Neath Port Talbot County Borough Council
Cyngor Bwrdeistref Sirol Castell-nedd

Democratic Services
Gwasanaethau Democrataidd

Chief Executive: Steven Phillips

Date: 9 April, 2019

Dear Member,

REGENERATION AND SUSTAINABLE DEVELOPMENT CABINET BOARD - FRIDAY, 12TH APRIL, 2019

Please find attached the following urgent item for consideration at the next meeting of the **Regeneration and Sustainable Development Cabinet Board - Friday, 12th April, 2019.**

Item

a) Establishment of the Local Project Board for Neath Port Talbot (Pages 3 - 58)

Yours sincerely

Nicola Headon

p.p Chief Executive

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Regeneration & Sustainable Development Cabinet Board
12th April 2019

Report of the Head of Property & Regeneration
Simon Brennan

Matter for Decision

Wards Affected:
All wards

Establishment of the Local Project Board for Neath Port Talbot

Purpose of Report

To approve the establishment of a Local Project Board, to be called 'Local Regeneration Programme Board', for Neath Port Talbot to provide leadership and accountability for strategic regeneration programmes and projects impacting in the local area.

Executive Summary

Background

The Welsh Government's Targeted Regeneration Investment (TRI) programme commenced in April 2018 and aims to support projects that promote economic regeneration – creating jobs, enhancing skills and employability and creating the right environment for businesses to grow and thrive – with a focus on individuals and areas most in need to ensure prosperity is spread to all parts of Wales. The TRI programme builds on the substantial experience and regeneration activities delivered through the previous Welsh Government Vibrant & Viable Places funding programme 2014 – 2017.

The Welsh Government criteria for accessing TRI funding requires that a Regional Plan for Regeneration is developed by local authority partners

which identifies the priority projects and actions to be delivered through the TRI programme. The South West Wales Regional Plan for Regeneration has been developed in agreement with the four local authorities in Neath Port Talbot, Swansea, Carmarthenshire and Pembrokeshire, and has been approved by the Welsh Government.

Governance arrangements to deliver the TRI programme require that Local Project Boards are established in each of the local authority areas comprising public, private and third sector partners and will be responsible for local partner engagement, project development and assessment, and local financial and output monitoring. The Local Project Boards will report to the Regional Project Board (Regional Regeneration Directors Group) which will have responsibility for regional strategic project prioritisation, management of the regional financial allocation and outcome monitoring.

It is proposed that the Local Project Board for Neath Port Talbot will cover all strategic regeneration programmes delivered within the County Borough and will be called the 'Local Regeneration Programme Board'. The regeneration programmes to be covered by this Board include:

- European Structural and Investment (ESI) funding programmes (including Building for the Future)
- Valleys Task Force
- Neath Port Talbot led City Deal projects
- Neath Port Talbot strategic projects and programmes

Financial Impact

There are no financial impacts associated with this report.

Equality Impact Assessment

There are no equality impacts associated with this report.

Workforce Impacts

There are no workforce impacts associated with this report.

Legal Impacts

There are no legal impacts associated with this report.

Risk Management

There are no risk management issues associated with this report.

Consultation

There has been no requirement under the Constitution for external consultation on this item.

Recommendations

To approve the establishment of a Local Project Board 'Local Regeneration Programme Board' for Neath Port Talbot to provide leadership and accountability for strategic regeneration programmes and projects impacting in the local area.

Reasons for Proposed Decision

To enable the Council to continue to secure strategic regeneration funding to delivery Council priorities.

Implementation of Decision

The decision is proposed for implementation after the three day call in period.

Appendices

I – Local Regeneration Programme Board Terms of Reference

List of Background Papers

South West Wales Regional Plan for Regeneration

Officer Contact

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Appendix I

Local Regeneration Programme Board

Terms of Reference

Purpose

The Local Regeneration Programme Board for Neath Port Talbot provides leadership and accountability for regeneration programmes and projects impacting in the local area.

It is a partnership comprising representatives from the public, private and third sectors working together to maximise the benefits of regeneration projects to improve the economic prosperity of the county borough.

The Board will be responsible for:

- Ensuring the successful delivery of regeneration projects and programmes in accordance with grant conditions, including achieving outputs, outcomes and financial management;
- Maximising the wider regeneration impacts of the projects and programmes to the wider community in terms of economic, social and environmental benefits, including monitoring community benefit clauses;
- Ensuring the effective monitoring and evaluation of the regeneration activities;
- Ensuring the coordination of the delivery of the regeneration projects and programmes with other developments in the area;
- Promoting Neath Port Talbot's regeneration programme's aims and achievements;
- Promoting effective engagement and involvement of stakeholders in the regeneration process;
- Ensuring linkages between employability programmes and regeneration activity;
- Acting as the Local Project Board for the Welsh Government Targeted Regeneration Investment (TRI) programme.

Membership

Deputy Leader, Cllr Anthony Taylor – Chair
Cabinet Member – Cllr Annette Wingrave
Neath Port Talbot Member – to be confirmed
Gareth Nutt – Director of Environment
Simon Brennan – Head of Property & Regeneration
Andrew Collins – Secretariat / Equalities Representative
Lisa Willis – European & Strategic Funding Manager
Nick Williams – Welsh Government
Gillian McGregor – Welsh Government
Neath Inspired Ltd – to be confirmed
Port Talbot Private Sector – to be confirmed
Registered Social Landlord (RSL) representation – to be confirmed
Third Sector – Tony Potts, CVS
Natural Resources Wales (NRW) – to be confirmed
Rural Development Plan (RDP) – Gareth Jones
Port Talbot Waterfront Enterprise Zone Board – Peter Evans

Working Arrangements

- The Board will meet on a quarterly basis
- The Board will be Chaired by the Deputy Leader
- Board members will nominate an appropriate representative should they be unable to attend a Board meeting
- The Board may invite Project Managers to attend meetings to update on progress
- The Board may invite representatives from other groups and organisations to its meeting from time to time to provide information, advice and assistance in the decision making process
- The Board will be organic and evolve in response to new strategic funding opportunities
- Secretariat to the board will be provided by Andrew Collins, Regeneration & Economic Development Manager.
- The Board will report to the Regional Project Board (Regional Regeneration Directors Group) as per governance arrangements for the Targeted Regeneration Investment (TRI) programme.

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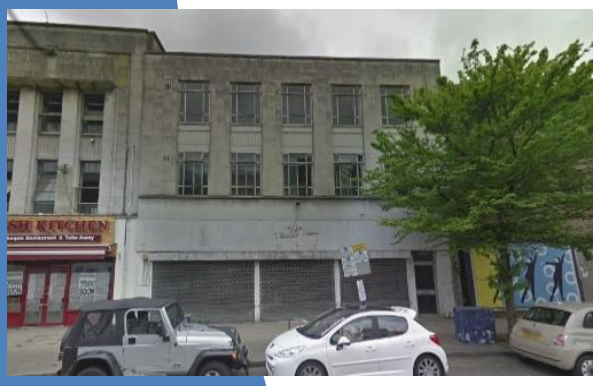


South West Wales Regional Plan for Regeneration

CONTENTS

		Page
1.	**Introduction**	**3**
2.	**Regional Economic Context**	**4**
3.	**Target Areas**	**7**
4.	**Policy Context**	**18**
5.	**Aims and Objectives**	**20**
6.	**Overview of Key Projects**	**23**
7.	**Partnership & Governance Arrangements**	**26**

Appendix 1 – Target Regeneration Area Maps:

- Port Talbot
- Neath
- Neath Port Talbot Valleys
- Swansea City Centre & Tawe Riverside Corridor
- Morriston
- Ammanford
- Llanelli
- Haverfordwest
- Pembroke

Appendix 2 - Swansea Bay City Region Economic Regeneration Strategy Strategic Framework

Appendix 3 – South Wales Regional TRI Governance Terms of Reference and Duties

Appendix 4 – Overview of Grant Application Process

1. INTRODUCTION

1.1 This is the *Regional Plan for Regeneration* for South West Wales, which encompasses the counties of Neath Port Talbot, Swansea, Carmarthenshire and Pembrokeshire.

1.2 The content of the Plan outlines the target areas and scope of activities possible under the Welsh Government's Targeted Regeneration Investment Programme (TRIP) commencing April 2018 for 3 years. This programme is looking to support projects that promote economic regeneration – creating jobs, enhancing skills and employability and creating the right environment for businesses to grow and thrive – with a focus on individuals and areas most in need to ensure prosperity is spread to all parts of Wales.

1.3 The Regional Plan for Regeneration is not starting from scratch; rather it builds on the substantial experience and regeneration activities delivered through the previous Welsh Government Vibrant & Viable Places funding programme 2014-17.

1.4 Co-operation with local and regional partners will form an essential part of delivering the objectives of the Regional Plan for Regeneration, working together on themes of work that are consistent across the region, and tie in with the wider economic regeneration ambitions of the Swansea Bay City Region.

2. REGIONAL ECONOMIC CONTEXT

2.1 South West Wales is a large and diverse region containing both urban and rural places with distinctive, though inter-connected, economies and communities. The region has a resident population of 695,700 supporting 267,000 jobs, and contains over 27,000 businesses, making it a major driver of the Welsh Economy.

2.2 The region has an abundance of natural and cultural heritage. It boasts the only coastal National Park in the UK, in Pembrokeshire, Gower Area of Outstanding Natural Beauty and a wealth of attractions of historical and cultural significance. The region's unique environment and quality of life is a key asset, not only in terms of tourism, but more generally in its attractiveness as a place to live and work.

2.3 However, as outlined in the Swansea Bay Regional Economic Regeneration Strategy, the region is underperforming economically, and failing to reach its full potential. Key economic challenges that need to be addressed are:

- **Closing the productivity gap between the region and the UK.** Gross Value Added (GVA) per head was just 67.1% of the UK average (£17,000) in 2015. The underperformance is driven by two key factors – the sectoral mix of the economy is geared to lower value sectors, and, generally, the occupations on offer within these sectors are of a lower value than elsewhere in the UK.

- **There are too few businesses and the business base is not growing quickly enough.** South West Wales had 480 VAT/PAYE registered businesses per 10,000 resident population in 2015, lower than both the Welsh (495) and UK (648) levels. A large proportion of these are micro businesses with 0-9 employees. The rate at which new businesses are created is much lower than both Wales and the UK.

- **Wage levels and household incomes are too low**. Average gross weekly full time earnings stood at £471.1 in 2016, 87.5% of the UK average. Similarly, Gross disposable household income per head, at £14,583 in 2015, was only 84% of the UK average.

- **There are insufficient people with higher level qualifications and too many people with no qualifications at all.** 11.3% of working age people in the region have no qualifications, compared with 9.6% across Wales. In addition, only 33.4 % are qualified to NVQ4+ which is well below Wales level of 35.1%.

- **Unemployment and economic inactivity rates remain too high.** 20.8% of the regional working age population (excluding students) were economically inactivity in June 2017, higher than both Wales (20.4%) and UK (18.4%). 5.1% of the working age population were unemployed in June 2017 compared with 4.7% across Wales, and 4.6% in the UK.

- **Too many of our communities continue to suffer from high levels of multiple deprivation and poverty**, with pockets of deprivation in all four local authorities, and across both urban and rural areas.

2.4 In addition, although significant investment has gone into the physical fabric of the region over the past decade, major challenges remain and the regional infrastructure does not currently meet the needs of modern businesses and communities. Much of the

commercial and retail offer is of a low quality and there is limited speculative commercial development activity underway. Low rental values are considered by the private sector to be insufficient to achieve acceptable returns on investment, meaning that public sector gap funding is needed to bring new schemes forward. Furthermore, the connecting infrastructure requires investment, particularly public transport links in the more rural parts of the region.

2.5 The move away from the high street to internet and out-of-town shopping, coupled with a lack of fit for purpose commercial and retail premises, means that there are struggling commercial areas all across the region, with growing levels of vacant premises and declining footfall. This is affecting the vibrancy of these communities, the viability of local businesses and the availability of sustainable employment opportunities.

2.6 Despite the challenges, there are also major opportunities on which to build:

- The Swansea Bay City Deal is harnessing the potential of digital technologies to transform the regional economy and grow higher value added activities. £1.3bn of city deal investment is focused on 11 projects covering four key themes of Economic Acceleration, Life Science and Well-being, Energy, and Smart Manufacturing. The creation of enhanced digital infrastructure and next generation wireless networks will improve connectivity and provide opportunities for new economic activity in communities across the region. The City Deal investment is forecast to create almost 10,000 jobs and a permanent uplift in GVA of £1.8billion.

- The region has two designated Enterprise Zones, in Port Talbot and the Haven Waterway, that provide a focus for new employment creation.

2.7 Table 1 presents a SWOT analysis for the region, which presents a concise assessment of the current situation in South West Wales, identifying the main opportunities and problems.

Table 1: Regional SWOT Analysis

Strengths	Opportunities
• Sectoral strengths in Energy, tourism, advanced manufacturing & digital • Outstanding natural environment and quality of life • Attractive tourism offer • Strong partnership working • Swansea University & University of Wales Trinity Saint David • Strong portfolio of FE colleges, with role to play in providing 'technician level' labour stream • Businesses benefit from a committed labour force • Some major global firms, such as Tata • Large number of indigenous micro-enterprises in tourism, agricultural and crafts sectors • High number of UWTSD graduate start-ups • A number of key strategic employment sites & modern innovation centres	• Swansea Bay City Deal • Commercialisation of HE research • Exploit sectoral opportunities in Creative & digital media, energy & manufacturing • Potential to become an "exciting hub of excellence" in STEM skills • Resolving congestion on the M4 around Newport, would improve connectivity to SWW • Leverage additional business benefits from expansion at Cardiff airport • Fully develop the Haven Waterway EZ, benefiting from its deep water port facilities & wave/tidal opportunities • Port Talbot Enterprise Zone • Renewed focus on our town centres to improve the quality of the offer for business users, residents & leisure visitors • Ensure that major physical developments in SWW generate opportunities for local people • Support workers to engage with & re-skill for different sectors of the economy • Capitalise on the region's heritage offer
Weaknesses	**Threats**
• No multi-national HQs • Swansea City Centre offer • Over-reliance on public sector employment • Poor broadband infrastructure in parts of the region • Low business density and relatively low value businesses • Lack of higher level employment opportunities • Access to markets problematic (physical location & poor connectivity) • Ageing workforce, especially within some engineering sectors • Challenges in attracting skilled/young people to the area • Poor transport links in parts of the region • Main urban centres have declined, in part due to out of town developments & reduced spending power • Outdated commercial premises • Very little speculative commercial development activity • Concentrations of long-term deprived communities • Lack of affordable homes in some areas • Inter-generational worklessness remains a stubborn issue • Accessibility to learning and employment	• Impact of Brexit • Decline of rural services • Longer term sustainability of services and facilities • Impact of welfare reform agenda on deprived communities • Access to finance becoming major barrier to business growth & development • Inward investment offer needs to be clearer & more coherent • Synergies between strategic employment sites not maximised • Town centres lose further ground to competitor out of town locations • SWW competitiveness declines due to gaps in the offer

