economically active) Increasing the proportion of the WAP with NVQ Level 2 and above qualifications 	<ul style="list-style-type: none"> 73.3% (Apr 2005-Mar 2006) 52.3% (2005) 		
	Strategic Aim 3: Making a great place to live, work, visit and play	Increase ranking of Bridgend within annual quality of life measures (eg. Experian QoFL)	314th (out of 408) in Experian QoFL (2003)		
	Strategic Aim 4: Strengthening and renewing infrastructure	Increasing the floor space developed	1,646,000 sq. metres (2006)		

Source: SQW Consulting

Annex A: Gap Actions

- A.1 In this Annex, we describe the Gap Actions to be implemented as part of the Strategy. They are brought out in detail to assist the Executive Team responsible for the implementation of *Fit for Purpose*. These actions aim to address the gaps in the Existing and Pipeline Actions that need to be tackled to deliver *Fit for the Future*, and in order to achieve our Vision for the County Borough. Table A-1 below lists these Gap Actions.

Table A-1: Gap Actions under each Strategic Aim

Strategic Aim	Gap Actions
Strategic Aim 1: Enabling Wealth and Creating Enterprise	<ul style="list-style-type: none"> • Focus Clusters • Developing a Business Ideas Bank • Productivity Review • Joint Procurement initiative
Strategic Aim 2: Driving up skills levels in an active labour force	<ul style="list-style-type: none"> • Skills Strategy • Skills Development Programme • Healthworks
Strategic Aim 3: Making a great place to live, work, visit & play	<ul style="list-style-type: none"> • Branding Bridgend CB • Valleys Regional Park • Hosting a Major Event • Bridgend – a Fairtrade town
Strategic Aim 4: Strengthening and renewing infrastructure	<ul style="list-style-type: none"> • Bridgend CB 21st Century Employment Sites Transformational Action Plan • Porthcawl Waterfront and Town Centre Regeneration Transformational Action Plan

- A.2 In the following tables, detailed information is provided around each Gap Action, with descriptions of the following:

- The rationale behind the action and objectives
- The activities it will involve
- Target beneficiaries, likely lead delivery organisation and partners.

- A.3 The Gap Actions are listed in order of each Strategic Aim.

Title	Focus Clusters
Strategic Aim / Cross-cutting theme	Strategic Aim 1 – Enabling wealth and increasing enterprise
Rationale	<p>Bridgend CB has identified strengths in manufacturing, and increasing strengths in knowledge-based businesses. However, it would benefit from a clear view of which clusters can be targeted to provide a base for future economic growth.</p> <p><i>Focus Clusters</i> will target those clusters in BCB capable of generating high levels of per capita GVA. These will need to be researched by the proposed Market and Technology Foresight function and agreed by partners. Examples might be</p> <ul style="list-style-type: none"> • Life Sciences • Professional Services • Automotive • Environmental Technologies and Services • ICT and Creative Industries <p>Clusters are geographically proximate groups of interconnected companies – suppliers, service providers, and associated institutions in a particular field, linked by common and complementary business objectives. Clustering delivers competitiveness in three ways: helping to increase the levels of productivity that firms can operate; increasing the capacity of firms for innovation and productivity growth; and stimulating and enabling new business formation that further supports innovation and expands the cluster.</p> <p>Recent analysis of UK industrial competitiveness and the success of public sector support for clusters has emphasised the importance of "traded clusters" and the importance of export performance. Export data are a particularly useful method of identifying successful clusters - strong export positions indicate a business base with internationally competitive firms in the area.</p>
Objectives	<p>Focus Clusters is about enabling self-sustaining clustering in our priority industries. Focus Clusters will have three aims:</p> <ul style="list-style-type: none"> • Mapping of potential for clustering showing the potential for clustering rather than simply developing agglomerated groups of businesses • The provision of infrastructures that support clustering • The active encouragement, and facilitation, of clustering behaviours. <p>By providing these, the project will deliver functional clusters of recognised international quality and performance.</p>
Activities	<p>Getting the right cluster (entity), as well as changing behaviours, are the two key stepping stones to successful clustering activity. As a consequence, it will be vital that Focus Clusters enables both aspects.</p> <p>Enabling cluster entities</p> <p>This strand will work to ensure that the four infrastructural components recognised as being necessary to the development of high performance clusters are in place. Specifically, this strand will focus on bringing together in Bridgend CB:</p> <ul style="list-style-type: none"> • Entrepreneurial people with ambitious aspirations • People and the labour market; developing the quality of human resources, attitudes towards risk taking and change, and the flexibility of the labour market are vital elements in cluster development • Land, property and hard infrastructure: the flexible availability of land and premises is a crucial element of well-functioning clusters. • Money and external business support: whilst their specific business needs may vary, finance alone is seldom enough. Effective clusters must also encompass advisers on technical, market, legal, financial and IP issues • Knowledge: for innovative and technology-base clusters in particular, access to knowledge is an especially significant enabling factor. Knowledge is important for two reasons. First, as a strategic resource, it allows firms to better understand the product, service, and technology markets in which they operate, and so are better

	<p>equipped to make choices as to how they develop and grow their enterprises. Second, as a factor of production, it allows firms increasingly to compete based on innovation and technological content, rather than cost alone. The most important sources of knowledge and intellectual capital are those institutions that develop advanced technological and scientific skills and may also have a range of teaching strengths, providing skilled people to participate in the labour market.</p> <p>Enabling cluster behaviour</p> <p>The second strand of Focus Clusters will be to encourage active clustering behaviours. Against the context of the key drivers of productivity (Skills, Enterprise, Innovation, and Investment), five broad phases are planned:</p> <ul style="list-style-type: none"> • Promotional and motivational activities that contribute to: • The identification of a critical mass of SMEs sharing similar growth constraints and market development interests • Strategic planning phase for specific emerging networks involving: • A pilot project phase, through which cooperation starts bearing concrete benefits to participating partners. The aim is to generate visible results (although of a short-term nature) in order to engender optimism and trust and to consolidate the network's willingness for further cooperation. Often, the projects undertaken during this phase have a commercial and/or promotional value, and include: • Over time, pilot projects will give way to strategic projects, focused on specialisation and complementation at the operational level. Strategic projects will commonly involve one or more of the following components: • The fifth and final stage is the self-management phase, which coincides with the group of enterprises gaining greater autonomy and the capability to carry out further joint activities independently. • These sorts of activities are invariably prevalent in regions whose labour markets exhibit a high degree of internal churn. However, such behaviours are not naturally prevalent across a large, dispersed region such as South East Wales, and as such need to be actively nurtured.
<p>Target Beneficiaries</p>	<p>The benefits will be two fold.</p> <ul style="list-style-type: none"> • On a per capita basis, there will be an increase in the number of jobs that generate a higher level of GVA in the Bridgend CB area. This will lead to an overall higher level of per capita productivity for the local economy. • Higher value added industries compete more effectively at an international level.
<p>Likely lead delivery organisation & key partners</p>	<p>BCBC and business partners, assisted by the proposed LSB Foresight capacity</p>

