

Port Talbot Integrated Territorial Strategy

An Integrated approach to Sustainable Urban development (as part of the Swansea Bay City Region)

May 2015

CONTENTS

Executive Summary

- 1. Introduction**
- 2. Context**
- 3. Economy**
- 4. Place**
- 5. Transport and Connectivity**
- 6. Community**
- 7. Project Matrix**
- 8. Implementation**
- 9. EU Structural funds criteria and process**

Appendix 1: Summary of EU funds priority themes

Appendix 2: ERDF and ESF Initial project application logic tables

Appendix 3: Monitoring and Evaluation Plan

Executive Summary

In an environment of reduced public sector funding but a continued need for creating better conditions for investment and job creation, through improving skills and infrastructure, the importance of securing all available sources of funding cannot be underestimated. EU funding has always been important to helping regenerate local areas, in the current climate it will be vital to maintaining the approach to revitalising local communities.

This strategy is needed because local stakeholders have identified that a unique opportunity exists in Port Talbot to better integrate the range of proposed actions tackling economic, social and environmental regeneration from the public, private, community and third sectors. Recent approval of Welsh Government regeneration funding under the Vibrant and Viable Places programme, continuing investment in housing, improvements in bus and rail transport and reconfigured health and education services all combine to support a strong programme of private sector investment in renewable energy, advanced manufacturing and logistics.

Without this approach the risk will be that ideas for change and improvement would be developed, funded and implemented in isolation without addressing ways in which their broader maximum impact might be secured. Projects that are rightly designed to have a national or regional benefit may overlook their local context and for want of a small, engineered link may miss delivering a significant enhanced local impact. Local proposals can equally suffer from an absence of linkage and struggle to evidence sufficient scale of impact on their own when competing for funds.

All those involved are committed to identifying how their project links to others and as a result achieve a greater range of local benefits as well as collaborating on implementing a co-ordinated programme of change that maximises community benefit. This document seeks to set out the known range of proposed activity and draw out the impacts on City Region and EU 2014-2020 operational programme priorities, as at Summer 2014, in order to support future business cases for individual projects seeking funding support and enable an overview of the wider programme of change for Port Talbot as part of the Swansea Bay City Region. The transformative range of proposed project activity is summarised under four key themes Economy, Place, Transport and Connectivity, Community - the linkages between the proposed package of projects and the proposed priorities for the City Region and the EU 2014-2020 programme are also set out in a summary matrix.

All those with an interest in making Port Talbot a better place to live and work will want to see this integrated strategy gather pace in delivering the exciting programme set out in the strategy and remain flexible in responding to new opportunities and challenges the area will face.

1. Introduction

This integrated strategy document brings together all the proposed actions planned by the public, private and third sectors to improve Port Talbot as a place to do business, live, work and enjoy life. It represents the first real attempt to map and connect different aspects of economic, social and environmental development at a settlement level, outside the statutory framework of a local development plan, for the purposes of securing a holistic appreciation of interdependent proposals for change.

Port Talbot already has lots of good things going on in terms of jobs, investment, housing improvements, transport infrastructure and service improvements in leisure and health. The recent development of a successful bid for Welsh Government Vibrant and Viable Places funding identified a need to draw together development and funding proposals centred on the Port Talbot area, in order to produce a clear, coherent framework of change proposals.

All too often ideas for change and improvement are developed, funded and implemented in isolation without addressing ways in which their broader maximum impact might be secured. Projects that are rightly designed to have a national or regional benefit may overlook their local context and for want of a small, engineered link may miss delivering a significant enhanced local impact. Local proposals can equally suffer from an absence of linkage and struggle to evidence sufficient scale in isolation when competing for funds.

Underpinning this is a recognition by all that actions and activities within a defined geography are interdependent and would benefit from having, as a minimum, an increased awareness of each other's intentions. What continues to bedevil the promotion of a more "joined up" approach is an absence of a reference point and time to think and seek information beyond the understandable imperatives of one's own project.

The launch of the new round of EU structural funds 2014-2020 provides a new opportunity to develop a more integrated approach that will also benefit other funders when assessing the merits of a projects objectives to improve the condition of a place. As a collective, co-ordinated programme for change over a 7 year period the projects set out here represent a unique opportunity to transform the prospects for the town and its surrounding area.

As an integral part of the Swansea Bay city region, a key reference point for Port Talbot proposals is how they address the City Region priorities framework which in turn informs the Economic Prioritisation Framework (EPF) of the West Wales and the Valleys structural funds programme. Activities outlined in this plan may form part of larger, EU funded, regional projects seeking to achieve a similar objective in a number of places. They may also stand alone, offering a clear benefit to the relevant theme and action priority set out in EU documentation

EU policy has sought to promote greater integration in the delivery of structural funds with the most recent development of Integrated Plans for Sustainable Urban development a requirement of the Jessica programme.

The projects outlined in this plan for Port Talbot will be potentially be funded from a range of public, private, EU and third sector sources – what they all have in common is that they are located in the urban corridor that is Port Talbot and they hope to have positive impact on the people living in that area and the adjacent valley communities.

It is hoped that this document will support project applicants in developing their projects, support funding applications and help funders identify that their commitment, along with others, will be enabling a wider framework for change to take place during 2014-2020 and beyond.

In the context of projects seeking EU funding, projects will initially complete an 'operation logic table' and if considered suitable will be asked to move to develop a phased Business Plan based on the Better Business case model (five case model). This strategy is intended can help inform the "strategic case" in this model.

2. Context

Port Talbot is located at the centre of the South Wales economy. It benefits from direct access via the M4 corridor to London, the South East of England, other parts of the UK and Europe.

Economic Character

The town has a mix of manufacturing and service sector industries and is home to a number of well known companies with specific expertise in steel, electronics, automotive components, general and precision engineering. Tata Steel is the towns major employer and works with partners and the local community to address local concerns and priorities in a very practical way as well as working in the region to address skills and infrastructure issues.