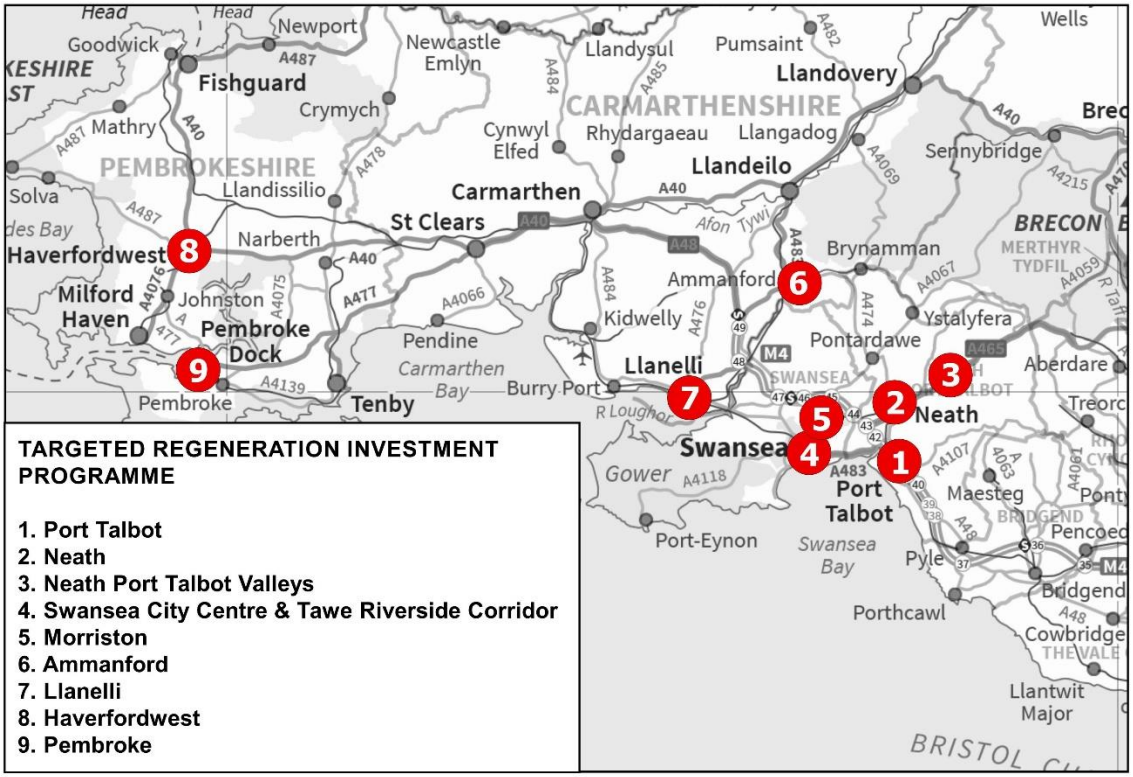
3. TARGET AREAS

3.1 The success of the region as a whole depends on all areas functioning effectively and competitively to address the economic challenges faced. To maximise the impact of Welsh Government Regeneration funding, it will be targeted in key locations across the region that have all been chosen because of their socio-economic profile, the complex range of challenges they face and opportunity to reverse decline through a portfolio of interventions. Figure 1 highlights the chosen targeted regeneration areas. Appendix 1 includes maps for each target area.

3.2 Swansea is the regional capital and the main driver for economic growth in the region, providing 40% of regional Gross Value Added (GVA). Within Swansea, the city centre is a key focus for economic activity, but centres such as Morriston also have an important role to play. The city is complemented by a network of distinctive urban and rural centres that provide important local service and employment functions. Neath, Port Talbot and Llanelli are particularly important in this respect – with the Valleys Taskforce identifying Neath as a strategic hub in recognition of the role it can play in creating economic opportunities for the Western Valleys' communities (which include the Neath Port Talbot Valleys). In addition, Ammanford/ Cross Hands is currently being considered as a Valleys Taskforce strategic hub by Welsh Government, in recognition of its role in the Western Valleys.

3.3 In the West, because of their rurality and peripherality, towns such as Pembroke and Haverfordwest need to fulfil functions that would normally be associated with much larger towns. The key challenge therefore is to ensure that these towns have the scale and catchment areas to sustain the level and quality of retail, leisure and services that will provide residents and visitors with the quality of life they expect.

Figure 1: South West Wales Target Regeneration Areas



Port Talbot

3.4 Port Talbot is a Tier 2 settlement with a number of strategic regeneration opportunities in and around the town centre. The successful delivery of the Vibrant & Viable Places programme and the projects being developed for the Buildings for the Future programme are already transforming the function and appearance of the town. Housing, commercial, transportation and environmental projects have had a significant impact in the centre of the town and the public realm has recently been improved through the EU Convergence programme. This momentum now needs to be taken forward with further targeted regeneration activity for new business, property, residential and wellbeing developments in the town centre together with employment related initiatives to promote investment and job creation in the Harbourside area and the wider Port Talbot Enterprise Zone and City Deal initiatives. As such, potential projects include property enhancements (through PEDG) and acquisitions and schemes promoting sustainable urban living.

Station Road, Port Talbot

3.5 The town contains a number of LSOAs which are amongst the 10% most deprived in Wales including parts of the Aberavon and Sandfields wards (WIMD 2014). A census 2011 profile of the target area identifies significantly lower than county and Wales averages for economic activity, and people with any qualifications. The area has higher percentages of 10-14 and 20-24 year old population groups and has a higher rate of people reporting they are in very bad health. The latest census information (2011) shows that there was 4.7% unemployment in the Port Talbot community area and of those aged 16 and over, 32% have no qualifications, which is higher than the all Wales figure of 25.9%.

3.6 Of the 19,894 homes in the area, 13,379 (67.3%) were identified as being deprived using one or more of the following 4 dimensions of deprivation; employment, education, health/disability and household overcrowding (Census 2011).

3.7 The Local Housing Market Assessment forecasts a need for 2,200 new homes within the sub area up to 2026 with an emphasis on the need to provide social housing / affordable housing delivery wherever possible.

3.8 The proposed regeneration activity will deliver, complement and support projects being developed under a number of wider regeneration programmes including:

Harbourside, Port Talbot

- City Deal Swansea Bay Technology Centre, which is to be delivered on the Baglan Energy Park site;
- Harbourside Strategic Site employment, residential and leisure opportunities and the wider Port Talbot Enterprise Zone;
- Buildings for the Future, with the Plaza and Magistrates Court identified as regional priority projects;
- Port Talbot Integrated Territorial Strategy, an integrated strategy for the regeneration of the town, bringing together all the proposed actions planned by the public, private and third sectors.

Neath

3.9 Neath is a Tier 2 settlement and has been identified as a Strategic Hub in the Valleys Task Force Delivery Plan, providing new opportunities for employment, business, transport, housing and energy investments in the town. The proposed regeneration activity for the town is focussed on the town centre with the next phase of the retail redevelopment scheme due to commence shortly.

3.10 The Strategic Hub programme for the town identifies a number of significant regeneration opportunities including commercial, residential (including Homes as Power Stations), business, wellbeing and transportation projects together with the development of a strategic employment site. The public realm of the town has been improved through a series of grant funded programmes although investment in commercial properties would enhance the appearance and support the retail / business core. Public transport infrastructure improvements would help the town fulfil its hub role together with the provision of new employment opportunities and quality, affordable homes.

Crown Strategic Employment Site

3.11 In line with the Strategic Hub Programme, potential TRI projects would include property enhancements (through a PEDG scheme) and acquisitions, Homes as Power Stations, investments in the planned transport hub and Crown strategic employment site.

3.12 The town contains a number of LSOAs which are among the 10% most deprived in Wales including parts of the Neath North, Neath East and Briton Ferry Wards (WIMD 2014). The area also exhibits high levels of deprivation for the income, employment, health and environment domains. Of the 22,518 homes in the area, 14,488 (64.3%) were identified as being deprived using one or more of the following 4 dimensions of deprivation; employment, education, health/disability and household overcrowding (Census 2011).

3.13 The Local Housing Market Assessment forecasts a need for 4,100 new homes within the sub area up to 2026 with an emphasis on the need to provide social housing / affordable housing delivery wherever possible. The town contains communities experiencing significant deprivation and housing quality needs. The Wellbeing Assessment for Neath identified the importance of having a job in contributing to the wellbeing of a large proportion of the survey respondents.

Neath Transport Hub

3.14 The proposed regeneration activity will deliver, complement and support projects being developed under a number of wider regeneration programmes including:

- City Deal Homes as Power Stations projects, which are identified at a number of sites within Neath town centre;
- Valleys Taskforce, with Neath identified as a strategic hub for the Valleys;

- Buildings for the Future, which has included 8 Wind Street on the regional list for development as an enterprise hub;
- WG Town Centre Loan Fund, which is being used to acquire a key strategic employment site
- Neath Integrated Territorial Strategy, an integrated strategy for the regeneration of the town, bringing together all the proposed actions planned by the public, private and third sectors to improve Neath as a place to do business, live, work and enjoy life
- Neath Inspired BID, which is currently being delivered through the town centre businesses.

Neath Port Talbot Valleys

3.15 This area covers the Neath, Afan, Dulais, upper Swansea and upper Amman Valleys. There has been a lack of coordinated regeneration activity in the area since the Welsh Government funding Western Valley Strategic Regeneration Area initiative which ended in 2014.

3.16 The Valleys Task Force Delivery Plan identifies a number of regeneration actions for the Valleys Areas of South Wales. A Valleys programme is being developed for the NPT Valley areas which includes employment, residential, town centre, environmental, transportation and wellbeing projects. These projects will link closely with the regeneration proposals for the main urban areas of Port Talbot and Neath. TRIP funding would support property enhancements (through PEDG), Homes as Power Stations and the strategic projects identified for the Valleys including the Dulais Valley Energy Cluster, tourism developments, community hubs and priority development sites at the identified growth settlements of Glynneath and Pontardawe.

Glynneath Training Centre

3.17 There has been a widespread lack of new residential development in the valleys areas which has contributed to population loss and undermined the sustainability of community services and facilities.

DOVE Workshop, Dulais Valley

3.18 The NPT Valleys contain a number of LSOAs which are amongst the 10% most deprived in Wales with a particular concentration in the wards of the Afan Valley (WIMD 2014). High deprivation indicators for income, employment, health and education are also evident. Issues with access to services are evident across all the valley areas. The latest census information (2011) shows that unemployment ranged from 3.8% to 5.8%. There was a lack of formal qualifications for those aged 16 and over and also high economic inactivity rates across the valley areas in comparison to the Welsh average.

3.19 Of the 17,981 homes in the area, 12,215 (68%) were identified as being deprived using one or more of the following 4 dimensions of deprivation; employment, education, health/disability and household overcrowding (Census 2011).

3.20 The proposed regeneration activity will deliver, complement and support projects being developed under a number of wider regeneration programmes including:

- Valleys Task Force;
- the aims, objectives and themes of the Regenerate NPT Rural Development Strategy 2014-20;
- the priorities identified in the NPT Destination Management Plan
- Local Area Strategies for the valley communities eg: the Glynneath Regeneration Strategy, Pontardawe Town Strategy.

Swansea City Centre & Tawe Riverside Corridor

3.21 Swansea is a key engine of growth for South West Wales, however the city centre is currently underperforming. It is perceived as tired, dated and in decline with an average retail and leisure offer. It suffers from a lack of housing, which has resulted in low levels of city living, that impacts on the viability of city centre businesses. Many commercial and retail premises are old and in need of updating to meet the needs of modern day occupiers, and there are a growing number of empty buildings, particularly on High Street and Kingsway - the vacancy rate currently stands at 14.4%.

Nelson Street, City Centre

3.22 In addition to this, the City Centre sits within the former Communities First South Cluster in recognition of the high levels of deprivation in parts of the city centre. Castle 2 is the 27th most deprived LSOA in Wales (of 1909 LSOAs in Wales) and Castle 1 is the 33rd. They have the lowest level of incomes in the whole of Swansea (50% below the median), and higher than average levels of unemployment and inactivity. These problems are equally as applicable to some of the communities surrounding the city centre, including Townhill and Penderry which both suffer from some of the highest levels of deprivation in Wales.

3.23 The Swansea Central Area Regeneration Framework (SCARF) has a vision to create a mixed-use location with a strong retail, commercial and leisure heart supported by a vibrant resident population. To achieve this vision, and address the deficiencies in the city centre, the Council is delivering a major regeneration programme that will transform the city centre. City Deal investment will create a new Digital Village on Kingsway to house growing technology businesses, along with a new Digital Square & 3,500 capacity Digital Arena. This will be complemented by the St David's retail and leisure development and redevelopment of the civic centre site into a world class waterfront destination.

3.24 Targeted Regeneration Investment funding is needed to complement this wider regeneration programme for Swansea City Centre and build on the successful Property Enhancement Development Grant and Homes Above Shops schemes delivered through the previous Vibrant & Viable Places programme, particularly in High Street and the Kingsway, to create much needed additional commercial floorspace and housing units in the City Centre.

3.25 The City Centre boundary for TRIP investment would be extended to include upper High Street (to take in additional derelict buildings) and the Tawe Riverside Corridor to the Hafod-Morfa Copperworks site.

3.26 The Heritage Lottery Funded Hafod-Morfa Copperworks Powerhouse project is the first stage in bringing former industrial buildings back into commercial use, and will result Penderyn Whisky locating a visitor centre and whisky distillery on the site, which has the potential to attract 50,000 visitors per annum. In addition to this, Skyline Enterprises have started detailed design and legal discussions with the Council on a proposed cable car and toboggan attraction on Kilvey Hill, adjacent to the Hafod-Morfa Copperworks site. These developments will create demand for additional leisure and hospitality uses on the site, and provide the catalyst for regenerating the remaining industrial buildings. However, the current state of the buildings means they are likely to require public sector investment, through a property enhancement development scheme, to make any project viable. Infrastructure investment is needed at the Hafod Copperworks site, to unlock the development opportunities on the site, along with investment to improve the linkages along the River Tawe between the city centre and the Copperworks site.

Hafod Morfa Copperworks

Morriston

3.27 Morriston suffers from many of the same issues as the city centre, and the other target regeneration areas across the region. It has the second highest ward population in Swansea, and some parts (Morriston 9, Morriston 5, Morriston 7) are in the 10% most deprived areas in Wales. As a result, part of the ward falls within the former Communities First North East Cluster. The area suffers from low average weekly household incomes (£518 per week which is 13% below the Swansea median), and unemployment is above the Swansea average.

3.28 The town centre is concentrated around Woodfield Street, which, in common with parts of Swansea City Centre, is a focus for deprivation. This creates a challenge in providing a welcoming trading environment. In recent years, many properties along Woodfield Street have become vacant and the area suffers from a lack of a distinct identity. Consultation with local traders has confirmed the need for targeted investment to improve the local environment including repurposing of vacant units and public realm enhancements to increase footfall and improve economic and social sustainability.

The Crown Inn Morriston, now vacant

3.29 Through the community consultation process for the Morriston Conservation Area review, numerous respondents expressed concern at the general condition of Woodfield Street, in terms of poorly maintained/unsympathetic shopfronts, high vacancy levels, lack of maintenance, unsightly commercial wheelie bins, a lack of shop variety and appearance of

the public realm. Consultation with local schools has highlighted issues such as recycling bins, car parking, variety of shops, pavements and community centre/ museum.