Title	Developing a Business Ideas Bank
Strategic Aim/Cross-cutting theme	Strategic Aim 1: Enabling wealth and creating enterprise
Rationale	<p>Bridgend continues to suffer from an enterprise gap, with increasing but low business start-up rates. Continuing low basic skills, high youth unemployment and high incapacity benefit take-up mean that there is still a clear need to build and support opportunities in SME development, particularly in the light of the continuing over-representation of manufacturing and the public sectors in the local economy. SMEs in Bridgend have traditionally been well supported by the public sector, but increasingly there has been a lack of strategic alignment in this support, linking it to identified growth opportunities – this weakness also applies to skills development.</p> <p>With the rapid development of a labour market forecast facility for the County Borough, and use of this material to develop a skills strategy, there is also an opportunity to match this with the strengthening of the supply chain to target the support and development of SMEs and social enterprise to meet demand. Bridgend has identified a significant number of sites which will bring major opportunities to increase local enterprise.</p>
Objectives	<p>To provide feedstock of commercially exploitable business ideas</p> <p>To stimulate creation of a new cadre of business statistics</p>
Activities	<p>Meeting the two objectives will require a series of actions to be taken by both the public sector and the business population.</p> <p>Development of a Business Ideas Bank</p> <p>Activity focusing on supply chain development provides the ideal opportunity for a further, closely linked, 'transformational' action through establishing an 'Business Ideas Bank' designed to encourage new start-ups and provide new growth-oriented opportunities for existing businesses. The ultimate aim could be to develop a bank of intellectual property and licensable ideas, supplied both by local entrepreneurs and those further afield seeking the exploitation of their ideas, which could be used to seed business opportunities for would-be entrepreneurs in Bridgend County Borough.</p> <p>However, as an interim measure, such a bank, containing business and supply opportunities provided by local businesses and the new opportunities the strategic sites offer would facilitate the development of business-to-business linkages and relationships and would retain as many supply and exploitation opportunities as possible in the local area. Such a bank could also act as a repository for ideas generated by the FE College.</p> <p>This objective has a medium to long-term time horizon. It will involve identifying:</p> <ul style="list-style-type: none"> • Sources of licensable ideas, such as international firms who do not wish to enter the UK market • "Orphan" intellectual property from firms in the area, which will need to be driven by an intellectual property audit
Target Beneficiaries	Existing and potential entrepreneurs in Bridgend CB, the business support population, particularly SMEs
Likely lead delivery organisation & key partners	Bridgend County Borough Council; Business Associations; Business in Focus

Title	Productivity Review
Strategic Aim / Cross-cutting theme	Strategic Aim 1: Enabling Wealth and Creating Enterprise
Rationale	<p>Labour productivity is a prime factor in Bridgend CB's ability to create wealth and deliver long-term standards of living¹⁷. Ensuring that our business base delivers on its productivity potential is, therefore a key imperative for our Regeneration Strategy. In recent years, Bridgend CB has been successful in growing its banking and financial services, though it still lies behind Great Britain. The large manufacturing base is in slow decline, but does contain world class business leaders, Ford. Productivity, measured as the amount of GVA produced per job in the business base, stands at £26,900 in Bridgend CB compared to close to £33,000 in the UK.</p> <p>Key to closing this gap will be to ensure that the breadth of our higher value firms, especially those smaller and medium sized ones which form the bedrock of our business base, consolidate and grow their productivity. At present, they are failing to do so because they are either unsure of how to deliver this change, or are unclear of the benefits resulting (such as increased profit), or are uncertain of where to go to take this agenda forward. The Productivity Review will work to address these information and coordination failures, and deliver a significant increase in the contribution these firms make to our economy. The Productivity Review is about delivering increased competitiveness in established value-adding firms with growth potential.</p>
Objectives	<p>To understand in detail the reasons for and extent of the productivity gap in Bridgend CB</p> <p>To maximise the long-term contribution that the knowledge base makes to the City Region economy by increasing knowledge transfer</p>
Activities	<p>To achieve a step-change in our work-place productivity, we need tailored actions to enable the breadth of our higher value-adding firms to grow their competitive potential. By exposing these firms to specific and appropriate best practice, we intend for this Gap Action to secure a significant closing of our Productivity Gap with South Wales and the UK.</p> <p>The following complementary strands are proposed:</p> <p>1. Learning from elsewhere</p> <p>The purpose of this key activity will be to expose established SMEs with growth potential to international class expert assistance. The approach will be to engage national and regional experts from key sectors: Individual experts will be chosen by a process similar to the co-nomination process we will use under Market and Technology Foresight i.e. starting with a group of people knowledgeable about productivity issues in the County Borough and sub-region and its firms.</p> <p>A process will then be introduced to approach and fund the relevant experts to bring them to the County Borough to undertake the training of others and to undertake live projects with local firms</p> <p>We will develop a focus on disciplines/approaches including, for example: customer care (using experts from leading hotel chains or theme experiences); logistics expertise in the retail, transport and distribution sector; lean techniques in services.</p> <p>2. Benefiting from the knowledge base – productivity problem solving</p> <p>Bridgend CB benefits from universities in Cardiff, Swansea and Glamorgan, and FE facilities in Bridgend College, and a Sony Technium. In addition, it benefits from the service management activities and the life science expertise of Bridgend hospital and the modern manufacturing methods in our world class companies.</p> <p>This important knowledge asset has the potential to play-in very substantially to addressing the productivity needs of wider value-adding SMEs, by acting as problem solving centres to tackle productivity issues faced by local companies. To deliver this strand of activity will require good knowledge of where particular expertise resides in the knowledge and a willingness on the part of those organisations in the knowledge base to undertake problem solving at often small scales.</p> <p>In taking this action forward, we will:</p> <p>Map the current productivity knowledge base on which firms can draw (this will link closely with the Market & Technology Foresight Priority Action we are advocating)</p>

¹⁷ HM Treasury Productivity in the UK: 4 – The Local Dimension (July 2003)