Despite a high proportion of the population employed within the manufacturing industry the economy has diversified in recent years with an increase in light industry and within the service sector. Non traditional sectors such as tourism and cultural industries are becoming increasingly important. This presents opportunities for growing the profile and usage of the Welsh language which operates at lower than average levels in this population. Higher value-added jobs have however tended to be located elsewhere within the travel to work area.

Population

The population of the area covered by the programme is 24,713 (10,767 households). Reflecting the UK trend, the population in Port Talbot is ageing. The numbers of pensionable age (65+) has increased by 1012 persons from 2001-2009 across the borough.

Furthermore, the largest increase in population, between 2001-2009, occurred in the 44-64 age group. 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 area contains the Sandfields/Aberavon Communities First cluster area with LSOAs amongst the 10% most deprived in Wales in terms of health, education and employment.

Housing

Neath Port Talbot's Local Housing Market Assessment forecasts a need for 2,200 new homes within the sub area up to 2026. This figure forms part of an overall housing need within the County Borough of 8,027 dwellings during this period (or 535 units per annum). Of this total figure, 3,100 social housing units/ other Affordable Housing for rent is needed and therefore it is important to maximise Affordable Housing delivery wherever possible.

National Context

The strategy and proposed programme of activity closely supports the key national regeneration priorities set out in the Welsh Government "Vibrant and Viable Places" framework and the updated Tackling Poverty Action Plan - 'Building Resilient Communities' outcomes of securing Prosperous, Healthy and Learning Communities as well as supporting the Growth and Sustainable Jobs, Education, Poverty, Welsh Homes, Safer Communities and Culture and Heritage of Wales themes of the Programme for government. The strategy is consistent with the central organising principle of sustainable development set out in One Wales, One Planet.

Regional Context

As a priority settlement in the new Swansea Bay City Region Economic Regeneration Strategy the role of the town ,its coast and port play a key role in helping realise the vision for Swansea Bay.

This integrated strategy for the Port Talbot area is aligned to the strategic aims in the City Region strategy and is complementary to other regeneration programmes and proposals within SWW. The impact of nearby key complementary projects eg: new Swansea University Campus will have cross border impact and opportunities. The unique contribution of Port Talbot eg: the port and Tata Steel enhances the overall offer of SWW and contribute directly to its overall competitiveness.

As the primary gateway settlement to the city region, from the east, it represents the first point of significant economic activity containing several major employment sites and is home to major employers and leading sector research and development initiatives. The South West Wales economic growth strategy also highlights the role of the town and its port, the coastal area between the town and the main city centre represents a key corridor of potential economic growth alongside the M4 and electrified rail link. As an employment and service hub for the Valley areas in the east of the city region, interventions in Port Talbot impact

directly on some of the most disadvantaged communities in Wales. Effective transport, employability and skills interventions will be key in order to link need and opportunity at this measurable level.

The programme will have complementary impact on the key priorities identified in the Swansea Bay City Region framework. It supports the key objectives of linking the coastal living opportunity with the wider development of the Western Valleys area and growing and diversifying the economic base of the whole region. Importantly, the Port Talbot programme concentrates on further embedding the manufacturing strengths of the region and the role of the town and its port in supporting future growth in the advanced manufacturing sector.

Local Context

Local Development Plan

The development strategy of the LDP is to facilitate growth within Neath Port Talbot, with a focus on the Coastal Corridor whilst reinvigorating the Valley communities. As key elements of the Development Strategy, the LDP makes provision for the majority of new residential development along the Coastal Corridor; allocates Strategic Employment Sites at Baglan Bay and Junction 38 (M4), Margam; promotes mixed use regeneration schemes at Port Talbot Town Centre and Aberafan Seafront; and allocates the Harbourside area of Port Talbot as one of two Strategic Regeneration Areas providing the opportunity for the redevelopment and regeneration of brownfield land which will be developed over the LDP period and beyond.

An updated Supplementary Planning Guidance will soon be published providing guidance as to the type of development that the Council considers appropriate within Harbourside and the town centre, including residential units, bulky goods retail, leisure and recreation, education and business uses. The phasing and timescales envisaged for the development will be set out taking into account the current position, the amount of site preparation needed and flood risk considerations. The document will be kept under review and any changes to reflect specific issues connected with land use, economic and environmental change will remain under consideration.

Single Integrated Plan and Strategic Equality Plan

The Programme for Port Talbot supports two key themes of the SIP:

- Neath Port Talbot's communities and environment are sustainable
- Neath Port Talbot has a strong and prosperous economy leading to reduced poverty.

In developing this framework the impact on protected groups in the county borough has been assessed in line with the Council's commitments under its Strategic Equality Plan (2012).

Port Talbot faces significant challenges in tackling deprivation issues amongst sections of the community and meeting evidenced housing need. The current range and level of job and training opportunities in the local economy and the housing provision available does not meet the current and projected needs of the local population and forecast in migration.

The current local response to this is a series of unconnected, confirmed and potential project proposals in the town informed by Supplementary Planning guidance. This seeks to encourage the development of an integrated community in Port Talbot but does not propose arrangements for a co-ordinated implementation of this approach. Components of a wider programme do not currently benefit from a defined relationship to each other in terms of securing maximum linkages between them and securing resulting additional outcomes for local people.

A system of joint planning, implementation, monitoring and review of proposals set out in this wider strategy and programme is required. This would ensure the co-ordination of a range of stakeholders involved in delivering specific aspects, within their respective specialism and pay due regard to other components thus facilitating the additional outputs and outcomes projected by the programme. Integrated development of transport (£9.3m), leisure (£13m Afan Lido), a new college (£22m), housing (including WHQS - £11m), community and employment facilities requires better linkage with wider business and community development, working alongside key strategic housing partners such as NPT Homes, Gwalia and Coastal Housing. This might be achieved by possibly expanding the remit and membership of the Vibrant and Viable Places stakeholder group

The presence of housing, employment and transport services alongside community advice, information, employment advice and training will deliver the coordinated implementation and additional value required. Servicing and sustaining active collaboration with major employers, small business representative organisations and the third sector will be a key facet to securing the desired benefits, providing a structure that will take a long term view of the settlement towards managing its continuing sustainability.