3.30 Morriston originally functioned as a dormitory for the metal works that lined the Tawe Valley through the peak and aftermath of the Industrial Revolution and, as such, the town is inextricably linked to the story of the Hafod-Morfa Copperworks. There is considerable enthusiasm amongst local traders for using the heritage features of the town as a draw to improve footfall, capitalising on the influx of visitors to the redeveloped Hafod Morfa Copperworks site.

3.31 TRIP investment would form part of a wider programme to regenerate Morriston, along with a proposed Townscape Heritage Initiative bid. There is interest from local partners to become involved in regeneration projects in Morriston. To complement property enhancement activities, Business Wales has agreed to provide business support to enable a holistic package of support to be offered to the local business community.

Woodfield Street

3.32 Through the proposed Townscape Heritage Initiative, heritage interpretation and skills development could be introduced that would improve the profile and understanding of heritage features in the town, and act as a catalyst to improve footfall. Targeted capital investment through the TRI Programme to address selected vacant premises along Woodfield Street with targeted infrastructure enhancements would improve the attractiveness of the town, enabling it to attract tourists and capitalise on the opportunities from neighbouring regeneration schemes such as Hafod Copperworks site. Bringing vacant buildings back into sustainable use would also create new homes and jobs in an area suffering high levels of poverty and deprivation.

Ammanford

3.33 Ammanford is an important local settlement in South West Wales and fulfils a central role in providing services and facilities to its surrounding communities. The former mining town is the third largest settlement in Carmarthenshire and offers a friendly visitor and shopping experience and has seen significant investment in its public realm and streetscapes.

3.34 Ammanford has been identified as one of the six key transformational projects within the Transformations – A Strategic Regeneration Plan for Carmarthenshire 2015-30 (http://www.carmarthenshire.gov.wales/home/business.aspx) with action plans highlighted within the Regeneration & Policy Divisional Business Plan. Masterplans and Delivery Action plans have been developed focussed on co-ordinating stakeholder intervention to maximise the impact. Ammanford/ Cross Hands is currently being considered as a Valleys Taskforce strategic hub by Welsh Government. The Council will be working with the Welsh Government to bring forward aspirations for the area.

Ammanford

3.35 Ammanford is facing significant challenges to enhance its town centre offer, reduce the number of vacant properties, increase vibrancy and ensure its sustainability. The median income for Ammanford is £18,826, 26.5% below the Carmarthenshire median of £23,825 and 32.5% below the Welsh median income of £24,944. 31.9% of adults have no qualifications. 2.1% have never worked or are long term unemployed.

3.36 Despite investment the footfall within the town centre has declined on average by 12% between 2016 and 2017 this has been the result of an increase in the number of vacant properties, lack of employment opportunities and low income levels.

3.37 Ammanford's target area will focus on the town centre, while looking to ensure a coordinated approach drawing on the continued efforts of the Ammanford town centre Task Force which is looking to reduce the number of vacant properties, increase employment opportunities and increase footfall within the town centre. To increase footfall within the Town Centre a Community Hub facility is proposed for Quay Street. Potential TRI projects would include property enhancements (through PEDG schemes), creation of homes above commercial premises and community hub facilities.

Ammanford

Llanelli

3.38 Llanelli is the largest town in Carmarthenshire and is ranked the 5th largest urban area in Wales. It is identified as a secondary settlement and is seen as a strategically important settlement within South West Wales.

3.39 Llanelli has been identified as one of the six key transformational projects within the Transformations – A Strategic Regeneration Plan for Carmarthenshire 2015-30 (http://www.carmarthenshire.gov.wales/home/business.aspx) with action plans highlighted within the Regeneration & Policy Divisional Business Plan. A Regeneration Delivery Plan has been developed focussed on co-ordinating stakeholder intervention to maximise the impact.

Llanelli Town Centre

3.40 The TRI target area for Llanelli will prioritise the Town Centre and the Station Road area. The focus is upon linking the Town Centre, which has recently received funding through Vibrant and Viable Places Tackling Poverty - Opportunity Street 2014-2017, to the Wellness

Village on the Coast of Llanelli, a project supported by the Swansea Bay City Deal. The linkage between the two focusing on Station Road and the challenges that it faces.

3.41 Wards within the target area are identified as having high levels of deprivation. For example, the Tyisha ward is a Flying Start and Communities First area and has two of the three LSOAs within the top 10% of the most deprived in Wales. The median income for Tyisha is £16,489, 31% below the Carmarthenshire median of £23,825 and 34% below the Welsh median income of £24,944. 34.1% of adults have no qualifications. 9.8% have never worked or are long term unemployed.

3.42 Llanelli is facing significant challenges to improve its vibrancy. Reducing the number of vacant properties and ensuring its sustainable future is of significant importance. Property Enhancement Development grants focusing on key priority mixed use sites within the target area will encourage investment, reduce the number of vacant and underutilised properties, provide an enhanced commercial offer and subsequently increase the level of footfall. The residential offer within the target area will be supported utilising the Sustainable Living Grant with the aim of addressing the key issues as identified above and inspiring a change of perception within Llanelli.

Stepney Street, Llanelli

Haverfordwest

3.43 The initial focus of TRI Programme investment in Pembrokeshire will be Haverfordwest. Haverfordwest is a medieval town and its narrow streets, river and hill constrain regeneration on modern lines, but provide opportunities to exploit its character. It is important that these opportunities are taken. Haverfordwest provides a well-placed local hub from which public transport services radiate. It acts as a centre for the local area providing both employment and services, and although this does not extend to an important regional role its viability is vitally important for the Pembrokeshire economy as a whole.

3.44 Unfortunately however, Haverfordwest is far from being a vibrant town. The town centre is in a state of decline with many premises that are vacant, used for meanwhile uses or by charities. This is due to national trends towards internet shopping and the centralisation of retail in out-of-town and regional centres that have affected many market towns, but in Haverfordwest's case unrealistic rent expectations on the part of landlords is also an important factor. Outside the centre of the town, Haverfordwest Garth 2 is the 104th (out of 1,909) most deprived LSOA in Wales overall, but the 51st most deprived in terms of income. Gross annual pay in Pembrokeshire (£24,180) is significantly below the Welsh average (£26,327) and this is even more marked for women.

3.45 Haverfordwest is a town of under-exploited assets and this provides large scope for TRI investment to strengthen the capability of the town to support employment both in the day but also in an enhanced night-time economy. Potential investments include the proposed Haverfordwest Riverside Cinema and homes over shops schemes to improve returns on town centre buildings as well as provide needed accommodation. This is one of a number of

planned investments along the Haverfordwest riverside, which are designed to achieve the objectives of the Haverfordwest Masterplan. Others are the new Riverside Gallery and County Library, renovation of the former Ocky White department store, modernisation of the multi-storey car park, the former Post Office's refurbishment and reuse as a community hub, and the renovation of a large riverside warehouse to bring it back into productive use.

3.46 Such investments would provide greater opportunity for employment and help boost the turnover of existing businesses. This may be expected to translate into increased household incomes, a reduction in poverty and (provided landlords do not increase their rent demands) make town centre commercial properties more affordable.

3.47 Funded projects will help achieve objectives of the Haverfordwest masterplan, as well as complement other funding sources. For example, Haverfordwest town centre is currently benefiting from the Townscape Heritage Initiative, funded by the Heritage Lottery Fund, Cadw and the County Council.

Pembroke

3.48 Pembroke will become a priority for TRI investment only in the medium term. Its main street is largely retail at its western end, nearest the castle, but property use tends towards residential and tourist accommodation further east. This area has suffered decline over the years, due to the same national trends described above. Also like Haverfordwest, it has buildings with heritage value but which are ill-maintained, and ageing. In Haverfordwest's case, the Townscape Heritage Programme has been able to propose a solution for such properties but this is not the case in Pembroke, since the same funding is not available.

3.49 It is frequently the case that the economic case for repair of property is defeated by the low property values, thus requiring public sector support which has not always been available. Compounding this has been a historical difficulty in attracting developers.

3.50 Beyond the medieval town lie two housing estates, Golden Hill to the north and Monkton to the west. Both comprise social housing. Monkton is the 80th most deprived ward in Wales according to the WIMD, and the most deprived area in Pembrokeshire. However, like all Pembrokeshire's most deprived areas, they fare worse in the WIMD Income domain than they do in the overall ratings. In Monkton's case, the LSOA is the 62nd most deprived in Wales in terms of income (out of 1,909). Pembroke Monkton is also ranked poorly in terms of housing in the WIMD 2014 (160th most deprived in Wales)

3.51 Pembroke has reasonable transport links to Haverfordwest, Tenby and Milford Haven. It has a train station linking the town to Tenby, Carmarthen, Swansea and mainline services. An infrequent bus service runs via Pembroke to the rural Angle peninsula, for which Pembroke acts as a hub, hosting services such as a veterinary surgery. The town also acts as a draw to tourists due to the presence of the castle, the birthplace of Henry Tudor.

3.52 The key project here for TRI is the redevelopment of Council-owned property at Castle Terrace to address an area of severe degradation in very close proximity to the iconic visitor attraction at Pembroke Castle and therefore one that impacts upon the town's vital visitor economy. This particular site poses a very significant regeneration challenge as it is almost

inaccessible, the buildings on it are Listed yet in a parlous, even dangerous, state and there is a large development gap that must be bridged. On the other hand, doing nothing is not a viable option, given the risk to a heritage building as well as the potential threat to the highway and public safety. It is proposed that the development, once completed, will offer both residential and commercial accommodation. This will assist the vibrancy of the town centre through increasing the number of people living there, as well as by offering employment opportunities.

Castle Terrace, Pembroke

3.53 Other investment opportunities are the former Co-op store, which occupies a prominent position in the Main Street, the rundown Eastgate School and the potential for a Henry VII Visitor Centre in the town, the feasibility of which is presently being assessed.

4. POLICY CONTEXT

4.1 The Strategy sits within a wider policy and strategy framework at local, regional and national levels. The most relevant national, regional and local strategies are referenced below, with a brief summary of the scope of each strategic document and the potential links to the Regional Plan for Regeneration

WG Prosperity for All: The National Strategy

4.2 The Strategy is designed to drive integration and collaboration across the Welsh public sector and put people at the heart of improved service delivery. The strategy sets out a vision and actions covering each of the key themes in the Programme for Government – Prosperous & Secure; Healthy & Active; Ambitious & Learning; and United & Connected. It also identifies five priority areas – early years; housing; social care; mental health; and skills, which have the potential to make the greatest contribution to long-term prosperity and well-being. These are areas where it has been shown that earlier intervention and more seamless services can make a real difference to people's lives.

4.3 These national objectives and priority areas provide a sound backdrop for the themes and objectives in this Regional Plan for Regeneration, which will enable tailored local solutions to fill gaps around national and regional interventions as appropriate.

Swansea Bay City Region Economic Regeneration Strategy

4.4 At regional level, the Swansea Bay City Region is underpinned by the Regional Economic Regeneration Strategy (RERS) which sets out a Vision for the region that:

By 2030, South West Wales will be a confident, ambitious and connected city region, recognised internationally for its emerging knowledge and innovation economy.

4.5 The RERS encompasses five strategic aims overlaid by the imperative to close the productivity gap with the rest of Wales and the UK. The five strategic aims are:

- Business Growth, Retention and specialisation
- Skilled and ambitious for long term success
- Maximising job creation for all
- Knowledge economy and innovation
- Distinctive places and competitive infrastructures.

4.6 A partnership approach is being taken to the implementation of the Strategy across the region, with a focus on a selection of major transformational projects to achieve a step change in the performance of the regional economy funded through the Swansea Bay City Deal. Targeted regeneration activity across the region would complement the focus on growing higher added value activities through the City Deal, and would help to deliver against the strategic aims (SA) as follows:

SA1: Business Growth, Retention & Specialisation – enable the retention and growth of businesses in the region and facilitate new business creation through the provision of new commercial floorspace. Regeneration activity would also enhance the attractiveness of the target areas as locations for businesses to locate and grow, which complements the City Deal aspiration to attract new higher value businesses to the region.

SA2: Skilled & Ambitious for Long Term Success – creation of new skills development and employment opportunities through TRIP funded activities.
SA3: Maximising Job Creation for All – utilising social benefit clauses in contracts to create new employment and training opportunities for the economically inactive or unemployed.
SA4: *Knowledge Economy & Innovation* – providing new commercial floorspace that would be available for innovative, knowledge based businesses. Help create the wider environment in the target areas that technology businesses need to thrive.
SA5: Distinctive Places and Competitive Infrastructure – Regeneration activities would enhance the distinctiveness and attractiveness of the target areas, and invest in infrastructure that meets the needs of businesses and communities.

The RERS Strategic Framework is set out in Appendix 2.

Valley's Taskforce

4.7 The Ministerial Taskforce for the South Wales Valleys published a high-level plan in July 2017 "*Our Valleys, Our Future"*, which outlines its priorities for the future.
The key priorities in the Plan are:

- good quality jobs and the skills to do them
- better public services
- my local community.

Neath has been identified as a strategic hub by the Valleys Taskforce. The focus of each hub will reflect the opportunities and demand in a particular area and their aspirations for the future. Neath will focus on industrial, residential, digital and energy development. Ammanford/ Cross Hands is currently being considered as a Valleys Taskforce strategic hub by Welsh Government.

Local Wellbeing Plans

4.8 Every local council area in Wales is legally required to have a Public Services Board (PSB) whose purpose is to work collectively to improve local social, economic, environmental and cultural well-being. Each PSB is required to carry out an Assessment of Well-being to understand current levels of well-being and what matters most to local communities and to produce a Local Well-being Plan in order to improve well-being.

4.9 The four Public Service Boards in South West Wales are currently consulting on their draft Wellbeing Plans, which must address the seven goals and five ways of working set out in the Wellbeing of Future Generations Act (Wales). All four draft Local Wellbeing Plans have a focus on strengthening communities. The Regional Plan for Regeneration will help to deliver against the local wellbeing objectives in each target area.

4.10 Links to other Programmes:

European Regional Development Fund: A range of investments are planned or underway in the target areas including Harbourside Transport Hub and Swansea Kingsway Infrastructure.
Building for the Future: The region has prioritised a list of building projects for this Welsh Government led programme that complements the TRI programme.
Town Centre Loan Fund: Local authorities in the region are operating schemes under the Welsh Government TCLF initiative. The Loan Fund provides additional resources to plug gaps in funding packages on a repayable loan basis.

5. AIMS AND OBJECTIVES

5.1 As outlined in the Regional Context, the region suffers from issues of low productivity and business growth, worklessness, deprivation, low skill levels, low incomes and struggling commercial areas, with vacant premises and declining footfall.

5.2 To address the region's economic underperformance, the City Deal investment is focusing on digital infrastructure, health and wellbeing, energy and smart manufacturing. The City Deal will create wealth and new employment opportunities in the region, particularly in higher added value areas, to help close the productivity gap with the UK. To complement this, and help tackle the deprivation across the region, there is a need for targeted regeneration investment in key locations to create the right infrastructure and environment to support business growth and job creation.