	<p>Use this base to assist County Borough firms to identify and solve productivity problems</p> <p>Stimulate demand for expert problem-solving services</p> <p>3. Enhance the adoption of new technologies & processes</p> <p>A wide range of new technologies are becoming available that can have a potential for enhancing economic performance in a diverse range of sectors. Companies first need to be able to see the potential and then to explore the possibilities in a relatively low cost and risk free way. In many cases, the technology provider may have little idea about how their technology might be applied in a particular industrial context.</p> <p>In order to enhance technology adoption, the Productivity Review will identify resources for the development of clubs and projects where groups of companies can learn about new technologies and process and try out-test bench projects for themselves. We will, under this strand, assess links to work in the Cardiff Capital Region, to ensure complementarity.</p> <p>4. Encouraging high value added inward investment</p> <p>One route to increased productivity is to increase the productivity of the companies and industries that are already located in the area. Another is to attract in higher value added companies from elsewhere.</p> <p>Whilst recognising that the nature of Inward Investment has changed markedly this last 13 years, we believe there is clear potential for higher value added business to choose the Bridgend County Borough. Opportunities for high value added investment may in the future come from unexpected quarters. For example, there may be opportunities to:</p> <ul style="list-style-type: none"> • Attract new conference facility and 24-hour entertainment providers • Provide specialist high-end retail, entertainment and service offerings <p>5. New business models</p> <p>Foresight has traditionally been concerned with the future of markets and technologies and has attempted to look forward 10 -15 years to reduce uncertainties and make participants more robust to possible change. Foresight is always a difficult activity to do well, however, a substantial and long term commitment to Foresight can enable an economy to reduce risk and seize opportunities.</p> <p>Productivity Review will provide a link into the proposed Foresight capability to be created by the Local service Board, and will try to add value by focusing not only on markets and technologies, but also on changes in business models and providing a source of expertise to assist relevant firms to innovate and anticipate productivity improvement opportunities.</p>
Target Beneficiaries	Key beneficiaries will be existing higher value-added SMEs
Likely lead delivery organisation & key partners	<p>Bridgend CBC</p> <p>Ford Bridgend</p> <p>Local businesses and business associations</p>

Title	Joint Procurement Initiative
Strategic Aim/Cross-cutting theme	Strategic Aim 1: Enabling wealth and creating enterprise
Rationale	<p>The ability of small companies to understand and access opportunities for service delivery of public sector service contracts is an area which national policy is seeking to address. Through the encouragement of commissioning authorities to partner together to actively seek to engage with local SMEs and Third Sector organisations, efficiencies of scale, local employment opportunities and the development of local supply chains can be strengthened.</p> <p>Both commissioning bodies and potential service suppliers will need to proactively support change: procurement partnering, training and capacity-building, and improvements to the procurement process itself are all required to enable progress to be made: a joint procurement initiative will supply this necessary kick-start.</p>
Objectives	A short-to-medium term action bringing together major procurement activity, involving schools, prisons, hospitals and the local authority, to focus opportunities for local procurement, and improved access to public sector contracts for SMEs and social enterprises.
Activities	<p>In relation to this objective, actions need to be taken both by the public sector and the businesses themselves to enable the local business population to maximise procurement opportunities. This will involve:</p> <ul style="list-style-type: none"> the public sector reviewing their procurement processes and reducing barriers where possible to enable SMEs and social enterprises to bid for contracts the provision of training and support in relation to procurement processes to Bridgend CB's SMEs and social enterprises to enable them to compete effectively – this is likely to involve the acquisition of documentation and certification required to qualify; guidance relating to managing the application process; strengthening aspects of the business to meet the needs of large purchasers establishment of a local purchasing network.
Target Beneficiaries	<p>Public sector commissioning bodies needing to develop their procurement to encourage the development of SME and social enterprise service delivery.</p> <p>Local SMEs and social enterprises who wish to understand and access public sector procurement opportunities, and develop service skills and capacity to meet market demand.</p>
Likely lead delivery organisation and key partners	<p>The Local service Board is ideally placed to adopt a joint procurement initiative and engage partner organisations.</p> <p>Key partners would include: the Council, Education and Health bodies, the Prison Service, and voluntary sector partners such as BAVO.</p>

Title	Skills Strategy
Strategic Aim/Cross-cutting theme	Strategic Aim 2: Driving up skills levels in an active labour force
Rationale	There is a lack of labour market intelligence, linking an understanding of sectoral demand for skills to the provision of training and education for the people of Bridgend. The potential for strengthening pathways from school to further and higher education and employment in key sectors will be realised most effectively by strategic actions based in enhanced labour market intelligence. A comprehensive skills strategy which draws on early outputs from the Foresight Observatory proposed under Cross-Cutting Theme 1 will provide the framework and motivation for local actions to increase employment and improve productivity in key sectors.
Objectives	<ul style="list-style-type: none"> • To improve and develop labour market intelligence, in order to understand the demand for and supply of education and training in Bridgend, which will underpin the development of a skills strategy. • Support innovative actions in key sectors identified in existing intelligence, and work with the identified sectors to develop appropriate skills and create employment opportunities for local people.
Activities	<p>We will:</p> <ul style="list-style-type: none"> • In the light of Market and Technology Foresight, task the proposed Observatory to produce a gap analysis of sector skills demand and supply in Bridgend focus clusters, and to produce projections for employment growth and productivity gains in these sectors. • Task a partner to lead in the production of a Skills Strategy, working with the Bridgend business community, providers across all education and training phases and settings, and funding and planning organisations. • Strengthen school, FE and HE facilities in Bridgend CB to address identified skills shortages by developing a continuum of support for local people to including • Develop coordinated Information and Advice Guidance services focused on key sectors across all phases and settings <ul style="list-style-type: none"> ○ developing vocational pathways from work-based learning to HE degrees ○ Strengthening links between schools and employers in general, and introducing mentoring activity linking successful business leaders and entrepreneurs to young people aged 11-19 in particular • Task a partner to produce a detailed Skills Development Plan, to inform subsequent decisions and actions.
Target Beneficiaries	Local people, providers, employers in priority sectors, funding and planning organisations.
Likely lead delivery organisation & key partners	<p>Bridgend College</p> <p>Schools</p> <p>14-19 Network</p> <p>Bridgend CBC</p> <p>Higher education institutions</p> <p>Learning and Skills Network</p>