Massive strides are being made to utilise improve green infrastructure in the town including Wales' first cycling and walking guide, large scale tree planting, green corridors and bio diversity protection measures. A high degree of certainty around implementation exists due the fact that much of the land and buildings involved are in public ownership.

Port Talbot Town Centre

The focus for commercial, administrative and cultural activity for the surrounding communities. The town is benefitting from investment in its public realm through the Convergence programme which is helping to improve the image and function of the town centre and upgrading commercial buildings in the town.

The £9.5m redevelopment of the Port Talbot Parkway train station will also commence in 2014 funded through the NSIP+ programme. The town has a strong

industrial heritage which is reflected in its buildings and which will be enhanced through the delivery of projects within the VVP Programme.

The impact on the town centre of the VVP delivery of key projects will bring new homes, transportation hub and cultural facilities whilst enhancing the heritage features of the town. It is intended the programme will create a new town centre environment to the benefit of residents, businesses and visitors.

Harbourside

A major regeneration site of 38 ha associated with the docks area of the town that will bring significant economic benefits including 11 ha of employment land, 385 new homes, a £22m college campus (1,000 students), retail and leisure development generating some 2,000 jobs within walking distance of the town centre. The Harbourside area has been opened up for development through the completion of the EU funded £107m Harbour Way (Peripheral Distributor Road) which connects directly with the M4. Regeneration projects are already being delivered within Harbourside including the construction of a £6.3m R&D Village providing a high quality facility for innovation within 42,000 sq ft accommodation and includes materials testing facilities for Tata and TWI.

A new Justice Centre has also been constructed. The VVP programme will connect the redevelopment of this area to the regeneration of the town as a whole, maximising the benefits to the local communities in terms of employment and training opportunities. Physical connections will also be made to make the area accessible for those living in and around the town.

Sandfields and Aberavon Communities First Cluster

The Communities First area has over 18,000 people (8,000 households) people living directly adjacent to the town centre, Harbourside and the seafront.

A major programme of £11.5m WHQS investment is underway by NPT Homes in the area presenting significant opportunity for addressing environment, employment and health related benefits of some sections of the area community. New Sandfields Aberavon are the Lead Delivery Body for the Communities First Programme and are delivering a wide range of effective community regeneration activities in the town. VVP will help the people living in this area to engage fully with the regeneration process and take advantage of new living, employment and learning opportunities that will arise. The Employability and Information Centre project will be key in achieving this. NPT Homes has 1,940 properties in the Sandfields/Aberavon area. Currently the investment in the Sandfields area stands at £6,098,400. NPT Homes will continue to maximise its investment as it continues its work in the Sandfields/Aberavon area, creating jobs and maximising the contractors social clauses.

EU Structural Funds 2014-2020

The 2014-20 Welsh Programmes will put balanced sustainable development as a central organising principle and will support the overall Welsh Government aim of improving the lives of people in Wales:

“healthy people living productive lives in a more prosperous and innovative economy; safer and more cohesive communities, with lower levels of poverty and greater equality; a resilient environment with more sustainable use of our natural resources and a society with a vital sense of its own culture and heritage.”

The 2014-2020 ERDF and ESF Programmes will help create an environment which will support and underpin economic growth and jobs. It is clear that future EU programme resources will need to be more concentrated if they are to have a greater transformative effect on Wales' economy and labour market, but to have a transformative effect they cannot act alone. Structural funds alone cannot address the structural weaknesses or take full advantage of the emerging opportunities in the Welsh economy and labour market. But in helping create the right environment for a much bigger investment machinery, including the private and voluntary sector, genuine transformational impact becomes more achievable. The draft Operational framework for 2014 -2020 sets out a number of thematic priorities that aim to address issues of business competitiveness, skills and infrastructure. The proposed Sustainable Urban development theme summarises the preferred approach:

Decline of communities across Wales and lack of infrastructure investment in urban areas a barrier to sustainable urban development. Many of these areas suffer from poor physical infrastructure, under-developed tourism or natural assets and a lack of suitable or attractive premises for businesses as well as wider issues of low skills and economic inactivity. An integrated approach is therefore desirable that considers all elements together, but at the same time does not duplicate provision. A key element of this will need to be a prioritisation process which identifies growth opportunities for specific sites, rather than seeking employment growth everywhere. Need to focus on areas with employment growth potential rather than solely on deprivation; infrastructure investment can be a catalyst for integrated schemes and subsequent private sector investment and employment growth. Need to join up disparate investments in infrastructure within urban areas (e.g. tourism, regeneration, sites and premises, etc.) as part of an integrated plan (through delivering along the principles set out in the ERDF legislation for Sustainable Urban Development - SUD).

(Draft EU Operational Programme West Wales and the Valleys 2014-2020)

The framework goes onto highlight ...

*If coordinated with other activities, an integrated package of support for the regeneration of a place can be underpinned through a single (or small number of) investment(s) in physical infrastructure or improved connectivity. These elements will be supported under Priority Axis 4, and where such investments are supported they will be expected to be a prioritised part of an **integrated territorial strategy** in line with the principles for Sustainable Urban Development. Furthermore, they should demonstrate how that investment will complement other initiatives (e.g. skills investments, local labour markets, business investment, etc).*

Broader EU context

In October 2011, the European Commission adopted *legislative proposals* for EU cohesion policy for 2014-2020. The new proposals are designed to ensure that EU investment is targeted on the Commission's long term goals for growth and jobs and aim to *harmonise the rules* related to different European Funds. EU Cohesion Policy invests in areas such as energy efficiency; training; research and innovation; transport; support for Small and Medium Sized Enterprises (SMEs); renewable energy; and co-operation between European regions.

The Commission is proposing changes to the Cohesion Policy for 2014-2020 in order to deliver the Europe 2020 Strategy objectives with a *greater focus on results and positive outcomes* and to *maximise the impact* of European Funding. One aspect of the cohesion policy is promoting social cohesion and tackling issues such as social and economic deprivation.