5.3 The overview of each target area in Section 3.0, highlights the key issues that need to be addressed in each area. The following issues recur as important factors that need to be addressed across the region:

- Dealing with vacant premises, for example in High Street, Swansea, Llanelli town centre and Pembroke.
- The need to increase footfall in flagging commercial districts, for example in Ammanford and Morriston.
- Creating flexible, modern, affordable, floorspace for business growth, for example in Neath, Swansea City Centre and Haverfordwest.
- Increasing housing and urban living opportunities, for example in Port Talbot, Neath, Swansea City Centre and Llanelli.
- Community facilities for co-location of key services, for example in the Neath Port Talbot Valleys, Ammanford and Llanelli
- Public realm and essential enabling infrastructure requirements for key sites, such as Crown strategic employment site, Neath and Hafod Morfa Copperworks.

5.4 As a result of our work under the Vibrant and Viable Places programme 2012 – 2017, and three generations of EU funding programmes, a range of interventions have made significant inroads into the transformation of key urban centres and districts. Investments planned in the context of this new Regeneration Plan build carefully on these previous investments, and support the small to medium scale schemes that underpin and provide the glue between the major infrastructure and buildings schemes, either in place or planned, through new City Deal investment. Examples of previous work that will influence the new work programme include:

- Implementation of mixed-use developments attracting modern, flexible business uses
- Urban living schemes transforming redundant commercial space into new uses, adding vibrancy to previously derelict and run down spaces.
- Property enhancement schemes that have transformed dilapidated buildings in poor condition to bring space back into new commercial use.
- Investments in essential infrastructure to provide connectively for all modes of transport from walking through to improved bus access to key employment zones.
- Demolition, site preparation and essential infrastructure to enable new development
- Improving the energy efficiency of older housing stock

5.5 The opportunity to formulate a Regional Plan for Regeneration for deployment of Welsh Government Regeneration funding enables partners to bring focus to developments in target

areas across South West Wales for the short, medium and long term, providing a strand of project development and implementation that dovetails effectively with larger scale investment through the Swansea Bay City Deal. The programme will also complement a wide range of European Structural and Investment Fund activity across all component funds including regional development, people development, rural development and coastal and fisheries development.

5.6 In light of the regional context, key issues and SWOT analysis, and based on needs coming through our existing networks in each target area and implementation of recent regeneration initiatives, the Regional Plan for Regeneration would seek to align local need with the above strategic drivers as follows:

REGENERATION STRATEGIC AIMS AND OBJECTIVES	PROSPERITY FOR ALL	SBCR ERS
Strategic Aim 1: Support the growth of local businesses The region suffers from a small business base, there are too few businesses and those we have are not growing quickly enough. It is important that our start-up and growing businesses are able to find suitable accommodation that fully meets their requirements.		
Objective 1: Ensure supply of suitable business premises	Prosperous & Secure	Distinctive Places and Competitive Infrastructure
Objective 2: Repurposing or replacement of outdated commercial buildings	Prosperous & Secure	Distinctive Places and Competitive Infrastructure
Objective 3: Improving the quality of commercial and retail floorspace	Prosperous & Secure	Distinctive Places and Competitive Infrastructure
Strategic Aim 2: Increasing Sustainable Living There is a need to increase the number, and quality, of homes in target areas. This will meet the demand for additional housing, and improve vibrancy of these communities, increasing footfall and expenditure in the local economy, which will help to sustain local businesses.		
Objective 4: Increasing the number of people living within our target areas	United & Connected / Housing priority	Distinctive Places and Competitive Infrastructure
Objective 5: Repurpose vacant buildings into housing units to increase the number of homes in these areas	United & Connected / Housing priority	Distinctive Places and Competitive Infrastructure
Objective 6: Enhancing the quality of housing stock, in particular the energy performance of homes	Healthy & Active/ Housing priority	Distinctive Places and Competitive Infrastructure
Strategic Aim 3: Building vibrant communities The target areas provide important local service functions with access to employment, leisure, community and cultural facilities at their core. This mix of activities brings vibrancy to these communities and enhances their viability by helping to differentiate the offer from competing centres (including out of town developments).		
Objective 7: Create environments where community links are broadened and deepened, and where there is continued access to local facilities that bring people together.	United & Connected	Distinctive Places and Competitive Infrastructure

Objective 8: Encourage mixed use development to improve viability of target areas	United & Connected	Distinctive Places and Competitive Infrastructure
Objective 9: Enhance leisure, community and heritage & cultural facilities.	United & Connected	Distinctive Places and Competitive Infrastructure
Objective 10: Enabling infrastructure to enable site development and preparation, and to enhance the physical and natural environment within the target areas and / or improve access to, and within, them.	United & Connected Healthy & Active	Distinctive Places and Competitive Infrastructure

Strategic Aim 4: Maximising the Impact of regeneration investment The region suffers with issues of worklessness, low skill levels and business growth. Generating social benefits through Targeted Regeneration Investment Programme funded activities would help create employment and training opportunities for workless individuals, and support local businesses by encouraging local sourcing.		
Objective 11: Utilise social benefit clauses in TRIP funded activities, as appropriate for the level of investment, to generate the following: • Targeted recruitment and training – to create work experience, training and employment opportunities for the long term unemployed and inactive in our communities, linking with local employability provision such as Workways+ and Communities for Work; • Supply Chain initiatives – enabling local service suppliers and small & medium enterprises to bid for sub-contract and service supply opportunities; • Contributions to Education – working with schools and colleges, providing short term work experience, mentoring, career talks etc.; • Community Initiatives – contributing to community facilities, events, engagement, volunteering, or other services to support community groups.	Prosperous & Secure Ambitious & Learning United & Connected	Business Growth, Retention & Specialisation Skilled & Ambitious Maximising Job Creation for All

6. OVERVIEW OF KEY PROJECTS

6.1 To address the key issues identified in the target areas, and deliver the aims and objectives of the Regional Plan for Regeneration, the following thematic areas for investment have been identified:

Property Enhancement Development Grant (PEDG)

6.2 As outlined in the Regional Economic Context, much of the commercial and retail floorspace across the region is low quality and does not meet the needs of businesses. In addition, a significant amount of floor space in the target areas is vacant or derelict and does not contribute to the vitality of the local areas. The primary purpose of this grant is to enhance building frontages and bring vacant commercial floorspace back into beneficial business use. To supplement this, grant funding could also be provided for development projects that would create new commercial floorspace in target areas, where a need for this has been identified. The PEDG will support start-ups and growing businesses in the target areas, and directly meet Strategic Aim 1, Objectives 1 – 3.

6.3 This grant fund replicates the successful Property Enhancement Development Grant Schemes run under the previous Vibrant & Viable Places programme, and will adopt the same guidelines and procedures.

Target Areas for Intervention: All target areas

KPIs attached to the grant:
Number of jobs accommodated
Investment induced
Enterprises accommodated
Non-residential premises created or refurbished (number and sq.m.)
Number of non-residential units brought back into use

Sustainable Living Grant

6.4 As outlined above, and previously in the Regeneration Plan, a significant amount of floor space in the target areas is vacant or derelict and does not contribute to the vitality of the local areas. The Sustainable Living Grant will support the conversion of vacant commercial floor space into new homes, and can be used alongside PEDG and other initiatives to ensure comprehensive mixed-use regeneration of properties. This will bring new tenants into the target areas, including young professionals, which will support the local economy and create a safer, more sustainable environment. This directly addresses Strategic Aim 2 to increase the number and quality of homes in target areas.

6.5 The grant scheme will build on the successful Homes Above Shops Schemes run under the previous Vibrant & Viable Places programme.

Target Areas for Intervention: All target areas

KPIs attached to the grant:
Number of additional housing market units
Number of additional social housing units delivered
Number of additional intermediate housing units delivered

Investment induced

Strategic Projects

6.6 In addition to the PEDG and Sustainable Living Grant funds, TRIP funding will support a portfolio of strategic projects that meet the Strategic Aims and Objectives of the Regeneration Plan and will contribute to the economic regeneration of the target areas. To a degree, this portfolio of projects will need to be fluid to capitalise on future regeneration opportunities that may arise in the target areas. As an example, strategic projects are likely to include:

- Development of Community hubs – there is the potential for community hub developments in Ammanford, Llanelli and the NPT Valleys for example. These would address objectives 7 & 9 of the Regeneration Plan, to provide access to local services and improve community facilities.
- Development of Transport hubs and improved connectivity – transport hubs have been identified as potential projects in Neath and Llanelli, for example, which would align with objective 10 of the Regeneration Plan to improve access to, and within, target areas.
- Retail & Leisure – potential projects include Haverfordwest Riverside Redevelopment and Swansea Market, for example, which would contribute to Strategic Aim 1 to support the growth of local businesses, and Objective 9 to enhance leisure facilities in target areas.
- Hafod Morfa Copperworks – Project Development Funding would be needed to undertake detailed design of the required site infrastructure, followed by capital funding for the infrastructure works. This aligns with Objective 9, to improve heritage & cultural facilities, and objective 10 to provide site infrastructure.
- Enabling infrastructure – footpaths/ walking & cycling routes, greenspace, public realm, site infrastructure, which directly addresses Objective 10.
- Homes As Power Stations – which will contribute to sustainability and energy efficiency of homes, and support objective 6 to enhance the quality of housing and the energy performance of homes.
- Property acquisitions, preparation, redevelopment and / or demolition – potential projects have been identified in Neath, Port Talbot, Llanelli, Haverfordwest and Pembroke that would support Strategic Aim 1 to grow local businesses.

KPIs that could be attached to a strategic projects:
Non-residential premises created or refurbished (sq.m. or number)
Number of non-residential units brought back into use
Investment induced
Number of jobs accommodated
Enterprises accommodated
Hectares of land developed
Number of households helped towards securing improvements in the energy performance of their homes

6.7 All potential TRIP strategic projects would be subject to project assessment, prioritisation and approval through the local and regional governance arrangements, as set out in Section 7.

Projects Delivery Plan

6.8 An indicative allocation of funding across the three thematic areas for investment, and by financial year, is set out in Table 2 below. This is based on the regional project proposals table as it stands on April 25th 2018.

Table 2: Indicative Project Delivery Plan

	2018/19	2019/20	2020/21	Totals
Property Enhancement Development Grant	650,000	1,400,000	2,250,000	4,300,000
Sustainable Living Grant	350,000	1,225,000	1,800,000	3,375,000
Strategic Projects	1,900,000	8,500,000	8,825,000	19,225,000
Project Development Funding	100,000	-	-	100,000
Totals	3,000,000	11,125,000	12,875,000	27,000,000

7. PARTNERSHIP & GOVERNANCE ARRANGEMENTS

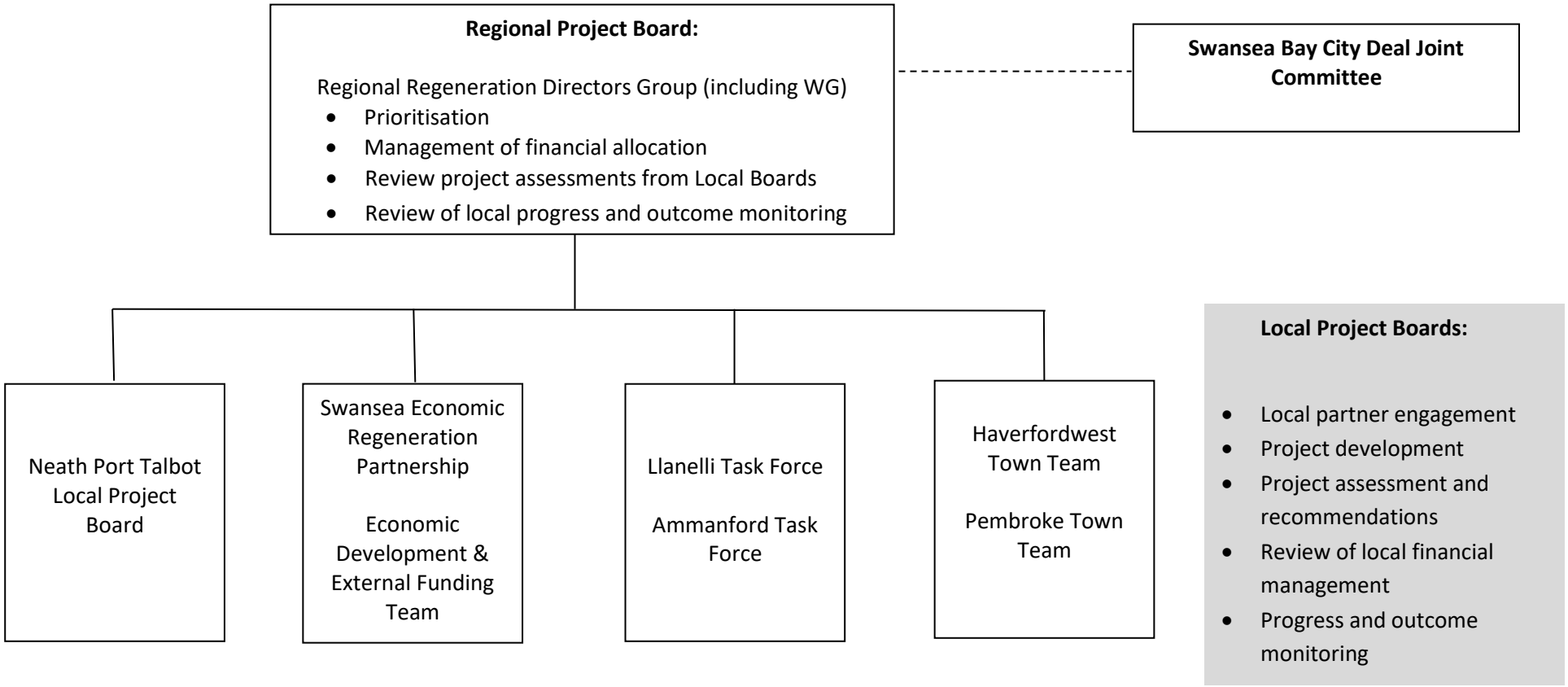
7.1 The South West Wales region has worked closely across a broad partnership led by local government Regeneration Directors and supporting officers over the past decade to deliver and collaborate on a range of regeneration initiatives, and to ensure that resources coming into the region have the greatest strategic impact. The initial focus was the EU Convergence programmes 2007-2013, which saw effective prioritisation, creation, implementation, and detailed monitoring of a suite of regionally-administered schemes in line with the themes of the EU programmes. This included development of the *Regional Learning Partnership for South West Wales*, which paved the way for the other skills and learning partnerships. In preparation for the 2014-2020 phase of EU funding, the region came together to produce the *South West Wales Economic Regeneration Strategy to 2030.* Development of the strategy was an intensive piece of work with cross-sector consultation.

7.2 Formal governance structures were created initially around the WLGA regional boards, drawing in key partners for specific pieces of work. This structure continues to underpin regional governance. Subsequent structures have been implemented such as the *Swansea Bay City Region* Board, and more recently the shadow governance arrangements for the Swansea Bay City Deal. All of this work has maintained the longer term regionally focussed model of economic development in mind. The City Deal structures have a higher level focus on major strategic projects, and due to the weight of the funding risk, tends more to the partners shouldering the investment burden. The TRI programme is aimed at a tier of investment that supports a layer of enabling work through strategic projects of a smaller scale, but requiring a more substantial input from a wider partnership. This strategy will go with the grain of existing local cross-sector regeneration partnership arrangements linking to a lighter touch regional programme board using the tried and test regional local government-led regeneration structures ensure strong cross-sector partnership development of projects and thorough prioritisation, with clear decision making.