Title	Skills Development Programme
Strategic Aim/Cross-cutting theme	Strategic Aim 2: Driving up skills levels in an active labour force
Rationale	<p>Whilst Bridgend CB develops a Skills Strategy based on improved intelligence and understanding of demand for and supply of skills in our focus clusters, significant opportunities have already been identified which can be taken forward immediately. A crucial strategy for Bridgend CB is to identify and support skills development either through centres of excellence, or through identifying sectoral clusters which can collectively develop the local skill base. Analysis of sector performance in Bridgend CB highlighted opportunities in financial and business services, in construction, in capitalising on the strength of the Ford plant, and in health and public administration. Construction is a priority identified by Bridgend Learning Pathways. This action focuses on these priority sectors to propose the immediate commencement of drawing together a Skills Development programme <i>Targeting Growth, Targeting Skills</i> to take advantage of existing opportunities, and raise their profile.</p>
Objectives	<p>We will take forward innovation in priority sectors based on existing intelligence, working with providers and employers in these sectors</p> <ul style="list-style-type: none"> • To engage employers to build workplace-specific and transferable skills in the workforce • To create a National Construction College for Wales • To target the financial and business services sector • To engage health services as employers
Activities	<p>We will:</p> <ul style="list-style-type: none"> • Work to anticipate the skills needs of financial and business services employers, developing this as a priority of the local FE and HE provision • Support and enhance work led by Bridgend College leading to the creation of a National Construction College in Pencoed, and identify and link typical pathways to the college such as local labour training and employability support in Caerau • Work with the Ford engine plant in Bridgend to adapt and transfer the Upskilling programme currently delivered at the Ford Engine Plant in Dagenham London, bringing enhanced skills and developing openness to learning and change • Work with the health sector as an employer, to raise skills levels and increase productivity
Target Beneficiaries	Local people, employers in priority sectors, providers
Likely lead delivery organisation & key partners	<p>Bridgend CBC Ford, Bridgend College, Health, employers in priority sectors, Chamber of Commerce</p>

Title	Healthworks
Strategic Aim/Cross-cutting theme	Strategic Aim 2: Driving up skills levels in an active labour force
Rationale	<p>Long-term health related unemployment and high Incapacity benefit take-up is a major issue in South Wales, and Bridgend CB is no exception. When allied to high unemployment and low skills levels amongst young people who also have high levels of risk taking behaviour related to lifestyle issues such as binge drinking and teenage pregnancy, then the need to prioritise and promote health issues links the Health and Economic Development agendas.</p> <p>Opportunities to develop partnerships of public and private sector organisations exist in the new cross-sector Health Challenge Bridgend programme, through which health pathways into work, and awareness and promotion of health in the workplace, can be promoted as a key element of <i>Fit for the Future</i>.</p>
Objectives	To improve the health of residents enabling greater access to employment, bringing increased well-being and quality of life
Activities	<p>Health Challenge Bridgend brings together the Council, health, social care and voluntary sectors in an alliance, and will form the platform for Fit for the Future, which needs to reach out and embrace the private sector employers, and the community sector. Health Challenge Bridgend will align with public sector strategy documents, the new Health and Well-Being Strategy, building a healthy life-line into the workplace, in work, and through supporting employers.</p> <p>Other funding streams, such as 'Climbing Higher', support this action.</p>
Target Beneficiaries	<p>Workless residents requiring support to enter the labour force</p> <p>Employers willing to promote fitness and active leisure through the workplace</p> <p>The residents of Bridgend CB</p>
Likely lead delivery organisation & key partners	Health Challenge Bridgend, with the Local Service Board

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Title	Branding Bridgend CB
Strategic Aim/Cross-cutting theme	Strategic Aim 3: Making a great place to live, work, visit & play
Rationale	<p>Bridgend CB is part of a successful tourism marketing area, Glamorgan Heritage Coast and Countryside, which is the most requested brochure of the Southern Wales campaign. Visit Wales is currently reviewing the market areas after their incorporation into the Welsh Assembly Government (WAG) administration. However, there is much less recognition of Bridgend CB as an area in its own right – it is dominated by the Capital area to the east, and the Swansea Bay area to the west. This has negative implications for the area:</p> <ul style="list-style-type: none"> • There is confusion between the identity of the town of Bridgend and the County • It is difficult to promote a localised offer to businesses and inward migrants • There is a lack of focused concept development and related materials available to public sector bodies seeking to exploit external opportunities <p>There is a rationale for the creation of a Bridgend CB-based brand to define a quality of life offer to feed into residential and business investment interest, both internally and externally. Equally, a focused brand will allow Bridgend CB to play itself into other major sub-regional and regional brands and funding opportunities.</p> <p>To bring together the north and south of the County Borough, promoting connectivity of images as well as economic opportunity and transport – supported by a strong promotion of positive aspects of the area, its leisure opportunities and natural environment – is an important step to raising the aspirations of existing residents of all ages, and in particular young people, for a positive future in which they can play a worthwhile role.</p>
Objectives	The creation of a brand to identify, enhance and promote Bridgend CB, its assets, quality of life and ambitions, to satisfy the aspirations of identified beneficiaries noted below
Activities	<p>The creation and delivery of a brand for Bridgend CB through:</p> <ul style="list-style-type: none"> • Development of a clear brief for brand development, incorporating the brand development, consultation with stakeholders and design of a visual identity • An implementation plan for adoption of the brand, use by partners, and other necessary protocols • Active monitoring and evaluation of the brand, and the infrastructure that underpins it
Target Beneficiaries	<p>Bridgend CBC marketing</p> <p>Potential businesses and incoming workers</p> <p>Existing residents and businesses</p> <p>The tourist and leisure industries</p> <p>Public sector bodies seeking to attract funding and support</p>
Likely lead delivery organisation & key partners	The Local Service Board