In an effort to reinforce territorial cohesion the Commission believes that European *cities* have the potential to make a much larger contribution to policies for growth, social cohesion and environmental sustainability. To this end it is proposing that a **minimum of 5% of the European Regional Development Fund** resources for each Member State for 2014-2020 should be invested in integrated actions for **sustainable urban development** with the management and implementation delegated, where appropriate to cities (under Article 7, paragraph 2 of the proposed ERDF regulation).

An integrated territorial strategy

There is an 'Operational Programme' for each region of the EU which sets out the region's priorities for delivering European funding (e.g. the structural funds) and the expected impact of the investment. In Wales the West Wales and the Valleys programme 2014-2020 sets out the key priorities (summary attached at Appendix 1).

Funding for an integrated territorial strategy can be financed by the European Regional Development Fund (EDRF), the European Social Fund (ESF) and Cohesion Fund. The purpose of this approach is to create degree of flexibility across funding streams. It is arguable that currently EU structural funding has tended to be somewhat inflexible with strict regulations as to the type of areas that the funding should support. An Integrated Territorial strategy aims to promote greater flexibility/cross-funding to promote an integrated approach to addressing issues within a specific area.

A common and central feature of integrated strategies for sustainable urban development are improvements in connectivity and investing in business, tourism and heritage infrastructure. The aim for investments in the connectivity to and from key urban centres, and in the physical infrastructure offer (for businesses and visitors) within those centres, is to create new territorial opportunities, including inward investment. The challenge is to ensure that investment does not happen in isolation but opens up opportunities for regeneration and encourages greater private sector investment).

WEFO are keen to ensure integrated territorial strategies are not only about securing and spending of EU funds and are therefore encouraging the use of existing economic strategies rather than creating new ones. This should help ensure genuine integration of any supported actions cross-economy rather than just with other ESI funds. For example investment in housing, healthcare, education and inward investment can all be key territorial drivers and would not feature in an approach that focussed solely on spending ESI funds.

A clear role for appropriate regional and urban authorities in helping plan and deliver the programmes will be encouraged, building on the collaboration developed during 2007-2013. A role for regional and urban authorities in developing and prioritising key opportunities will help in demonstrating a clear strategic fit to the Managing Authority and can be supported through the use of Technical Assistance.

It is envisaged that all parts of the ERDF programme being able to support integrated strategies for sustainable urban development. The strategic physical infrastructure investments under Priority 4 will be wholly delivered in accordance with the principles for Sustainable Urban Development as they are key drivers for integrated territorial strategies. :

There are three key elements of the Integrated Territorial approach – an integrated development strategy; a package of actions to be implemented; and co-ordinating governance arrangements

1. **An integrated territorial development strategy:** a ‘designated territory’ should have an *integrated territorial development strategy*. The ‘designated territory could, for example, be a specific geographic area with a region, for example, a city such as Swansea or could be areas of deprivation within that city(or could focus on cross-border city co-operation) An integrated territorial development strategy can be defined as a general framework of co-ordination between governmental bodies (including local and regional authorities) and other stakeholders (private businesses, the community and voluntary sector, service users) to create a common economic, social and environmental vision for an area. The Swansea Bay City region strategy provides this at the regional level, this strategy seeks to complement this at the sub region level.

2. **A package of actions to be implemented:** these actions should contribute to the thematic objectives of the regional Operating Programme as well as the objectives of the territorial strategy (e.g. tackling urban deprivation, supporting SME’s; improving the environment and promoting energy efficiency). Combination of ERDF and ESF is encouraged so that “soft investments” (e.g. skills support for people who are unemployed, grants for small community groups etc.) are linked to “hard investments” (e.g. physical infrastructure investment).- Sections 3, 4 and 5 set out below

3. **Governance arrangements:** Ultimately the ‘Managing Authority’ for the Operational Programme (in Wales, the Wales European Funding office – WEFO)

will be responsible for managing and implementing the operations of any Integrated Territorial approach seeking to utilise European Structural investment. In order to ensure regional and local integration the governance arrangements for the Swansea Bay city region and the Port Talbot Vibrant and Viable Places programme will be the reference points for approval and monitoring of progress of this strategy – Section 8

Research suggests that the most successful EU Programmes (e.g. URBAN II) associated with an effective integrated approach are ones which involve a **broad range of local partners** (including the private and voluntary and community sectors, citizens), a **community-led approach** that can provide an input into identifying local needs and priorities and the necessary responses.

City region prioritisation

The Swansea Bay City Region Board is making good progress in delivering the Economic Regeneration Strategy and are developing a portfolio of schemes to support with a view to commissioning schemes if there are gaps in delivering against the five Strategic Aims of the Strategy. This Port Talbot Integrated Territorial Strategy reflects some of the schemes that will deliver the Swansea Bay City Region Strategic Aims, but also seeks to capture the range of proposals under development in the Port Talbot area that may not currently feature in the Swansea Bay City Region portfolio of schemes.

Port Talbot Integrated Territorial Strategy

Local stakeholders have identified that a unique opportunity exists to better integrate the range of proposed actions tackling economic, social and environmental development from the public, private, community and third sectors. Recent approval of Welsh Government regeneration funding under the Vibrant and Viable Places programme, continuing investment in housing, improvements in bus and rail transport and reconfigured health and education services all combine to support a strong programme of private sector investment in renewable energy, advanced manufacturing and logistics.

All those involved are committed to identifying how their project links to others and as a result achieve a greater range of local benefits and collaborate on implementing a co-ordinated programme of change that maximises community benefit. This document seeks to set out the known range of proposed activity and draw out the impacts on city region and EU 2014-2020 operational programme priorities, as at Summer 2014, in order to support future business cases for individual projects seeking funding support and enable an overview of the wider programme for Port Talbot as part of the Swansea Bay City Region. The range of proposed project activity are summarised in the following sections of this strategy under four key themes Economy, Place, Transport and Connectivity, Community - the linkages between the proposed package of projects and the proposed priorities for the City region and the EU 2014-2020 programme are set out in a summary matrix in Section 6

3. Economy

Regional and local economic context

In July 2013, Swansea Bay was launched as Wales' first City Region, to boost investment and job opportunities. The Swansea Bay City Region includes the Local Authority areas of Pembrokeshire, Carmarthenshire, City and County of Swansea and Neath Port Talbot.