7.3 To enable best use of existing partnership engagement structures, the Regional Project Board comprising Regeneration Directors and supporting officers will take inputs from existing local boards in each local authority area that comprise the necessary partnership make-up for the programme (public, private, third sector inc. RSLs). See Figure 1 below. This structure will maximise partnership engagement without creating further unnecessary levels of bureaucracy at regional level, whilst still allowing an effective regional overview.

7.4 Local project boards in each local authority area, comprise a wider partnership representation from the public, private and voluntary sectors. These partnerships will provide a focal point for bringing together the results of effective engagement with stakeholders within local communities to help identify priorities and support the development and delivery of projects and programmes. This granular level of engagement is necessary to ensure the best projects are selected to enable realisation of the carefully selected aims and objectives set out in Section 5. Each local authority has an existing partnership that can perform the local project board function, as outlined in Figure 2. The local boards will be responsible for developing projects, based on local on the ground input, before submitting final proposals to the regional board for review and approval.

Figure 2: Governance Structure



7.5 To enable realisation of the programme and avoid excessive and unaffordable bureaucracy, the regional project board will review projects and provide final approval for project or programme proposals received from each local board, to ensure fit with the strategy, its objectives and outcomes. The existing Regional Regeneration Directors Group, which includes representation from the Welsh Government, will act as the regional board for the TRI Programme, and manage the expenditure profile for the region and monitor outputs. Experience from the Convergence programmes in particular demonstrates the capacity in the region to undertake this role. The Regional Regeneration Directors Group will provide regular updates to the City Region Joint Committee on project prioritisation, spend and delivery.

7.6 To ensure that projects are not developed in isolation, as part of the development and appraisal process at both local and regional boards, all proposals would need to demonstrate how targeted investments will add value to, and complement other existing and proposed investments and explore regional partnership arrangements where appropriate.

7.7 Draft governance terms of reference and duties are outlined in Appendix 3.

Project delivery model

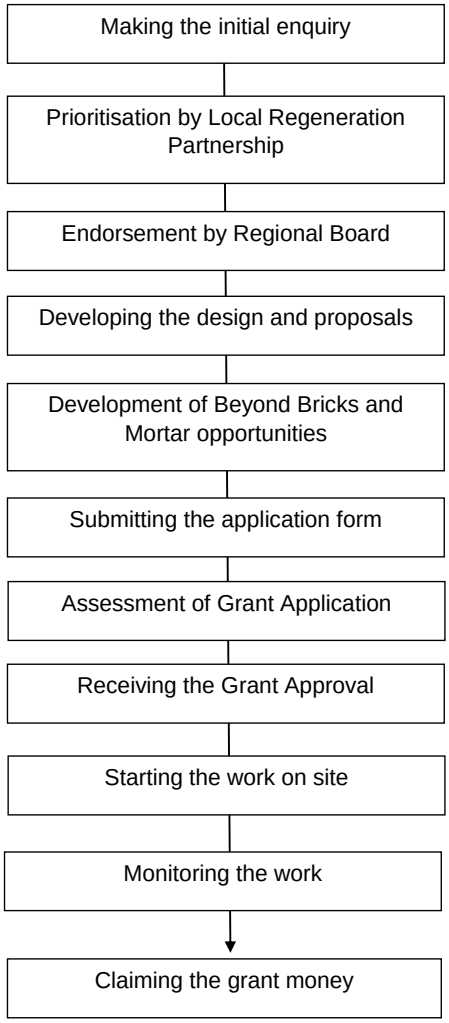
Strategic Projects

7.8 Strategic projects are projects of scale that are likely to have a transformational impact on the wider region. These projects will be prioritised by the Regional Board, and submitted direct to Welsh Government by the relevant local authority. A project application will be submitted to Welsh Government, appraised, and if approved an award letter issued to the local authority. Progress will be reported to the regional board. Project management costs of up to 5% will be included within the project as management 'fees'.

Property Enhancement Development Grant (PEDG) and Sustainable Living Grant (SLG): Thematic Grant Schemes

7.9 Under the previous VVP programme, PEDG and SLG-type grants were sometimes delivered in tandem, and tended to be local schemes. Although modest in scale, the impact of these projects on the vibrancy of otherwise run down under-utilised areas in city and town centres has been dramatic, and succeeded in stimulating private sector investment in buildings, but also more importantly, the businesses occupying those buildings. Grant rates will need to fall within appropriate state aid limits and invoke the relevant exemptions or de minimis cover. Grant interventions would average £50 –£500k against a maximum total project cost of £1m. Housing-related interventions must comply with the complex rules relating to housing revenue support schemes, considered on a case-by-case basis. The process for administering PEDG and Sustainable Living Grants is set out in Figure 3. The full grant application process is outlined in Appendix 4.

Figure 3: Process for PEDG and Sustainable Living Grants



7.10 Welsh Government is seeking a more regionalised approach to the administration of TRIP 'thematic' projects, so it has been agreed regionally that Swansea Council will manage the administration of the PEDG and SLG. Collaboration agreements will be established with all South West Wales local authorities to enable local administration of indicative allocations and grant award under each project for their local settlements. Scheme parameters will be agreed at regional level, but this will include the scope to vary grant intervention rates according to local need, and adapting the focus of the grants to the identified strategic needs of the settlements in each area, reflecting the content of the agreed regional Regeneration Plan. All projects will be prioritised and approved by local boards (regeneration partnerships or equivalent), and signed off by the Regional Board with visibility of the programme at the Swansea Bay Joint Committee.

7.11 Regional and local European Structural and Investment programmes generally operate a project management fee of up to 10%. This ensures schemes are administered to a high quality and are fully able to service end beneficiaries and WEFO systems. To ensure scheme quality, this is generally utilised to the maximum. In the past, large projects have attempted to operate at a lower percentage, but generally struggled with resources resulting in a poor quality project lacking the skillsets needed to ensure smooth and timely

programme management. Administration of a regional programme does require additional resources at regional and local level if it is to be done effectively. An 8% fee is proposed for the regional and local management of the thematic grant schemes under TRI, which is considerably less than the 10% allowance under ESI Programmes. Whilst some EU requirements justify a higher rate of 10%, many of the TRI requirements are based on Structural Funds procedures and will require substantial work to service them. In the past this resource was absorbed at local level to some extent, but diverted staff considerably from their day jobs – and local authorities no longer have the spare capacity needed to service these requirements effectively from within core resource.

7.12 It is proposed that the regional lead LA will use 3% of the budget for thematic grants (PEDG and SLG) to facilitate management, administration and the secretariat function at a regional level. Tasks will include collating claims data from the 4 LAs, financial and output monitoring, preparation of monitoring reports for Regional Board and submission of timely quarterly claims to WG. In terms of core regional support from Swansea, the programme will follow the external funding model whereby rather than fund standalone officers, time for different functions and expertise is 'purchased', e.g. financial support, monitoring. This results in a leaner more sustainable approach for programme support, and ensures continuity during leave or extended absences

7.13 Each LA will be allocated a share of 5% of the thematic grants (i.e. not 5% each) for scheme development and implementation at the local level. Regional colleagues have agreed this is a fair distribution. The 5% is split four ways to ensure parity of staffing support across the region. On the basis that the grants are often combined in a single building and very much awarded on local context and impact, the local management fee will ensure that individual South West local authorities retain the ability to oversee local arrangements. Local tasks would include supporting scheme development, site visits and ongoing contact with developers, financial due diligence checks, monitoring and supervision of procurement to ensure compliance, liaison with LA legal, planning and finance teams.

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Project Assessment Criteria for Strategic Projects

7.14 The project assessment and approval process for strategic projects will operate as a rolling programme based on needs identified by local regeneration teams on an ongoing basis. The Regional Project Board will take decisions on balancing demand with the needs outlined in this Strategy, and the relative importance of the strategic objectives of the Strategy, based on inputs from the Local Project Boards. The proposed project assessment criteria are set out below:

PROJECT ASSESSMENT CRITERIA – STRATEGIC PROJECTS
1. Is the application fully completed?
2. Will the project deliver to the targeted settlements?
3. Does the organisation applying for TRI support have the ability/capacity to deliver e.g. Staffing, administration systems, funding etc.?
4. Is the organisation in a position to provide the required match funding towards funding their project?
6. Does the proposed project clearly contribute to meeting the strategic objectives contained within the approved Regional TRI Strategy? In particular:

a) to what extent does the project contribute to the achievement of the TRI Strategy? b) how does the project complement other activities covered by other relevant initiatives? c) how does the project respond to and is consistent with identified need? d) how far is the project support by evidence of actual or prospective demand (including assessment of potential displacement of existing activities) e) how far is the intervention and delivery method appropriate? f) does the proposal have realistic and measurable milestones with performance indicators, including cross-cutting themes indicators developed within them g) how dependent is the activity on TRI support to achieve its outcomes? h) is the proposal value for money in terms of costs vs outcomes i) is there a clear exit strategy?
7. Is the proposed activity and expenditure eligible under TRI rules?
7. Does the idea have clearly defined goals and SMART objectives?
8. Is the project realistic and to an appropriate scale?
9. Is there a clear explanation of the proposed expenditure?
10. Does the project complement other activities proposed against the TRI Strategy and other relevant strategies as detailed in the TRI Strategy?
11. Is there firm evidence of need for the proposal?
12. Is the proposal appropriate for the local area and consistent with the needs set out in the TRI Strategy?

7.15 Local regeneration teams are already working closely with a range of partners to achieve appropriate regeneration investment in the identified settlements. The success of the previous VVP investments in the region was as a result of the work of experienced facilitators able to work on the ground within communities with micro-enterprises, community groups and the wide range of other local stakeholders to broker discussions on difficult buildings or sites to stimulate their regeneration potential. The TRI programme provides an opportunity to bring forward a range of schemes that would not otherwise be possible. Therefore the intention is to align processes to ensure the administrative burden of the programme is kept as light as possible to ensure it adds value to existing regeneration activity.

7.16 Swansea Council will act as the TRI support for the Regional Project Board, to collate recommendations and data from local project boards, and prepare light touch progress review and monitoring documentation. As far as possible this process will ‘go with the grain’ of existing procedures to ensure the focus remains on delivering regeneration rather than servicing bureaucratic structures, and advising on balancing of financial allocations across the financial years of the programme.

7.17 It is important that a monitoring and evaluation model is put in place for the TRI Programme by the Welsh Government, to set the baseline and help determine what success will look like.

Project monitoring

7.18 All project activity underpinning the TRI Strategy will be monitored formally by the Regional Board at regular intervals. The main tool for enabling effective monitoring will be the distribution of Quarterly Monitoring Reports covering all expenditure and achievement against outputs. Reports will include:

- A brief report on progress for the preceding quarter
- Expenditure to date
- Progress against outcomes
- Forward look role
- Any other relevant information

7.19 Where projects are not achieving performance to profile, the Regional Board will take appropriate action to resolve the situation.

7.20 The Regional Project Board (shadow) has already discussed the implications of the limited resources available, and has agreed that prioritisation of resources will be essential to gain maximum impact. As such, this means a more focussed approach to project development working through existing partnership arrangements via local regeneration teams. This will include early quick wins building on previous VVP activity.

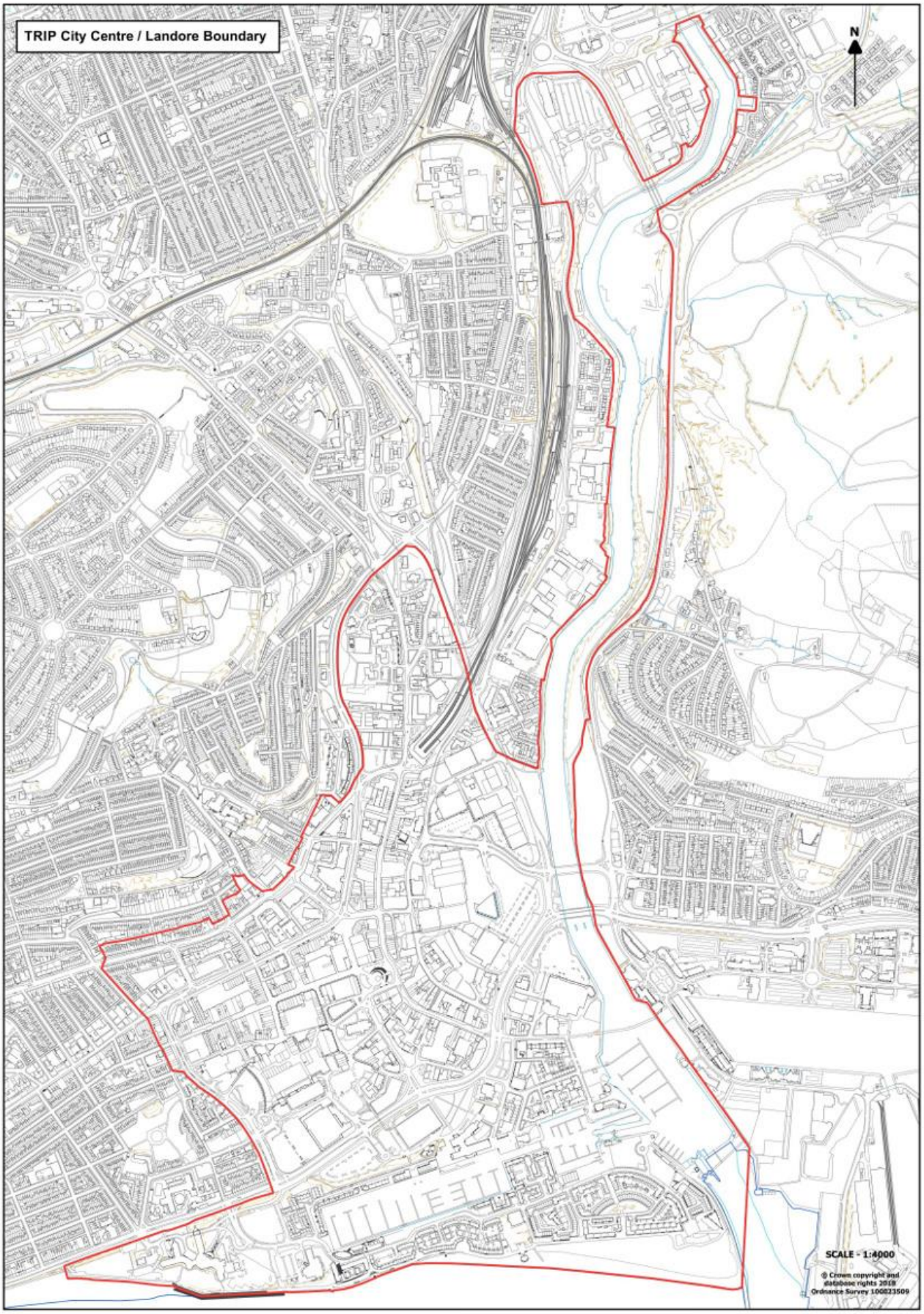
Budget allocation

7.21 Each authority has provided a proposed list of schemes that fall under the three categories of project outlined above, that add up to the total proposed budget of £27m for South West Wales. The thematic grant budgets are a single 'pot' for each scheme, with indicative allocations for each authority. Any variances in use of budget will be formally signed off by the Regional Project Board, on the basis of honest and frank assessments of the status of projects, and acute awareness of the financial year constraints the programme has to operate under, and the reality of projects being able to deliver and complete in the necessary timescales. A prioritised pipeline of reserve schemes will be maintained for all three categories of project, to be reviewed and updated quarterly, as it is recognised that circumstances for individual schemes can change rapidly.