Title	Valleys Regional Park
Strategic Aim/Cross-cutting theme	Strategic Aim 3: Making a great place to live, work, visit and play
Rationale	<ul style="list-style-type: none"> • Following over 2 years' research, exploring the tourism, landscape heritage assets in the Valleys of South Wales, a collaborative approach and vision has been developed which bring together 30 partners including 14 local authorities, 6 Welsh Assembly departments, and a wide group of voluntary bodies such as Groundwork, Keep Wales Tidy and British Conservation Trust Volunteers. • The Valleys Regional Park (VRP) vision is of "a high quality, sustainable network of green spaces offering outstanding recreational opportunities which will change the image and perception of the Valleys for ever, improve the quality of life, health and well being for local people, generate pride in their area, create an environment that stimulates inward investment and becomes an attractive destination for visitors." <p>The aim is for the sum of the whole to be substantially greater than its parts:</p> <ul style="list-style-type: none"> • putting the Valleys on the map internationally and for all the right reasons • tackling historic landscape scale problems that cross political divides • providing an opportunity to demonstrate in Wales, in keeping with our duty to deliver sustainable development, that we are creating a significant piece of environmental infrastructure alongside other plans for social and economic investment. <p>The VRP covers an area with a population of 1 million people. A significant number of Valleys communities are Communities First wards which represent the top 100 wards in Wales designated 'Most Deprived' in the context of the Index of Multiple Deprivation. 60% (or 80 out of 134 nationwide) lie within, or close to, the Valleys Regional Park.</p> <p>National research suggests that 43% of deprived communities do not have a relationship with, or recognise, the environment or countryside on their doorstep. In a location where the landscape, heritage and topography are its defining feature, it is not surprising that the countryside shows signs of abuse and neglect in the form of litter, burned out cars, fly tipping etc. There are negative perceptions of the area both inside and outside Wales</p>
Objectives	<p>Bridgend CB has two roles to play in meeting the objectives listed below: ensuring that Bridgend CB maximises the offer it makes to the VRP as a strategic partner, and identifying and prioritising its own actions to ensure they meet, support and benefit from the wider VRP programme.</p> <p>The VRP aims to develop:</p> <ul style="list-style-type: none"> • recognition of the Valleys as an area that is unique in having a high quality environment, great variety of landscapes and biodiversity, a rich cultural heritage and one which offers wide-ranging opportunities for all kinds of outdoor recreation • improved joint cross sector working between organisations • improved quality in facilities and amenities, in particular developing a consistent application quality in, for example, signage and car parking • increased visits/improved use of local facilities • the creation of new related enterprises and social enterprises • improved skills of the local population • improved employment opportunities/jobs created • reduction in economical inactivity • reduction in anti social behaviour particularly around greenspace • improved health and well being of the local population • improved sense of pride and ownership of the area • reduction on the reliance of the car for transport • improved quality of the natural environment and biodiversity • increased capacity amongst partners to deliver specific elements of the project.

<p>Activities</p>	<p>Two areas of activity have been identified: a) cross-boundary activities such as rangers, dealing with anti-social behaviour e.g. vandalism or quad-bike riding, dealing with invasive species; and b) Bridgend CB-specific actions, which include the immediate enhancement of existing assets such as Bryngarw Country Park, and the Celtic Trail.</p> <p>Bridgend CB needs to define its expertise and offer to become delivery body for cross-boundary activities, and also to agree a long-term set of priorities which meet VRP aims, and link closely to local actions identified in the proposed Rural Development Plan.</p> <p>A broad set of over 30 proposals have been put forward for consideration by Bridgend CB and will be actively marketing by BCBC and partners.</p>
<p>Milestones</p>	<ul style="list-style-type: none"> • Draft Delivery Plan to be agreed by all VRP partners March 2008. • Bridgend Year 1 priorities identified: currently stated as Bryngarw Country Park, the Celtic Trail, Kenfig Pool & Dunes, Bedford Park, and Park Slip Nature. Milestones will be set when the delivery plan is agreed.
<p>Target Beneficiaries</p>	<p>Residents Businesses Tourism Leisure</p> <p>The action will benefit existing residents through creation of employment opportunities and improving perception of and access to the countryside. It will support work to re-brand the County Borough, attracting businesses to consider location opportunities. The VRP will support and enhance the existing actions to strengthen the tourism and leisure offers, and the development of a "quality of life" offer.</p>
<p>Likely lead delivery organisation & key partners</p>	<p>Bridgend CBC WAG</p> <p>Within the broader steering group of 30, there will be key partners identified during the action-planning phase (current), such as Groundwork and neighbouring Local Authorities</p>

Title	Hosting a Major Event
Strategic Aim/Cross-cutting theme	Strategic Aim 3: Making a great place to live, work, visit and play
Rationale	<p>Bridgend CB has been working for three years to develop its capacity to bring forward a programme of major events, whether in sports, music or leisure activities. It aims to involve local businesses in developing the products, to which it will attract both residents and tourists.</p> <p>An Events Strategy for Bridgend County Borough was published in December 2005 that examined existing facilities and the ways in which events could be expanded and enhanced in the interests of the economic regeneration of the area. Bridgend CB now needs to think big and prioritise, if it is to introduce a programme of events that also contains a major event capable of raising and even transforming the image of Bridgend CB.</p> <p>Golf, watersports and music festival events in a seaside setting are all commercially attractive opportunities that build on existing markets, both locally, and internationally. Events of this type would have a major impact in raising profile, and in developing sub-regional working. In addition it is important to be able to react to other opportunities as they arise.</p>
Objectives	<p>To develop a programme of sports, leisure and cultural events</p> <ul style="list-style-type: none"> • A major golf event • A watersports event capable of competing with the south-west of England, in terms of attracting and retaining local participants • A music festival
Activities	<p>Carry out an analysis of existing work and opportunities, with a view to identifying potential events and partners</p> <p>Investigate resource requirements, current facilities available, and develop a prioritised programme by March 2009.</p> <p>Deliver a first major event by 2010/11</p>
Target Beneficiaries	<p>Tourism operators</p> <p>Sports organisers</p> <p>Cultural Event organisers</p> <p>Residents able to access new events and benefit from employment opportunities</p>
Likely lead delivery organisation & key partners	<p>Bridgend CBC</p> <p>WAG</p> <p>Adjoining local authorities</p>