The identification of the City Region has emerged as a result of a report commissioned by the Welsh Government highlighting that economic growth increasingly happens in regions centred on a city, attracting higher skilled jobs and pay. The City Region concept will remove existing administrative boundaries between Local Authorities to create a central business area. The approach will create a larger and more efficient labour market and better prospects for job creation, attracting inward investment and innovation to create additional value added to the local economy. The approach also offers better scope for planning housing, transport, support for business and other services.

This strategic framework looks to support South West Wales and its future economic development. The New South West Wales (NSWW) represents an ambitious new economic growth plan for South West Wales. The strategy found that despite investment into infrastructure within the area, the region is under performing and focuses on the most important strategic challenges the region faces. The long term vision is for economic success, to allow South West Wales to be a confident, ambitious and connected City Region, recognised internationally for its emerging Knowledge and Innovation economy.

The framework comprises of five complementary Strategic aims:

1. Business Growth, Retention and Specialisation.

This includes;

- Providing tailored business and support for retention and growth;
- Supporting large-scale existing major employers across SWW, within both the public and private sectors;
- Developing a coherent and consistently first rate inward investment;
- Developing a more entrepreneurial culture across the City-Region;
- Encouraging a more dynamic and sustainable start-up market.

2. Skilled and Ambitious for long-term success.

This includes;

- Improving attainment and ambition in our low performing schools;

- Ensuring further and higher education provision in the City-Region offers flexible
- support and aligned to needs of employers;
- Promote awareness of the value of up-skilling;

3. Maximising job creation for all.

This includes;

- Supporting workforce re-entry amongst those who are economically inactive;
- Local enterprise development;
- Increasing job opportunities by supporting employment growth within the indigenous business stock;
- Establishing a co-ordinated programme of work experience placements and formal apprenticeships;

4. Knowledge Economy and Innovation.

This includes:

- Maximising the long-term potential of the new Science and Innovation Campus at Swansea University;
- Developing a long-term strategic approach to nurturing new businesses;

5. Distinctive Places and Competitive Infrastructures.

This includes;

- Developing and implementing a concerted framework for the engagement of visitor and investor audiences;
- Investing in the coordination of spatial planning to establish a roadmap for targeted development of land, property, and infrastructure;
- Engaging local communities, businesses, and associated stakeholders such as housing associations in local visioning;
- Developing a competitive Next Generation Broadband infrastructure across all parts of the City-Region;
- Empowering the community and voluntary sector to take a role in development, delivery and testing of new approaches to public service delivery.

Neath Port Talbot Single Integrated Plan: Working in Partnership (2013-2023)

Incorporating the vision and guiding principles of the Community Plan, the Single Integrated Plan (SIP) sets out the Council's vision for Neath Port Talbot.

The Plan's vision is to; 'Create a Neath Port Talbot where everyone has an equal opportunity to be healthier, happier, safer and prosperous'.

The Plan outlines steps to protect and improve local services and support communities over the period 2013-2023 and prioritises action in the following areas;

- **Children and Young People** – working to ensure that children and young people get the best possible start in life and achieve their potential.
- **Anti-poverty** – supporting families on low incomes, prioritising mitigating impacts of welfare reform and make best use of available European funding.
- **Health inequities** - working to integrate local health and social care services for older and disabled people, with a strong focus on enabling people to retain or regain their independence.
- **Transport** - identifying transport issues locally and explore how these might be addressed through local, regional and national mechanisms.

The Plan has 5 main outcomes to achieve the vision. Under each outcome, a list of measures and steps are detailed; of particular relevance to this section of the Port Talbot framework is:

Outcome 4 - Prosperous:

Neath Port Talbot has a strong and prosperous economy leading to reduced poverty.

The outcome aims to improve our local economy and help reduce poverty, addressing the loss of industry within the area and the challenging economic climate through the following;

- Developing key sites, projects and infrastructure to retain and attract investment into the local economy;
- Develop key sites and premises across the County Borough to encourage economic growth and ensure that the development and implementation of the Local Development Plan allows us to do this. Sites include Coed Darcy Urban Village, the new Swansea University Science and Innovation Campus, Baglan Energy Park, Harbourside serviced by the new Harbour Way, Port Talbot Parkway, physical improvements to Port Talbot Town Centre, Pontardawe and Croeserw, the redevelopment of Neath Town Centre and Croeserw Community Enterprise Centre and the Afan Lido.
- Maintain a watching brief of the City Region developments and future Welsh
- Government regeneration programmes and consider ways in which Neath Port Talbot can benefit.
- Develop the tourism sector, in particular tourism related businesses, and consequently increase jobs in the local area.

- Maximise community benefit clauses in all contracts and the planning process to
- increase local jobs and benefits to local businesses.
- Make the most of community investment by working in partnership with NPT Homes and Housing Associations who are delivering substantial investment programmes within the County Borough.
- Delivering the Convergence/Welsh Government funded project to develop mountain biking in South Wales.
- Work with Welsh Government to gain investment from the final year of the Western Valleys Strategic Regeneration Area.
- Create high quality jobs and economic growth across the County Borough through development and investment;
- Deliver the current programme of European Convergence and Rural Development Plan for Wales funded projects to build stronger local and regional communities.
- Take a more strategic targeted approach to maximising funding from European and domestic sources in the future.
- Engage with others to deliver regional collaborative projects, such as in relation to inward investment, place marketing and business development through the Swansea Bay Partnership.
- Maximise the number of people who are able to access employment, by addressing barriers to employment;
- Reduce the number of people not in work through key employment support initiatives such as the South West Workways project, COASTAL project, local Employment Support Group, other initiatives sponsored/led by Jobcentre Plus and employability projects supported in Communities First areas.
- Work with young people and disadvantaged parents to ensure that they have the skills and confidence so that they are best equipped to embark on working life.
- Further develop training and employment opportunities for disadvantaged groups including young carers, care leavers, past offenders and unemployed 18-25 year olds.
- Promote self-employment initiatives.
- Ensure that a strong network of support is available to help individuals manage changes to Welfare Reform, in order to address barriers which prevent people from accessing employment.
- Develop a strong network of local businesses who are able to generate economic growth.
- Provide good quality business support services.
- Encourage young, high technology companies to emerge from the Baglan Bay Innovation Centre.
- Attract business leaders in Research and Development to purpose built accommodation such as the Research and Development Village in Port Talbot Harbourside.
- Support the development of social enterprises, as an alternative business model where appropriate.