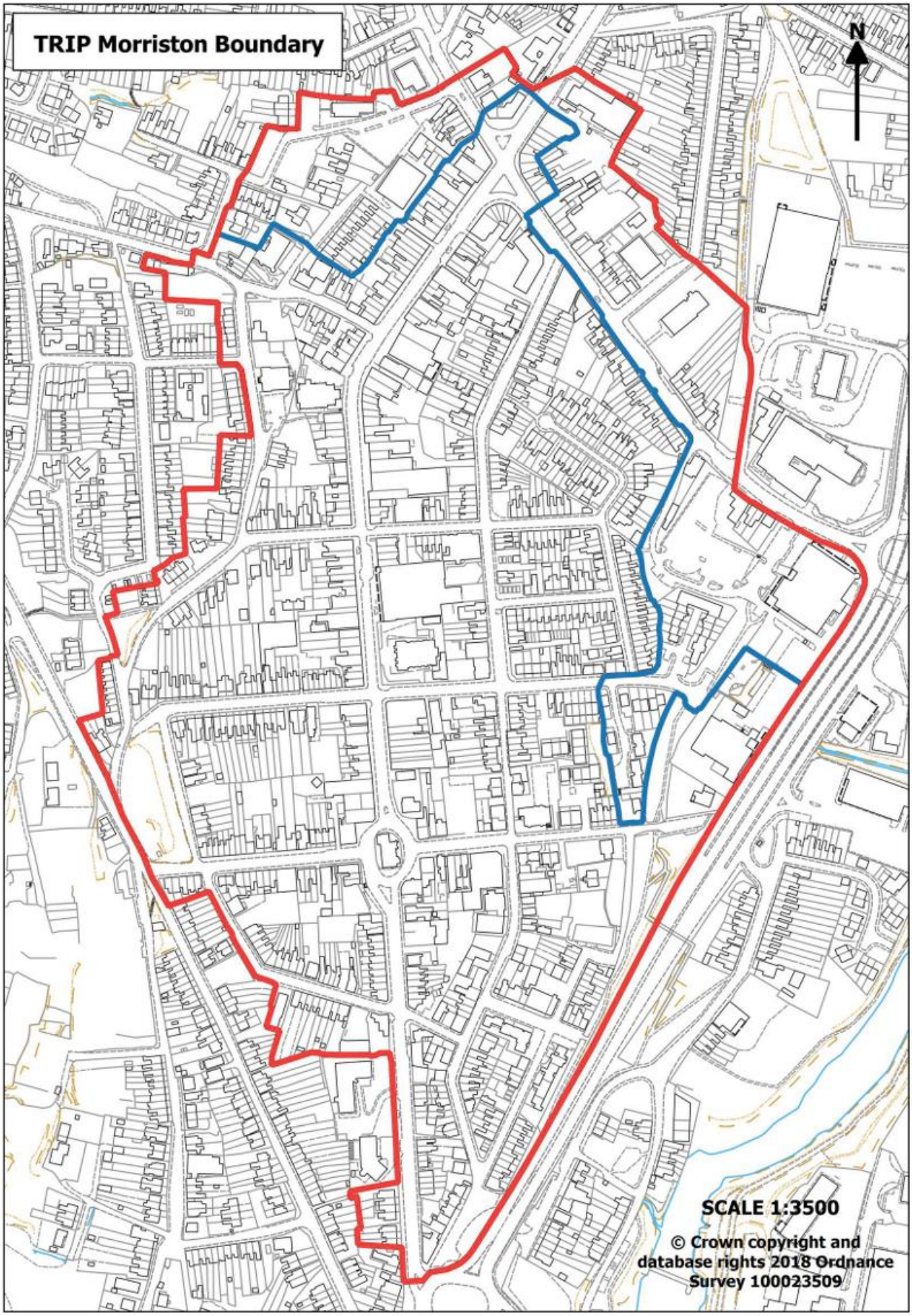
Appendix 1 – Target Areas Maps:

- Swansea City Centre & Tawe Riverside Corridor
- Morriston
- Ammanford
- Llanelli
- Haverfordwest
- Pembroke
- Neath
- Port Talbot
- Neath Port Talbot Valleys

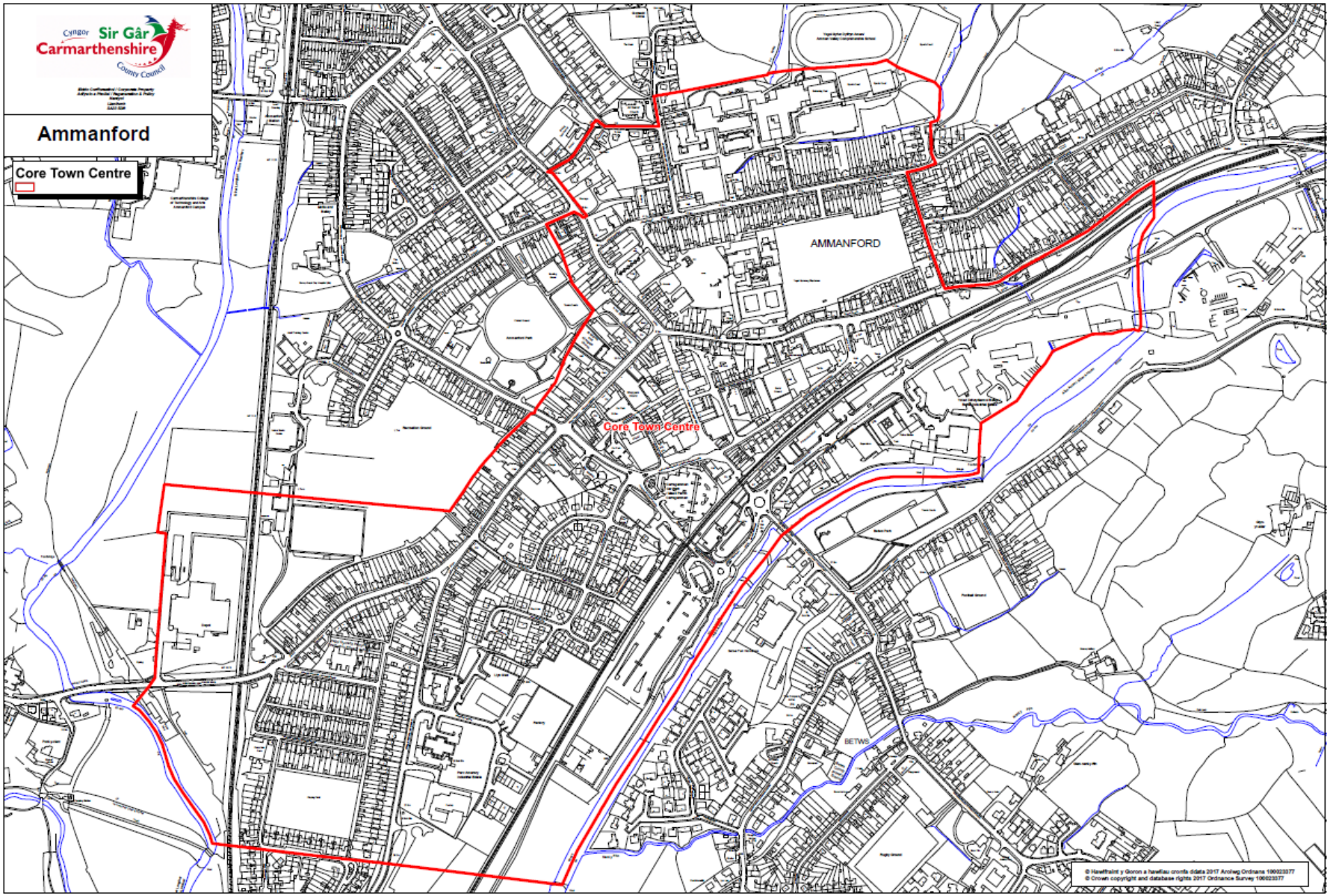
Swansea City Centre & Tawe Riverside Corridor Boundary