Title	Bridgend – a Fairtrade town
Strategic Aim/Cross-cutting theme	Strategic Aim 3: Making a great place to live, work, visit and play
Rationale	<p>Fair trade is being promoted as part of a Wales Assembly Government initiative: Wales is aiming, in 2007, to become the world's first Fairtrade country. All sections of society need to be involved.</p> <p>Bridgend's Town Centre regeneration offers an opportunity to promote fair trade and adopt Fairtrade status.</p> <p>This initiative will link directly with Wales' strategy, will link closely with the corporate social responsibility, promotion of local purchasing and ethical activities, and will have direct benefits for local businesses, social enterprises and the public sector, and the strengthening of public-private sector partnerships.</p> <p>Achieving Fairtrade status, and the related preparatory activity, provide business opportunities for all sectors of the business community by providing a promotional vehicle and differentiation. Fairtrade status also provides regular opportunities to promote the 'zone' through events and community publicity campaigns. As Fairtrade suppliers, local businesses should also be strongly positioned to supply the public sector who will also need to have committed to the Fairtrade initiative.</p>
Objectives	<p>The majority of businesses to promote fair and ethical trade where possible.</p> <p>Achievement of 'Fairtrade status' for Bridgend's town centre.</p>
Activities	<p>The process of achieving Fairtrade town status involves a five goals being met:</p> <ol style="list-style-type: none"> 1. the local council is required to pass a resolution supporting Fairtrade, and commit to various Fairtrade related activities. Bridgend County Borough has already taken the first step towards achieving Fairtrade status for the council and the county borough through passing this resolution in January 2007¹⁸. The county borough, and any 'zone' designated within it, are therefore well placed to continue with the drive towards achieving Fairtrade status. 2. the area's shops, cafes and catering establishments need to make a range of Fairtrade products readily available 3. local work places (for example, estate agents, hairdressers etc) and community organisations (churches, schools, etc) must use Fairtrade products 4. media coverage and popular support for the campaign needs to be attracted 5. a local Fairtrade steering group must be convened to ensure continued commitment to Fairtrade Town status.¹⁹ <p>Initial activities in a Fairtrade Town campaign are likely therefore to include:</p> <ol style="list-style-type: none"> 1. assembling a group of people to work on the campaign (including council representatives, employees, customers and members of community organisations and business representative organisations {for example the Chamber of Commerce}). As the campaign develops, and once Fairtrade status has been achieved, this informal group of people should be formalised into a local Fairtrade steering group, with a remit to ensure continued commitment to Fairtrade status and to monitor performance against the five Fairtrade goals 2. definition of geographic focus (for example local authority area, town centre, specific business zone) 3. publicity and lobbying campaign to raise awareness and garner commitment amongst the business, public and community sectors and the general population 4. commitment in principle from the Council, and in practice through passing of a resolution supporting Fairtrade. (Additional commitment can be demonstrated through including Fairtrade as part of Local Agenda 21 etc) 5. development of Fairtrade promotional materials, a local Fairtrade directory and a publicity campaign to publicise businesses and organisations that have signed up. In association with this, develop a media strategy and attract media coverage for the campaign.

¹⁸ www.bridgend.gov.uk/Web1/groups/public/documents/press_release/020343.hcsp

¹⁹ www.fairtrade.org.uk/get_involved_fairtrade_towns.htm

Target Beneficiaries	Direct business benefits to the retail sector, the general business community and social enterprises. Benefits to the public sector, voluntary and community sector and educational sector in terms of enhanced awareness and education, contributing to meeting strategic targets, strengthened links between different sectors of the community, and contribution to meeting social responsibility objectives. Lastly, becoming a Fairtrade town would support Wales' aim of becoming the first Fairtrade country.
Likely lead delivery organisation & key partners	Bridgend County Borough Council Local business community representatives (including one flagship employer) Key educational and community organisations (for example, a school, the FE college, charities, the church and other faith representatives)

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Title	Bridgend 21st Century Employment Sites Transformational Action Plan
Strategic Aim/Cross-Cutting Theme	Strategic Aim 4: Strengthening and Reviewing infrastructure
Rationale	The rationale for developing a portfolio of employment sites is to enable private sector developers the local economy and to enable employers to diversify and grow their businesses. This will create a mix of employment opportunities for the local labour force in a high quality environment.
Objectives	<p>Prepare a range of 21st Century employment sites in readiness to meet emergent demand to facilitate the long term shift from a manufacturing economy towards a service economy. This will require the preparation of a portfolio of employment site development opportunities to meet the needs of specific economic sectors and employment activities.</p> <p>The strategic objectives for the preparation of a portfolio of employment site development projects are to</p> <ul style="list-style-type: none"> • Bring forward a mix of employment sites for specific employment uses • Create a variety of sustainable employment opportunities for Bridgend • Secure high quality design and environmental excellence • Improve the general image and environment of the area
Projects	<p>The proposed 21st Century employment sites are all being progressed individually by Bridgend CBC and the Welsh Assembly Government (WAG) and several will be included in funding bids for the EU Convergence Programme. The drawing up of a Programme will maximise potential to benefit from these opportunities, and to link them to the development of skills and supply chain enterprises to support delivery and offer services to sites when in use.</p> <p>Bridgend CBC will prepare a 5 Year Action Plan for the 21st Century employment sites and related regeneration projects in the context of the Regeneration Strategy. It will include</p> <ol style="list-style-type: none"> 1. Island Farm project: Proposed extension to the existing Bridgend Science Park. This 64 acre site near the Ford plant south of Bridgend is owned by Bridgend CBC. WAG has supported the project and will require an agreed disposal strategy. 2. Parc Afon Ewenni project: Proposed general office development and possible associated development up to 900,000 sq ft on the Bridgend CBC Waterton Depot next to the Ford plant. The depot will be relocated to the adjoining WAG owned Waterton Park site which could include another 100,000 sq ft of general office development as a "gateway" project on the eastern approach to Bridgend. A Project Board has been set up and a disposal and development agreement will be needed to take the project forward. 3. Brocastle Industrial Estate project: Potential for large scale manufacturing and distribution for major inward investment and local business expansion. This 80 acre strategic site is located on the A48 south of the Ford plant. A revised master plan is currently being prepared to provide a variety of large development sites instead of the present very large single user site. 4. Pencoed Technology Park project: Proposed technology and specialist medical activities. This 50 acre site is located next to M4 J35 east of Bridgend. The infrastructure has been completed and the Ortho Clinical Diagnostics development is now in progress. The site also offers two office development sites providing grow on space for the Sony Technium and three other plateaux for medical and technological uses. Most of the site is in Rhondda Cynon Taf CBC area but functionally it forms part of the Pencoed and Bridgend area. 5. Brackla Industrial Estate project: Proposed general employment development. This 45 acre site is located on the east side of Bridgend. A master plan is being prepared to provide various small development plots. The development will be phased to correspond with adjoining housing development at Parc Derwen. The proposed Coity Bypass which will open up further land for housing and employment use. 6. Ty Draw Industrial Estate project: Proposed general employment activities and Primary Care Medical Centre. This 15 acre site at Pyle is located near M4 J37 to the north of Porthcawl and provides an opportunity to diversify the local economy to the west of Bridgend.