Deposit Local Development Plan (2013)

In August 2013, the Council placed on 'deposit' its Local Development Plan (LDP). The LDP guides the future development of the County Borough, providing a clear vision for the area setting out where, when and how much new development can take place over the next 15 years (2011-2026). Once adopted, the LDP will become the Development Plan for Neath Port Talbot, superseding the current Unitary Development Plan (UDP), and be the primary document for use in the determination of planning applications.

Vision

The LDP Vision for 2026 states:

'The natural beauty and environmental importance of Neath Port Talbot's waterfront and coastal corridor area will be protected and conserved while previously developed, underused and unsightly former industrial and commercial areas are redeveloped, transforming the function and appearance of the whole coastal belt.

Key sites at central Port Talbot, Baglan Bay, Coed Darcy and the Swansea University Science and Innovation Campus, coupled with the area's good and improving transport and communication links will help deliver a competitive, knowledge-based economy. New and expanded settlements will provide sustainable housing and employment to meet the needs of local communities and the wider area.

The County Borough's rural areas and valley communities will be supported and revitalised through encouragement of new and expanded economic activity through provision for sustainable small scale employment, including tourism initiatives capitalising on existing successes such as the Strategic Tourism Destinations at Margam Park and the Afan Valley.

Benefits from natural resources will be maximised and the cultural, historic and natural heritage will be supported and enhanced. Economic growth and community cohesion will be promoted by concentrating development in key areas to provide benefits to a wider hinterland'.

Objectives

The LDP Vision will be delivered through a number of Objectives which are fundamental to the LDP and form the basis for policy development. Whilst all Objectives are relevant, the following are particularly relevant to Port Talbot:

OB3: Deliver sustainable, safe and confident communities and develop vibrant settlements supporting a range and mix of facilities and services.

OB5: Realise the diverse potential and opportunities available for sustainable economic development along the Coastal Corridor to foster economic growth, with Coed Darcy, Swansea University Science and Innovation Campus, Baglan Bay and Harbourside being the anchors for growth.

OB7: Provide an adequate supply, mix, type and tenure of housing within sustainable settlements to meet the needs of the projected population.

OB11: To promote and protect a diverse portfolio of employment land and employment opportunities to meet the needs of residents and businesses and stimulate economic growth.

OB13: Maintain, enhance and develop a hierarchy of retail centres in line with the settlement framework recognising the principal role of Neath, Port Talbot and Pontardawe town centres.

The Development Strategy

The development strategy of the LDP is to facilitate growth within Neath Port Talbot, with a focus on the Coastal Corridor whilst reinvigorating the Valley communities. As key elements of the Development Strategy, the LDP:

- Makes provision for the majority of new residential development along the Coastal Corridor;
- Allocates Strategic Employment Sites at Baglan Bay and Junction 38 (M4), Margam;
- Promotes mixed use regeneration schemes at Port Talbot Town Centre and Aberafan Seafront;
- Allocates the Harbourside area of Port Talbot as one of two Strategic Regeneration Areas providing the opportunity for the redevelopment and regeneration of brownfield land which will be developed over the LDP period and beyond.

Policies

The following policies are particularly relevant to Port Talbot:

Policy SP5	Development in the Coastal Corridor Strategy Area
Policy SRA1	Harbourside Strategic Regeneration Area
Policy CCRS1	Coastal Corridor Regeneration Schemes
Policy H1	Housing Sites
Policy EC1	Employment Allocations
Policy EC2	Existing Employment Areas
Policy EC3	Employment Area Uses
Policy R1	Retail Allocations

Waterfront Regeneration Strategy (2011)

The Council published its Waterfront Regeneration Strategy in 2011 which defines the strategy for the physical and economic regeneration of the Waterfront area of the

County Borough.

The Waterfront area contains major regeneration sites and projects within Neath Port Talbot that are crucial for the future prosperity of the County Borough and the sub-region. Furthermore, there are a number of business parks and industrial estates within the locality which also help to meet the needs of local enterprises and there are opportunities for tourism and leisure related activity which have the potential to contribute to the growth and diversify the local economy. The Strategy identifies six strategic goals:

1. To develop the town of Port Talbot as a hub for commercial, residential, social and employment activities through an integrated physical regeneration of the town centre and the attraction of new investment;
2. To bring forward the development of major strategic regeneration sites in the area of Port Talbot that will attract major new investment, create employment opportunities and spread prosperity to surrounding communities;
3. To develop existing and establish major new employment sites within the area of Port Talbot that meet the needs of modern business, strengthen the local economy and ensure the provision of employment opportunities;
4. To develop high quality sites for tourism and leisure that will attract visitors and new investment and improve the image and environment of Port Talbot Waterfront;
5. To improve the physical fabric within the urban areas, improving quality of life and making the area of Port Talbot an attractive place in which to live, work and invest;
6. To improve the transport and communications infrastructure, ensuring that the area of Port Talbot maximises its locational advantages and brings benefits to the economy and the people of the area.

Port Talbot Harbourside & Town Centre Development Framework Supplementary Planning Guidance (SPG) (2011)

Supplementary Planning Guidance, in the form of a development masterplan for Port Talbot Harbourside and Town Centre was initially adopted and published in 2011. An updated Supplementary Planning Guidance will soon be published providing guidance as to the type of development that the Council considers appropriate within Harbourside and the town centre, including residential units, bulky goods retail, leisure and recreation, education and business uses. The phasing and timescales envisaged for the development will be set out taking into account the current position, the amount of site preparation needed and flood risk considerations.