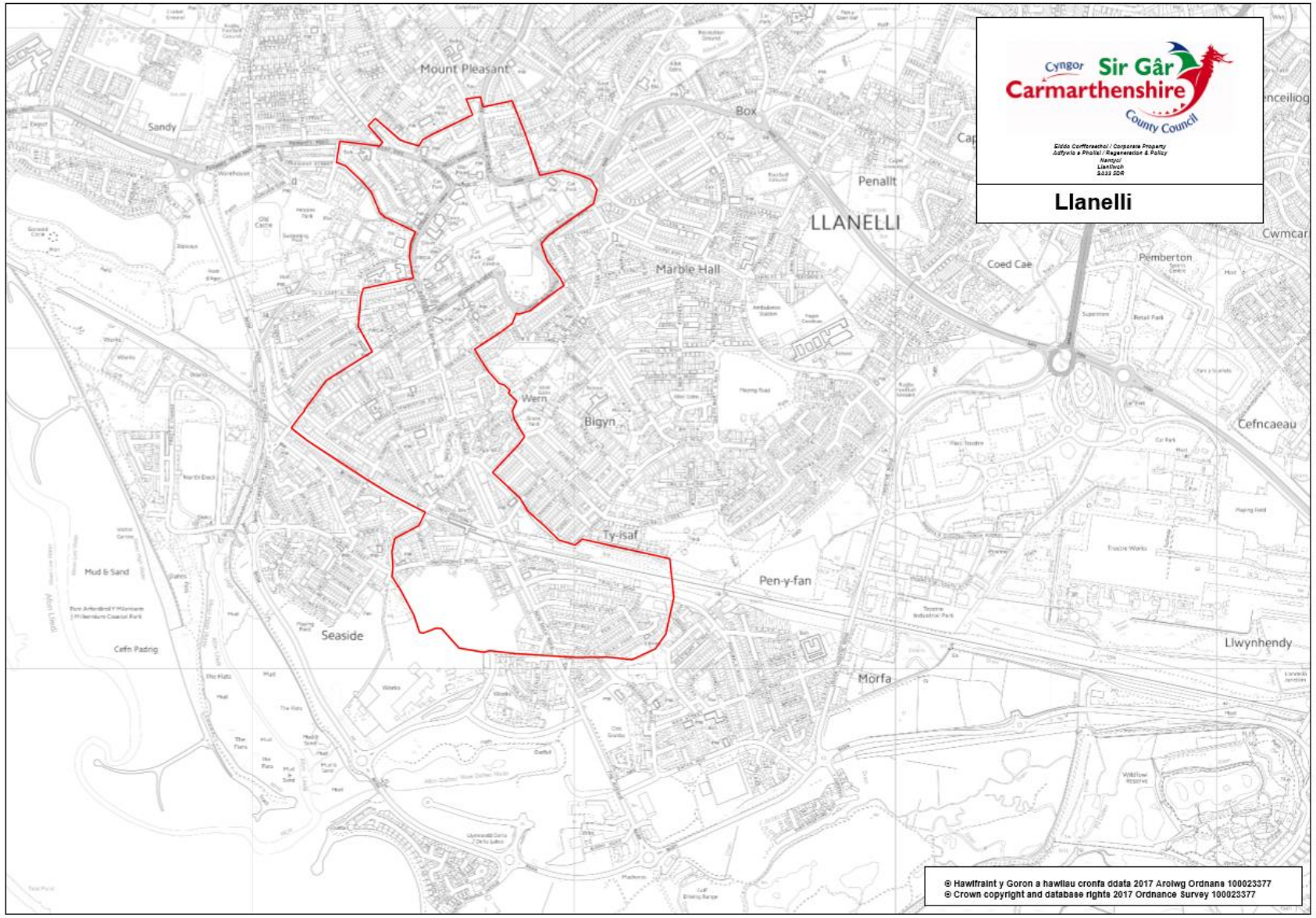
Morriston Boundary



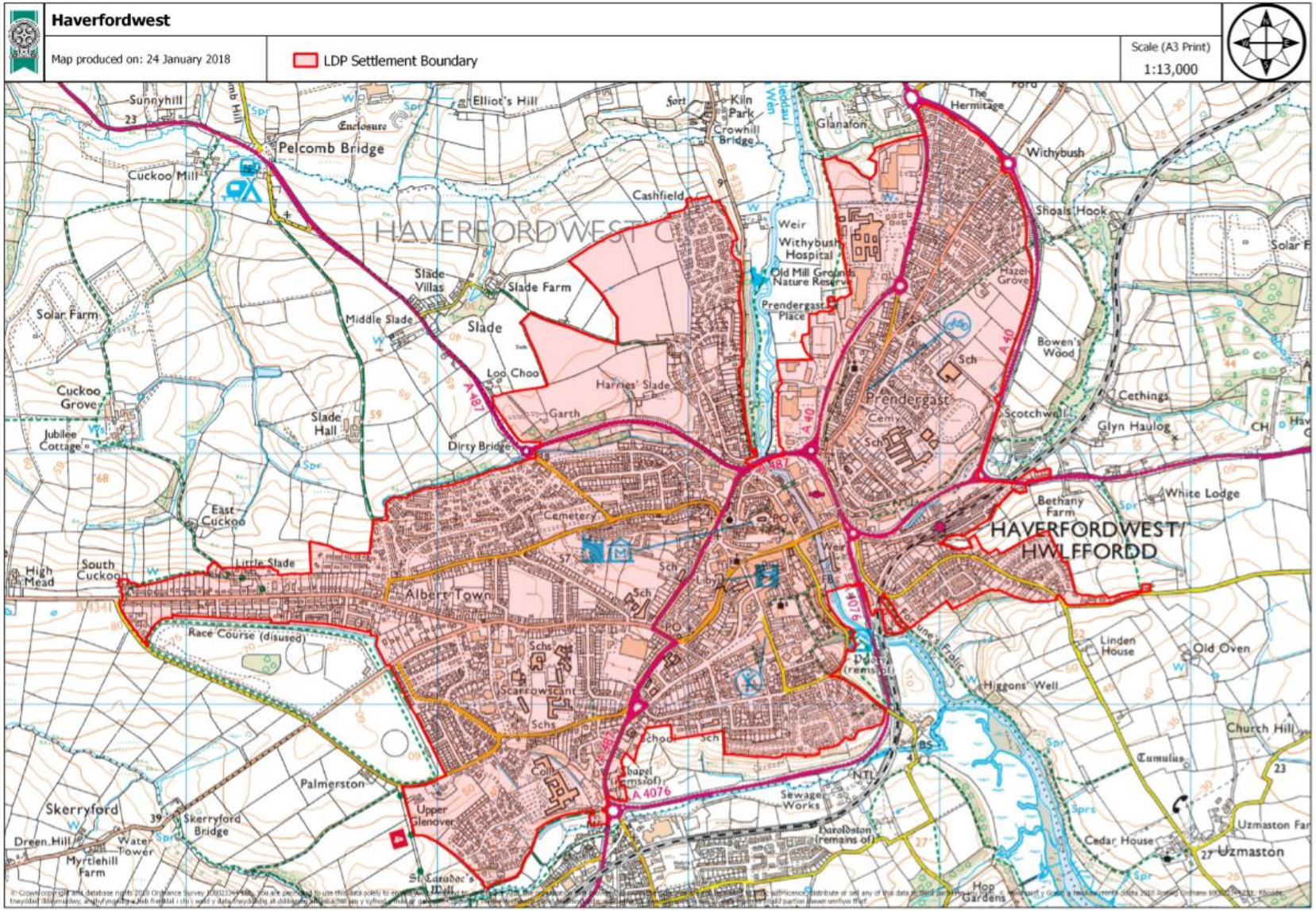
Ammanford Boundary



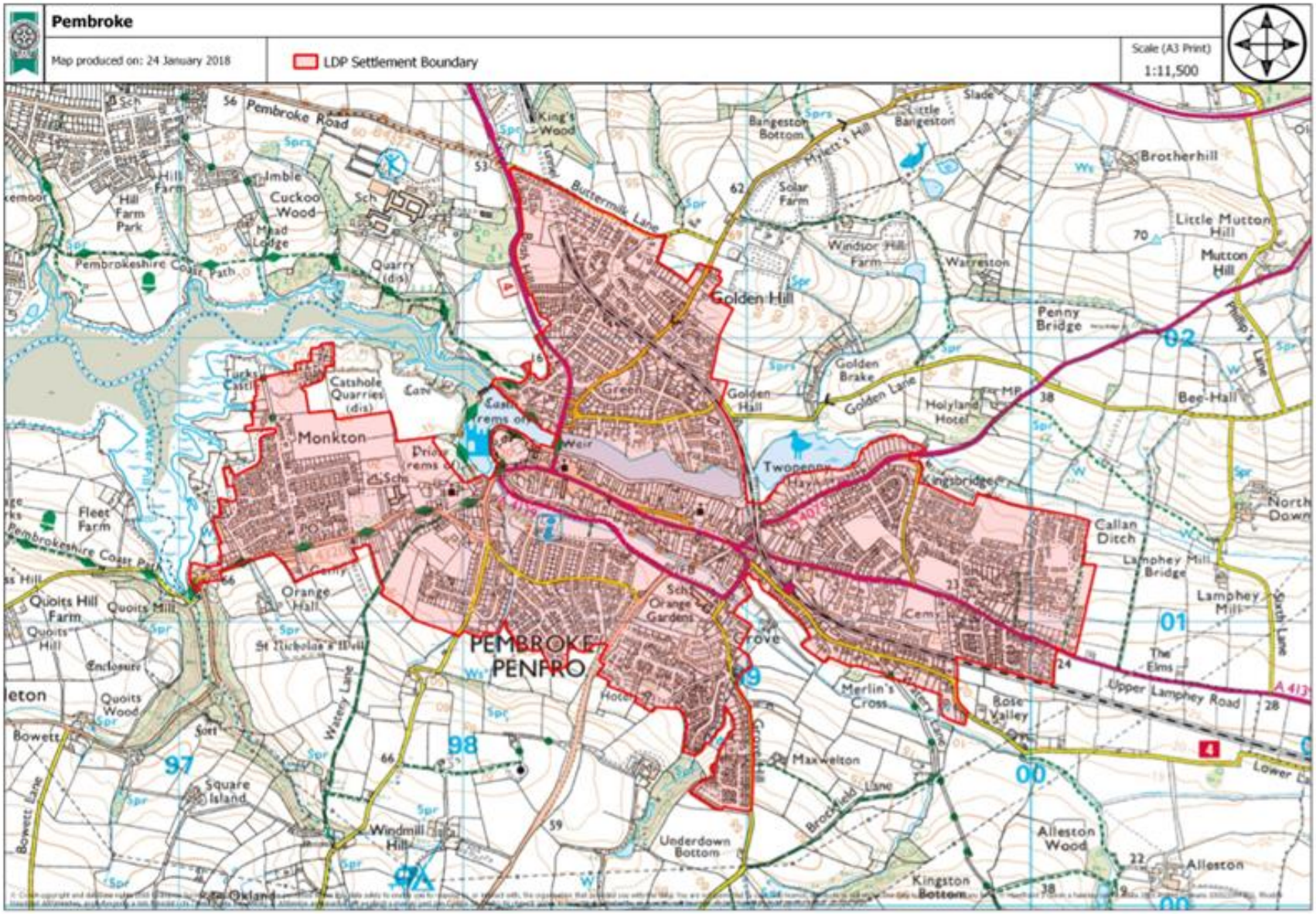
Llanelli Boundary



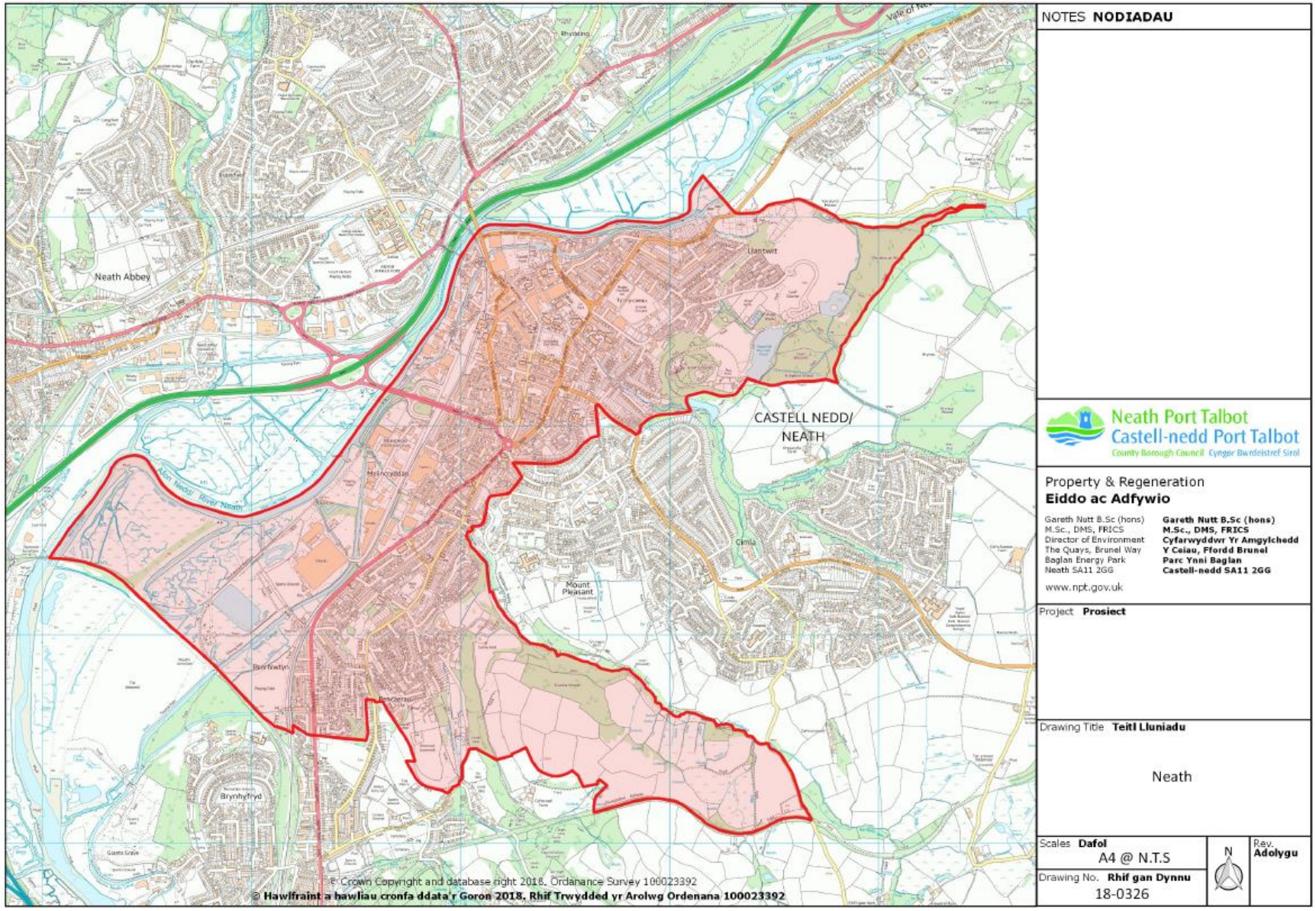
Haverfordwest Boundary



Pembroke Boundary



Neath Plan


NOTES NODIADAU
Neath Abbey
CASTELL NEDD/
NEATH
Llantwit
Melincryddan
Mount Pleasant
Cimla
Brynhyfryd
Neath Port Talbot
Castell-nedd Port Talbot
County Borough Council Cyngor Bwrdeistref Sirol
Property & Regeneration
Eiddo ac Adfywio
Gareth Nutt B.Sc (hons)
M.Sc., DMS, FRICS
Director of Environment
The Quays, Brunel Way
Baglan Energy Park
Neath SA11 2GG
Gareth Nutt B.Sc (hons)
M.Sc., DMS, FRICS
Cyfarwyddwr Yr Amgylchedd
Y Ceiau, Ffordd Brunel
Parc Ynni Baglan
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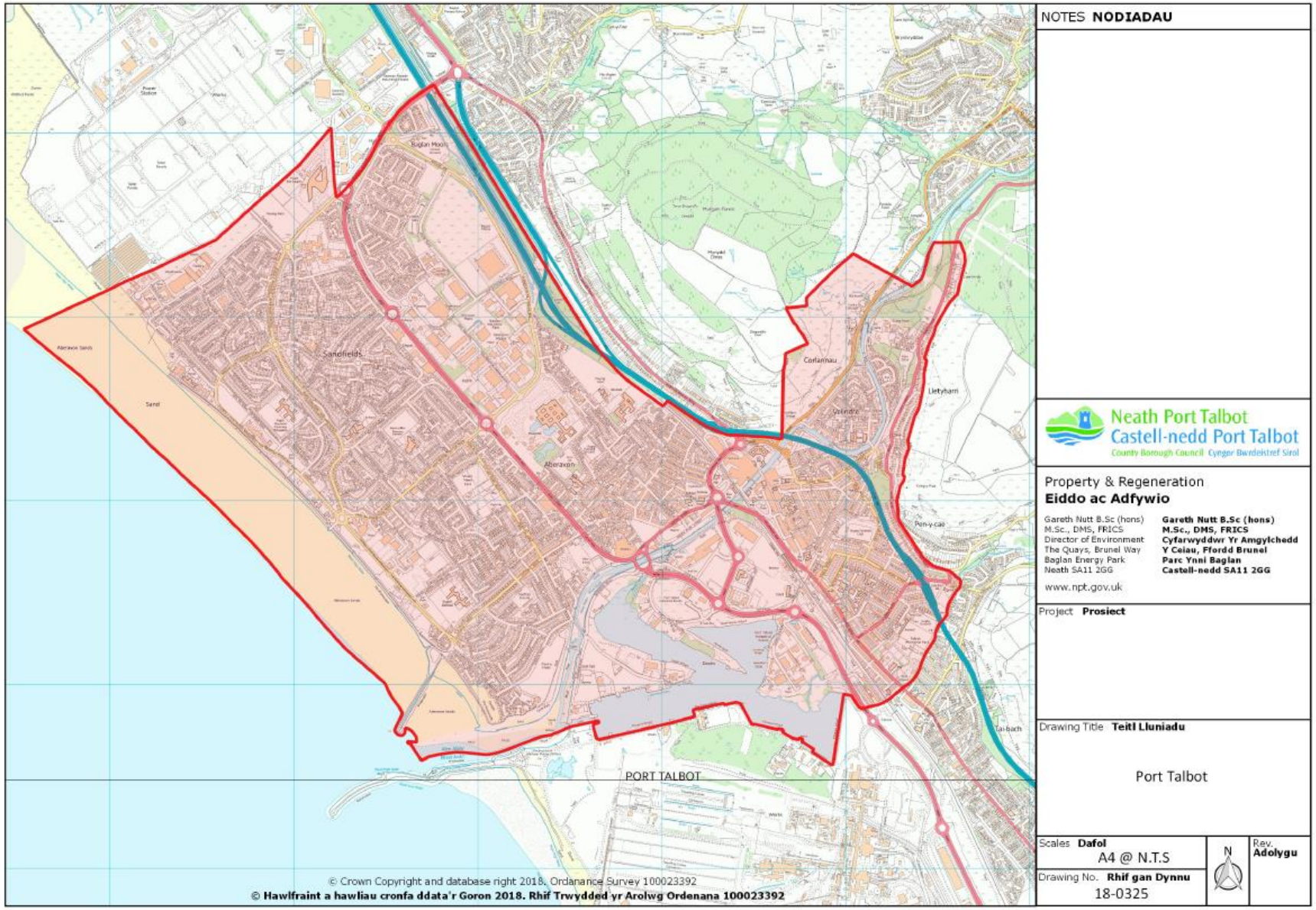
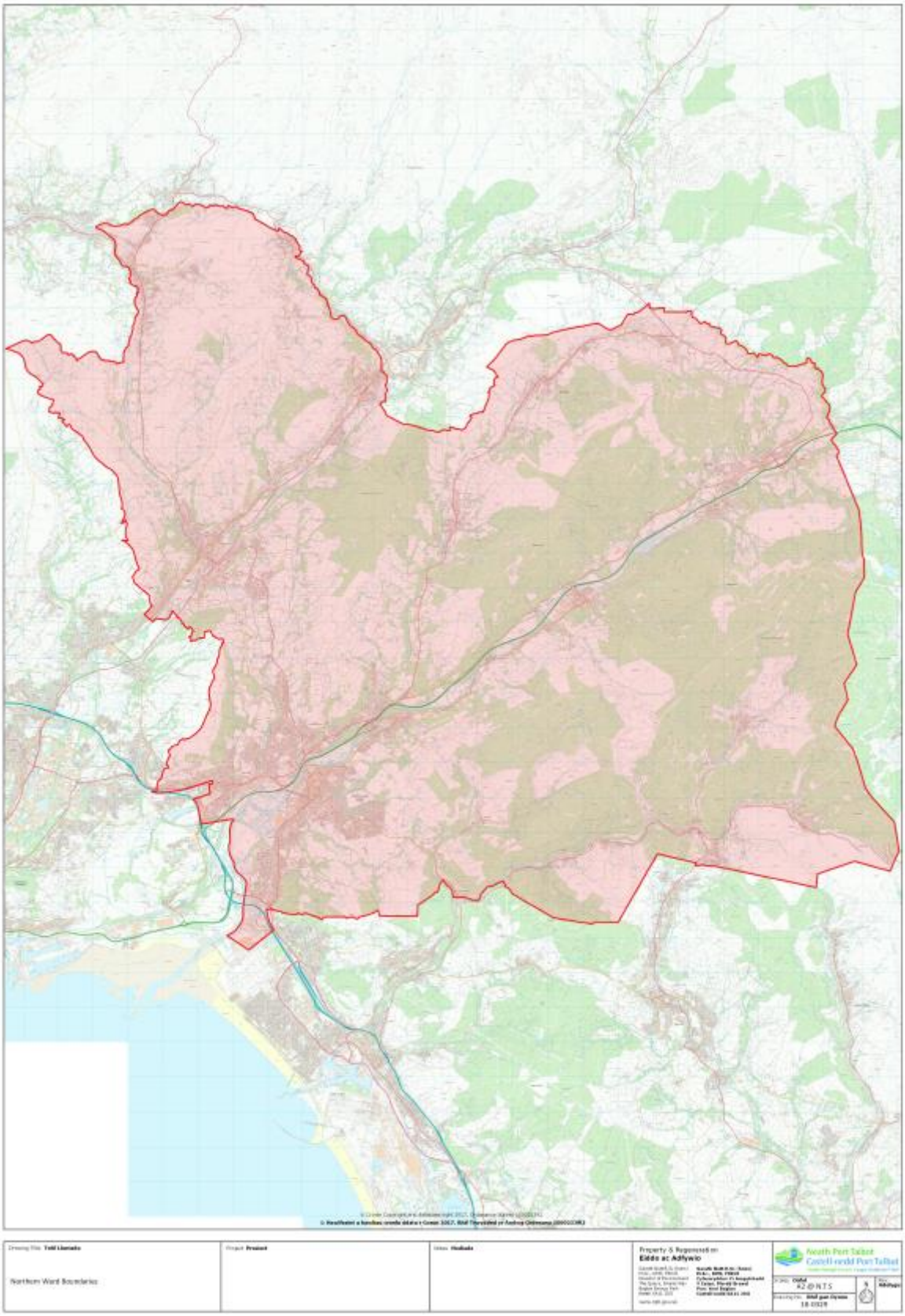
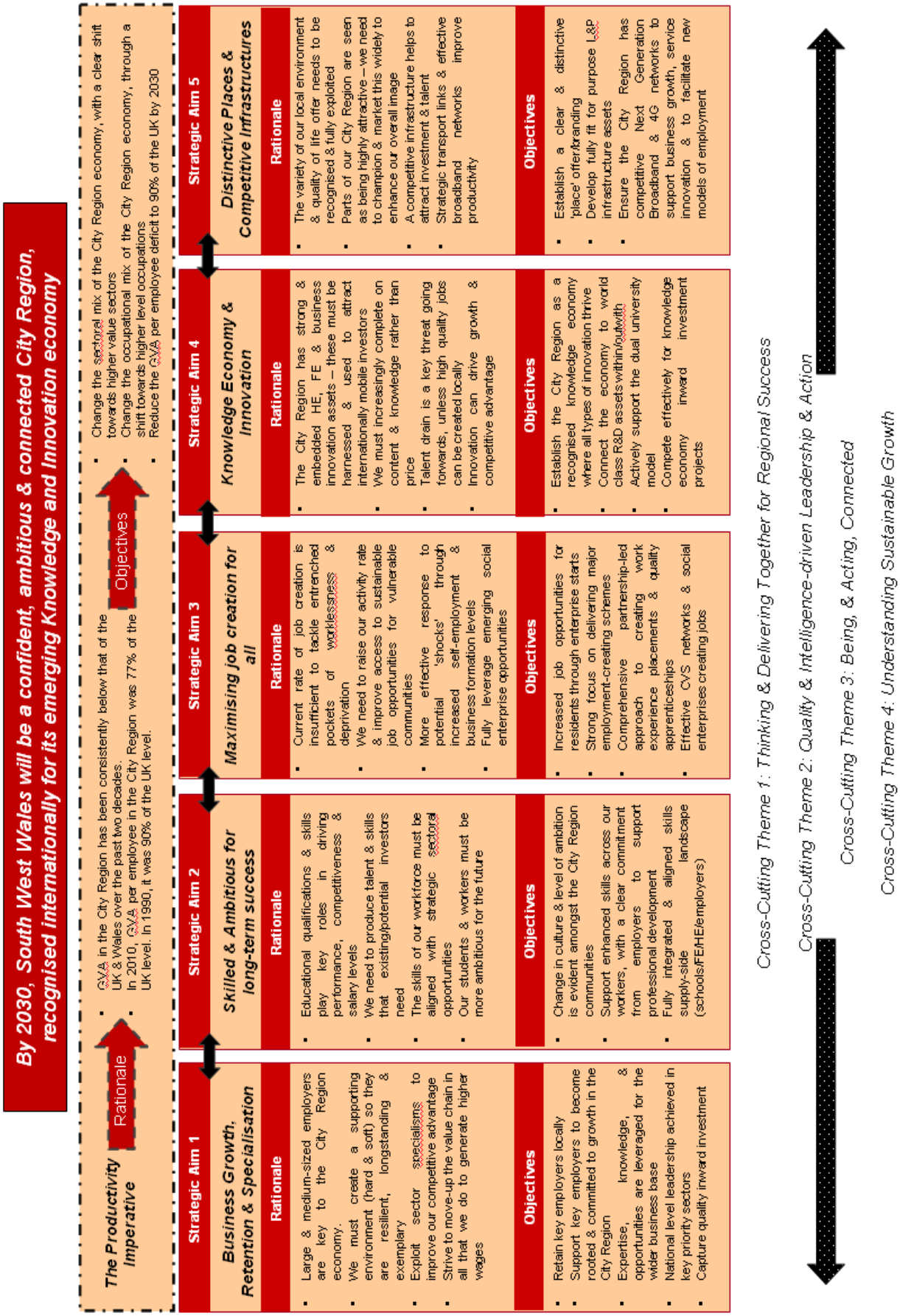
Port Talbot Plan