	<p>7. Town Centre Improvement programme: A phased programme of public realm, pedestrian and vehicle access and commercial property improvements is in progress in Bridgend and Maesteg town centres. Proposals for Porthcawl town centre will be prepared in the context of the Bridgend Regeneration Strategy and the Porthcawl Waterfront “Seven Bays” project. The town centre improvement projects are intended to improve private sector retail confidence and promote office and tourism development to regenerate these key town centres.</p>
<p>Target Beneficiaries</p>	<p>Prime beneficiaries of the proposed employment site projects include:</p> <ul style="list-style-type: none"> • Local business community (economic growth and diversification) • Local workers (sustainable mix of employment opportunities) • Local economic benefit (wealth creation) • Potential visitors and investors (local image)
<p>Lead Delivery Partners</p>	<p>The likely lead delivery partners for the proposed projects include</p> <ul style="list-style-type: none"> • Bridgend CBC: planning, land disposal, development management and possible direct intervention in development and improvement • Welsh Assembly Government: planning, land disposal, development management and possible direct intervention and project funding • Private Landowners and Developers: key participants in the development process of each employment site project
<p>Implementation Milestones</p>	<p>Bridgend CBC and WAG will continue to work together to promote the development of the proposed 21st Century employment sites.</p> <p>Key milestones in the development process are likely to include</p> <ol style="list-style-type: none"> 1. Island Farm project: Agreed disposal strategy autumn 2008, planning and development 2010 to 2015. 2. Parc Afon Ewenni project: Establish a phased disposal strategy by 2009, planning and development 2010 to 2025. 3. Brocastle Industrial Estate project: Partial infrastructure provision by 2009, disposal 2011, phased planning and development 2012 to 2020 4. Pencoed Technology Park project: Disposal, planning and development 2008 to 2016 5. Brackla Industrial Estate project: bypass construction 2008, disposal, planning and development 2009 to 2015 6. Ty Draw Industrial Estate project: disposal 2008, planning and private sector development 2010 to 2015 7. Town Centre Improvement programme: Bridgend 2008 to 2011, Maesteg 2008 to 2010, Porthcawl 2011 to 2015. Exit strategies to be agreed for these key town centres before completion.

Title	Porthcawl Waterfront and Town Centre Regeneration Transformational Action Plan
Strategic Aim	Strategic Aim 4: Strengthening and Reviewing infrastructure
Rationale	The “market rationale” of the Porthcawl regeneration strategy is to realise the commercial development potential of the waterfront and the adjoining town centre. The “community rationale” is to turn the waste land of the waterfront into a vibrant area of leisure, retail and housing development to benefit visitors to the area and residents across the town.
Objectives	<p>Coordinate regeneration activity to turn Porthcawl into a premier seaside resort through the comprehensive development and improvement of the waterfront and the town centre. This will require partnership agreement on a coordinating Strategic Regeneration Framework and Action Plan. Strategic objectives for the regeneration of Porthcawl include:</p> <ul style="list-style-type: none"> • Develop Porthcawl as a prestigious “year-round” seaside resort • Reconnect the town and town centre with the waterfront • Extend town centre shopping facilities into the waterfront area • Secure high quality sustainable development • Optimise development opportunities and investment potential • Increase the contribution of the waterfront to the local economy • Provide a range of new community facilities for visitors and residents • Improve coastal defences and reduce local flood risks • Create an attractive environment and sustainable movement
Projects	<ol style="list-style-type: none"> 1. Harbour Quarter project: provide comprehensive harbour-based leisure facilities and landscaped open space, refurbish the Jennings Building for commercial leisure and develop new indoor leisure facilities 2. Commercial Core project: provide for a new retail store and other smaller retail units in an eastward extension of the town centre to the north west of the harbour (70,000 sq ft in total) 3. Western Residential Quarter project: develop a mix of housing accommodation including apartment blocks to mark the gateway to the waterfront and the town centre to the north of the harbour 4. Community Hub project: provide a mix of community facilities, including library, tourist information, youth and indoor leisure facilities, in a new centre to the north of the commercial core 5. Seafront Promenade project : provide a new Eastern Promenade and Sandy Bay Promenade to form a continuous link from the town’s existing esplanade to Trecco Bay in conjunction with the proposed sea defences 6. Sandy Bay Beach project: improve the range and quality of beach facilities available to complement the water quality achieved to secure Blue Flag status and help establish Porthcawl as a premier resort 7. Foreshore Park project: provide new facilities for informal recreation and outdoor events and a possible new location for the fair ground to create a new attraction in the eastern part of the waterfront 8. Eastern Residential Quarter project: develop a wide range of housing types, sizes and tenures including affordable housing (as elsewhere) in the main north eastern part of the waterfront area 9. Mixed Use Quarter project: develop a mix of commercial leisure facilities, small waterfront shops and housing development set around a new open space area to extend Griffin Park 10. Town Centre project: improve the public realm, commercial buildings, pedestrian and vehicle access and car parking in the town centre to stem the leakage of retail expenditure and enable town centre expansion.
Target Beneficiaries	<p>Prime beneficiaries of the proposed regeneration of Porthcawl include:</p> <ul style="list-style-type: none"> • Local residents and businesses

	<ul style="list-style-type: none"> • Seaside visitors throughout the year • The wider hinterland community • Town centre retail and service activities (including tourism)
<p>Lead Delivery Partners</p>	<p>The likely lead delivery partners for the proposed regeneration include:</p> <ul style="list-style-type: none"> • Bridgend CBC: planning, land disposal in the waterfront area, development management and potential direct development of the Community Hub project and possibly the Harbour Quarter project • Welsh Assembly Government: wider regeneration of the Porthcawl, Bridgend and Three Valleys area and possible project funding • Environment Agency: planning and possible part funding of the proposed sea defences which are essential to regeneration and the flood risk protection of existing development • Bridgend County Coast Management Group: coastal management services established for Rest Bay could be set up for Sandy Bay and for the Newton and Trecco Bays all within Porthcawl • Tourism and Marketing Operators: assistance with overall marketing and promotion of the waterfront and town centre and with the design, development, delivery and promotion of specific projects • Private Landowners and Developers: key participants in the development process of each phase of the regeneration strategy (see below) – a consortium of specialist developers may be required.
<p>Implementation Milestones</p>	<p>Bridgend CBC will promote regeneration through land disposal and development management with selected developers/developer consortium partners for each project. Phase One will comprise the western part of the Waterfront Area and Phase Two will comprise the eastern part of the Waterfront Area. Bridgend CBC adopted Supplementary Planning Guidance for the Porthcawl Waterfront "Seven Bays" Project in November 2007. It intends to prepare a Strategic Regeneration Framework and Action Plan for Porthcawl, within the Bridgend Regeneration Strategy, by late 2008.</p> <p>Key milestones in the regeneration process are likely to include:</p> <ul style="list-style-type: none"> • Market the western part of the waterfront site and identify a preferred developer for Phase One by mid 2008 • Market the eastern part of the waterfront site and identify a preferred developer for Phase Two by late 2008 • Construct a new road system at the Portway and Eastern Promenade within Phase One of the regeneration strategy by early 2010 • Implement developing plans for improvements to public realm, commercial buildings, access and car parking by mid 2010 • Implement possible coordinated delivery of public sector services in the town centre and other neighbourhoods from 2010 to 2018 • Implement land and project development across the waterfront area in two phases between 2010 and 2020