The document identifies the following strategic goals:

1. To development the town of Port Talbot as a hub for commercial, residential, social and employment activities through the integrated physical regeneration of the town centre and the attraction of new investment;
2. To bring forward the development of major strategic regeneration sites in the area of Port Talbot that will attract major new investment, create employment opportunities and spread prosperity to surrounding communities;
3. To develop existing and establish new employment sites within Port Talbot that meet the needs of modern business, strengthen the local economy and support the improvement of employment opportunity;
4. To develop high quality sites for tourism and leisure that will attract visitors and new investment to improve the image and environment of Port Talbot Waterfront;
5. To improve the physical fabric within the urban areas, improving quality of life and making the area of Port Talbot an attractive place in which to live, work and invest;
6. To improve the transport and communications infrastructure, to ensure that Port Talbot maximises its locational advantages to the benefit of the local economy and population.

Position


Harbourside Way opened in 2013 creating a new direct link from the M4 into the Harbourside area of Port Talbot. Tata Steel opened a newly refurbished £185m blast furnace at Port Talbot works in 2013. A £13.5m replacement for the fire damaged Afan Lido leisure centre is underway. The Welsh Government approved support for a £30m package for a housing led regeneration programme under the Vibrant and Viable Places initiative.


The programme comprises of a number of projects to be delivered working alongside key partners, including:


- Town centre housing developments providing mixed tenure and affordable housing;
- Parkway Integrated Transport Hub;
- Plaza Arts and Cultural Centre;
- An Employability Centre;
- New links connecting the town with the surrounding area.


Development of employment premises in Harbourside have helped begin to attract new and grow existing businesses. Business incubation facilities that operate for start up service and high growth companies in Sandfields and Baglan report waiting lists for their premises.

Proposals (Economy)

TWI Advanced Materials Academy		
<p>TWI is one of the world’s foremost independent research and technology organisations, with expertise in solving problems in all aspects of manufacturing, fabrication and whole-life integrity management technologies. These technologies are particularly important for Welsh industry, where there is potential growth in sectors such as aerospace, petrochemical, road and rail transport, energy, and healthcare. Robust, cutting edge inspection technologies are vital to underpin the structural integrity required to ensure that Welsh industry can provide safe, reliable and cost effective products. The company has plans to expand its R&D facilities recently opened in Harbourside to further develop its staff and its technical knowhow in engineering, materials and joining technologies, alongside the valuable training and professional support services it offers to Members. A £90m, 55,000 sq ft investment is proposed phased over the next 10 years in developing an Advanced materials academy offering up to PHD level applied research facilities to complement and expand its existing operations in Port Talbot and replicate similar operations based in Cambridge. Up to 200 direct high quality R&D jobs will be created in addition to the hundreds of indirect jobs the research undertaken will help sustain and create.</p>		
Links to other elements		
Community	Improved diversity in the local housing offer will appeal to a higher skilled workforce attracted by TWI investment	
Transport	The refurbishment of the Port Talbot Parkway and Park and Ride facilities will increase access to the development by public transport	
Place	Improved physical linkage to the Station and the town centre will assist in the workforce using local retail, catering and cultural services	

ABP Port Developments – Margam Wharf, New southern turnaround berth, Bio Mass wood burning energy facility		
<p>ABP operate ports across South Wales with Port Talbot offering a unique opportunity to further develop a tidal port able to accommodate the largest “Cape Size” cargo freight and raw material carriers. Enabling infrastructure including land reclamation and berthing wharf capability are proposed at the southern end of the port complex by-passing the existing more limited loading facilities elsewhere in the complex. To complement this planned improvements to cargo handling at the existing Margam wharf are intended to service the needs of manufacturing import/export companies given improved access to the facility from the newly completed Harbour Way. A proposal to develop a <u>bio mass energy plant</u> in the port complex utilising portside access for bulk transport of wood and other bio mass materials have planning permission and is seeking development partners. The combination of improved access, improved berthing and loading turnaround, available development land and competitive energy pricing make the port a regional focus for economic opportunity.</p>		
Links to other elements		
Community	Community - Increased job opportunities at the port and arising from new and growing business in and nearby the port complex. Possible community energy benefits arising from power plant	
Transport	Transport – Increased freight traffic through port making a significant contribution to reducing road based import and export of raw materials and final product	
Place	Reclamation and redevelopment of under-utilised land, increased recognition of town as point of entry into UK	

Swansea Bay Campus	
	
<p>Swansea University's Bay campus is being constructed on St Modwens 65 acre former BP transit site in Neath Port Talbot on the eastern approach into Swansea and will have the distinction of being one of the few global universities with direct access onto a beach and its own seafront promenade. The Campus will provide academic, student accommodation and research space, the latter being in a series of agreements with international and national companies the Bay Campus allows Swansea University to create space to help foster increased collaboration with industry from small to medium sized enterprises to large multinationals. By co-locating academic and industry research the University will contribute to the knowledge economy by acting as a catalyst for the growth of high-technology clusters in the region by providing access to cutting-edge research, state-of-the-art equipment and some of the brightest Engineering, Business and Economics students in the UK. Through this increased collaboration and co-location the process of innovation will be sped up allowing for improved commercialisation. In addition students will benefit from increased work experience opportunities, and by engaging with industry our student courses will become more relevant, increasing their employment prospects. Key growth areas include advanced engineering, life sciences, the digital economy and low carbon, with the University helping to address deficiencies in science and technology in the UK and ensuring that the brightest ideas thrive. Whilst development work will continue up until 2020, the majority of the works will be completed during this first phase of construction and open for the first intake of students in September 2015</p> <p>Colleges based at the Bay Campus include the College of Engineering and the School of Management. There will be a Tower Information Centre which will be home to central support services for students, a state of the art library and resource centre, the Students' Union, facilities and meeting rooms and an impressive Great Hall will house an auditorium for 800, lecture theatres and a cafe offering magnificent views across the Swansea Bay towards Gower and Baglan Bay. There will be extensive catering provision throughout the campus to include cafes, bars and a restaurant, retail units include a mini market, laundrette and cash points. All of this will be in addition to recreational sporting facilities and a beach, for all to enjoy.</p>	
Links to other elements	
Community	Demand for housing in nearby Briton Ferry and Baglan, local SME supply/service contracts
Transport	Enhanced cycling and walking infrastructure
Place	Improved access to green/blue infrastructure