NPT Valleys Plan



Appendix 2 – Swansea Bay City Region ERS Framework



Appendix 3 – Draft South West Regional TRI Governance terms of reference and duties

1.1 The TRI guidance requires a partnership approach to programme implementation. The arrangements set out above will achieve a transparent application process to be steered by the South West Regeneration Directors Group.

Objectives

1.2 Objectives are:

a) To agree and implement a non-discriminatory and transparent selection procedure and objective criteria for the selection of projects, avoiding conflicts of interest. Selection by written procedure will be possible.

b) To continually develop and review the TRI Strategy and to target available TRI resources to local areas of need and opportunity by prioritising projects according to their ability to meet the objectives and targets of the TRI Strategy.

c) To prepare an ongoing project submission procedure

d) To receive and assess applications for support in line with the agreed Strategy objectives

e) To select projects, fixing the amount of support to be awarded, and where relevant presenting the proposals to the body responsible for final verification of eligibility before approval

f) To undertake detailed monitoring of implementation of the TRI Strategy which will include the following actions:

- Monitor and approve reports on progress in implementing the Strategy and identify gaps in provision;
- Monitor the activities taking place as part of the Strategy;
- Ensure that robust, good value for money and well developed projects are put forward and selected for appraisal and funded;
- Promote the programme as appropriate.

General

1.3 The Regional Board will:

- Appoint a Chair and Administrative Body
- Establish effective systems for assessing projects and secure the Welsh Government endorsement of them.
- Assess projects submitted and ensure those selected fulfil the aims and objectives of the Strategy.

1.4 The Local Boards will:

- Follow existing arrangements and operating procedures.

- Establish effective systems for assessing projects and secure the Regional Project Board endorsement of them.
- Assess projects submitted and ensure those selected fulfil the aims and objectives of the TRI Strategy.

Membership

1.5 The membership of the Regional Board will be the South West Regeneration Directors, Welsh Government and supporting officers. The Local Project Boards will follow locally-agreed arrangements.

Declarations of interest

1.6 Declarations of interest are handled as follows:

- A declaration of interest form will be circulated at every meeting and used to inform the composition of meetings for discussions of particular issues or operations.
- In cases of a specific declaration of interest relating to discussion of an item on the agenda or specific operation, a member with a financial interest will be required to leave the room for that agenda item.
- Conflicts of interest will be addressed by a vote following discussion with the Chair having the casting vote.

Overall delivery and management

1.7 The Local Boards will:

- Be clearly representative of the main partners having an interest in the TRI Strategy.
- Take overall responsibility for the robustness of the project appraisal, selection and monitoring process.
- Receive detailed quarterly local reports on progress against the aims and objectives of the TRI Strategy.
- Take overall responsibility for the delivery and management of the programme locally.
- Oversee the delivery of projects
- Report to the Regional Board.

1.8 Local regeneration team contact lists will be used as one of the means to ensure the wider group of stakeholders and interested parties are kept regularly informed of development.

Regularity and Propriety

1.9 The Regional Board will:

- Draw up and follow rules on regularity and propriety, including rules for avoiding conflicts of interest in relation to the selection of projects for financial assistance and all other Partnership activities.
- Ensure its general policies reflect these rules and basic principles of propriety.

- Receive an annual report on the application of the rules and good practice relating to the public procurement of works, goods and services.

Meetings

Frequency of meetings:

1.10 The Regional Project Board will meet on at least a quarterly basis. Further meetings to be arranged at the request of the Board should extraordinary items need to be considered. Meeting times and venues will be notified to Board members by the Administrative Body.

Recording of meetings:

1.11 The minutes of the meetings shall be circulated between Local and Regional Boards and copied to the Welsh Government Regeneration Team.

1.12 The order of business at each meeting shall be to:

- Receive any apologies for absence.
- Receive disclosures of interest.
- Confirm and sign the Minutes of the last Meeting.
- Dispose of business (if any) remaining from the previous meeting.
- Report on progress on agreed projects.
- Discuss/ agree future priorities and projects.

1.13 If members of the Regional or Local Boards have any direct and significant involvement with a proposed project being considered, then they should declare this at the appropriate point on the agenda, and revoke their voting rights for any vote on that project.

Appendix 4 – Overview of the Grant Application Process

These pages summarise the grant application process from enquiry through to completion of works.

Step 1: Making the Initial Enquiry

The prospective grant applicant is asked to contact the local grant officer to arrange an initial meeting. This will discuss what work is eligible for grant and to review the grant application process. Following this, outline designs should be provided to the grant officer for consultation with planning officers. A simple one page form will be completed to provide the basic details to enable scheme prioritisation.

Step 2: Prioritisation by Local Regeneration Partnership or equivalent

Schemes collated by local programme officers will be summarised and presented to local regeneration partnerships for support and prioritisation. This will include a pipeline reserve list of schemes.

Step 3: Endorsement by Regional Partnership Board

Local prioritised lists will be presented to the Regional Partnership Board for endorsement.

Step 4: Developing the Design and Proposals

Applicants are advised to employ a professional architect or similar agent to assist in the design and project management of the project. He/she will assist in producing quality designs and liaise with the Planning and Building Control sections to achieve the necessary statutory consents, if these are needed. These are vital to a successful project and only when planning approval is gained will a grant be approved. Grant support may be available towards the cost of professional fees associated with the architect/design team.

Step 5: Submitting a Grant Application

A grant application should not be submitted until it has been agreed with the local grant officer. The application form must be accompanied by each of the following:

1. Recent photographs of the property;
2. Notification of Planning approval and approved plans/drawings;
3. Drawings and schedules of internal and external work;
4. Relevant statutory consents such as Building Control;
5. Landlord's and mortgagee's consent if applicable;
6. 4 estimates or quotations (5 for projects over £75,000) based on approved drawings and a works schedule. This needs to clearly identify individual work items, rates and final cost, with and without VAT. Where items are included within the estimates or quotations which will not attract grant, these should be highlighted. This information is required to enable a comparison of prices;
7. A statement showing the professional fees or other fees which are to be incurred and for which a grant contribution is sought;

8. Confirmation that the full cost of the works can be paid prior to submitting the grant claim. This might be in the form of a letter from the bank;
9. Financial information is required so that there is confidence that public money is being invested properly in private sector concerns. The following is required for the appropriate type of applicant (information will be treated in strict confidence)
    - Limited company - 3 years audited accounts;
    - Sole trader/partnership - a copy of the last 3 years self-assessment tax returns; and
    - New Business – evidence of sufficient fund for the total project cost e.g. bank statement/letter from bank.

    Commitment to generating social benefits, initially by meeting officers in the local authority responsible for the scheme (e.g. in Swansea, the Beyond Bricks and Mortar Team.

Step 6: Assessment of Grant Applications

Each grant application is assessed on the basis of its positive benefit to the local area including its environment, but the level of grant (subject to state aid rules) may be limited by the size and nature of the project or the company and/or its turnover.

Under European Legislation, there are specific grant limits that apply to larger applicants and where appropriate this will be discussed with individual applicants.

Step 7: Grant Offer and Acceptance

When a grant is approved, an offer letter will be sent to the applicant, in duplicate. If a grant is offered it must be formally accepted, in writing, by the applicant countersigning the grant offer letter and returning one copy of it to the grant officer. This must occur within 14 days of the date of the grant offer letter and before any work commences. If this condition is not met it may be deemed that the applicant has refused the offer of grant. The grant acceptance letter must be signed by the applicant and not by any appointed agent acting on the applicant's behalf.

Offer letters always have Terms and Conditions attached to them and should be read fully by the applicant. They are important because the Council is responsible for public money and is required to maintain safeguards accordingly.

The Council may agree to pay the grant by instalments during the course of the works - this should normally be agreed at the outset and can be incorporated in the grant offer letter.

Step 8: Starting Work on Site

As part of the terms and conditions of the grant, two key dates will be given – one by which time the grant recipient must start work on site, and one by which time work must be completed on site. The grant officer will work with the grant recipient to make sure adequate time is given for completion and that the programme is realistic.

There will be a pre-start meeting with the grant officer to ensure that the grant recipient is happy with all the terms and conditions and to discuss any further issues with the project. A

Planning officer or other relevant officer may also attend this meeting if any planning matters need to be clarified.

The grant officer will ask the grant recipient or the contractor to erect a grant sign in a prominent location. This advertises the availability of grant and promotes the funding bodies.

All work must be undertaken in line with Statutory Obligations such as Planning, Building Control and the requirements of The Health and Safety Executive. The officer is not responsible for these obligations, but a grant offer may be revoked if the work does not comply with the statutory legislation.

Step 9: Monitoring Work

It is the applicant's responsibility to monitor work. However, the grant officer will also attend site meetings and should be advised of any deviation from the agreed plan. If advice is not sought an approved grant may not be paid in respect of these items. Any changes to specifications of materials, building details or designs should be reported to the grant officer and where relevant the planning officer to ensure that changes are in line with planning requirements. Any changes to the cost or timescale of the project should also be reported to the grant officer as soon as they are realised.

Step 10: Claiming Grant Money

Once the project is complete a site visit will be held to inspect the work.

A final account, detailing all the work undertaken should be produced. This will be done by the contractor, agent or architect. All invoices from the contractor and the professional fees must be presented to the grant officer. These should be accompanied with bank statements showing the payment of the invoices.

The independent quantity surveyor will assess the final account, invoices and bank statements. A report will then be written and approved by relevant officers. Once approved, payment will be made to the applicants account via a BACS transfer. Please note that all invoices must be paid from the named bank account of the applicant.

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