Annex B: Monitoring and Evaluation Framework

- B.1 In this Annex, we present the full monitoring and evaluation framework for our strategy.
- B.2 Under each Strategic Aim we have identified headline indicators and produced targets to be reached by 2013 and 2021.
- B.3 Feeding into these, we have also identified relevant indicators and produced targets by reached by 2013 and 2021 under each Operational Aim.
- B.4 Where our Study has generated baseline information, this has also been inserted. The Executive Team will be taking forward the full population of the baseline information following adoption of the Strategy – and the setting of targets will also take place at that time.
- B.5 This framework will feed into the realisation of our vision for Bridgend County Borough, that:

By 2021, Bridgend County Borough will be recognised as a self-contained, productive sub-regional economy, with a skilled and utilised workforce, in a place where people and businesses want to be.

Strategic Aim 1: Enabling wealth and increasing enterprise

Headline Indicator	Baseline	Target by 2013	Target by 2021	Operational Aims	Indicator	Baseline	Target by 2013	Target by 2021
<ul style="list-style-type: none"> • Increase GVA per worker figures • Increase GVA per head figures 	<ul style="list-style-type: none"> • £26,869 (2004) • £12,400 (2004) 			Increase productivity by prioritising sectors capable of growth, raising the share of the knowledge sector	Increase % of employment in Knowledge Intensive Businesses	4.5% (2005)		
				Close the enterprise gap, increasing business start-ups and survival rates, targeting support to meet emerging demand and opportunities from new employment sites	Increase VAT registrations per 10,000 WAP	36 (2005)		
				Attract investment, bringing business and resources to Bridgend CB, supported by enhanced marketing	Response indicator required. Possibilities: <ul style="list-style-type: none"> • Increase in number of business investment enquiries from outside Bridgend CB (rest of Wales, UK, Europe, World, or Target markets (eg. China) • Marketing campaigns undertaken 			
				Promoting local purchasing and securing access for SMEs and social enterprises to public sector procurement opportunities	Response indicator required. Possibilities: <ul style="list-style-type: none"> • % of tendered public sector contracts (or value of contracts) won by locally based businesses 			

Strategic Aim 2: Building up skills levels and entrepreneurial attitudes in an active labour force

Headline Indicator	Baseline	Target by 2013	Target by 2021	Operational Aims	Indicator	Baseline	Target by 2013	Target by 2021
<ul style="list-style-type: none"> • Increase labour market participation (proportion of WAP who are economically active) • Increasing the proportion of the WAP with NVQ Level 2 and above qualifications 	<ul style="list-style-type: none"> • 73.3% (Apr 2005-Mar 2006) • 52.3% (2005) 			Targeting skills development to build knowledge skills to support existing and new knowledge-intensive businesses and assets	Increase the proportion of WAP qualified to NVQ Level 4 and above	21.3% (2005)		
				Raising the level of basic skills, prioritising young people with no skills	Reduce the proportion of 17, 18 yr olds who are NEET			
				Promoting higher skills in all age-groups to support high-end businesses, supported by wider skills to support flexibility in changing labour markets	Increase the proportion of WAP qualified to NVQ Level 4 and above	21.3% (2005)		
				Raising aspirations for young people, to value entrepreneurial activity and healthy lifestyles	Response indicator required. Possibilities: <ul style="list-style-type: none"> • Surveys of young people? 			
				Raising the number of healthy people taking part in employment	Reduce number of IB/SDA claimants as a proportion of total population	8.3% (2005)		

Strategic Aim 3: Making a great place to live, work, visit and play

Headline Indicator	Baseline	Target by 2013	Target by 2021	Operational Aims	Indicator	Baseline	Target by 2013	Target by 2021
Increase ranking of Bridgend within annual quality of life measures (e.g. Experian QofL)	314th (out of 408) in Experian QofL (2003)			Creating a strong brand for Bridgend CB linking environment, leisure and business, attracting investment and tourism	Response indicator required. Possibilities: • Development of a 'brand' strategy • Marketing campaigns undertaken			
				A great place to live	Increase ranking of Bridgend within annual quality of life measures (e.g. Experian QofL)	314th (out of 408) in Experian QofL (2003)		
				Making a great place to work and do business	Increase workbased earnings Response indicator required: • Increase profitability of businesses	£22,285 (2006)		
				Developing and diversifying our tourist offer and attracting more visitors	Response indicator required. Possibilities: • STEAM data - increases in number and spend of visitors (or, increase in spend per head)	2006 figures: • 3.8m visitors • £249m tourist expenditure • £66 spend per tourist		

Headline Indicator	Baseline	Target by 2013	Target by 2021	Operational Aims	Indicator	Baseline	Target by 2013	Target by 2021
				Strengthening and diversifying our leisure offer	Response indicator required. Possibilities: • Local satisfaction survey			

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Strategic Aim 4: Strengthening and renewing infrastructure

Headline Indicator	Baseline	Target by 2013	Target by 2021	Operational Aims	Indicator	Baseline	Target by 2013	Target by 2021
<ul style="list-style-type: none"> Increase the floor space developed 	1,646,000 sq. metres (2006)			Ensuring regional transport plans are supported by local improvements, and linked to economic and physical regeneration	Strategic Added Value indicators. Possibilities: <ul style="list-style-type: none"> Ensure that strategic transport considerations are made in planning processes Lobbying of WAG to ensure Bridgend BC's needs are responded to in national transport investment 			
				Take forward town centre renewal to modernise and revitalise their function and facilities	Strategic Added Value indicators. Possibilities: <ul style="list-style-type: none"> Delivery of the Bridgend, Maesteg, Porthcawl town centre development plans % of town centre units that are vacant Increase in rental levels Increase in business rates 			

Headline Indicator	Baseline	Target by 2013	Target by 2021	Operational Aims	Indicator	Baseline	Target by 2013	Target by 2021
				Ensure a good and appropriate supply of land and property, identifying opportunities for change of use	Strategic Added Value indicators. Possibilities: <ul style="list-style-type: none"> • Number of new planning applications submitted for commercial and industrial floor space • Number of new planning applications approved for commercial and industrial floor space • Increase in floor space developed 			