Baglan Energy Park	
	
<p>Building on the success of the existing Energy park development a further 27,500 sq m of floorspace phased up to 2026 is planned, to provide a sustainable, well-integrated strategic employment site which includes high quality business accommodation and employment opportunities, to enhance the economic growth of the wider City Region. The vision for the park is based on a number of fundamental principles, informed by location, accessibility, size, capacity and flexibility to:</p> <ul style="list-style-type: none"> • Regenerate a brownfield site; 	

- Create an attractive, regionally important, employment led site aimed at supporting a knowledge base economy;
- Create an accessible, sustainable development integrated with the existing access and infrastructure network;
- Provide sufficient and suitable B space and non B space land to cater for a wide range of employment uses;
- Create a development designed to accommodate a range of types and sizes of employment units to meet a regional need;
- Broadly segregate land uses on the site however keep sufficient flexibility to develop with changing circumstances and market forces; and
- Ensure sufficient space to accommodate identified need for in-building waste treatment facilities.

Links to other elements

Community	the proposed mix of employment uses will help diversify the employment base in Port Talbot and create higher value manufacturing opportunities and jobs in the growing energy sector
Transport	The Baglan Energy Park Link Road forms part of the Port Talbot to Swansea Bus Corridor. This project creates a through road to connect the two phases of Baglan Energy Park while retaining the rail freight connection, improving public transport infrastructure, allowing services to flow through both parts of the site.
Place	the sustainable use of waste to generate energy along with the development of low carbon industries based on high end R&D make the location a potentially significant contributor to addressing climate change challenges


TATA Steel





Steel manufacture and production at Port Talbot by Tata Steel continues to be a key component of the Welsh economy. A leading global company investing heavily in research and development and production facilities at its plant which dominates the eastern approach to the town. Over 4000 people are employed at the site with thousands more dependent on its contribution to local supply chains and services. The company faces significant challenges in competing in the global market for steel and is investing heavily in addressing its energy and materials costs. Tata are progressing a proposal for its own energy generation facility and has extensive R&D relationships with Welsh Universities. The port development and flood mitigation/water treatment elements will provide significant benefits to company operations. The Welsh Government actively supports the company in helping realise its goals and further proposals to help sustain the company's economic role will be forthcoming.

Links to other elements

Community	Employment and skills for local people and an active community support programme delivering health and education benefits
Transport	Port development proposals will add to the transportation linkages
Place	contribution to District heating proposals

Brunel Dock		
<p>A 39 acre redevelopment of former floating docks alongside the river Neath at Baglan/Briton Ferry for mixed use marina style development retaining the unique heritage of the former dock buildings and mechanisms such as a pump tower and wooden lock gate. Works include enabling infrastructure, channel dredging and improved public access. A phased masterplan has been developed for the site following a detailed options appraisal.</p>		
Links to other elements		
Community	Work with Friends of Brunel dock to develop heritage offer alongside identified development partners	
Transport	Destination point for improved Bay side cycling and walking infrastructure	
Place	Reclamation of derelict under-utilised land and protection of community heritage	

Harbourside		
<p>A major regeneration site of 38 ha associated with the docks area of the town that will bring significant economic benefits including 11 ha of employment land, 385 new homes, a £22m college campus (1,000 students), retail and leisure development generating some 2,000 jobs within walking distance of the town centre. The Harbourside area has been opened up for development through the completion of the EU funded £107m Harbour Way (Peripheral Distributor Road) which connects directly with the M4. Regeneration projects are already being delivered within Harbourside including the construction of a £6.3m R&D Village providing a high quality facility for innovation within 42,000 sq ft accommodation and includes materials testing facilities for Tata and TWI. A new Justice Centre has also been constructed. VVP funding will connect the redevelopment of this area to the regeneration of the town as a whole, maximising the benefits to the local communities in terms of employment and training opportunities. Physical connections will also be made to make the area accessible for those living in and around the town.</p> <p>Further work to address flood risk is required including improvements to the Afan weir in conjunction with Tata and ABP. Residential and commercial development interest has increased during 2013/14.</p>		
Links to other elements		
Community	the development reconnects the town with its seafront with accompanying transport, job and green infrastructure benefits	
Transport	The refurbishment of the Port Talbot Parkway and Park and Ride facilities will increase access to the development by public transport	
Place	The success and sustainability of a local neighbourhood is partly a product of the distance people have to walk to access daily facilities and public transport. Developments within the town centre should promote the efficient use of land by integrating a range of land uses, transport options and open space to create a diverse and sustainable town centre with a reduced demand for travel by private vehicle	

Hydrogen Highway	
	
<p>Further expansion of research and development and demonstrator facilities supporting applied research projects connected with the use of Hydrogen as a fuel source. The cluster of energy intensive industries in the Port Talbot corridor provides a strong environment for university/industry collaboration around use of Hydrogen solid oxide fuel cells, testing Hydrogen powered vehicles and improving hydrogen energy storage in large industrial settings.</p>	
Links to other elements	
Community	Links to housing improvements in existing stock and new energy efficient housing development
Transport	Hydrogen powered bus development and car refuelling capability
Place	Identifies area as leading location for R and D in Hydrogen power

4. Place

Port Talbot is situated on a small coastal plain between the hills that mark the edge of the South Wales Coalfields and Swansea Bay. The area also has Margam Country Park, the Afan Valley and Aberavon Beach in close proximity. The landscape assets of Port Talbot are often overlooked, the common perception of the area being associated with heavy industry. The character of the area is dominated by water, due to the immediate proximity of both the River Afan and the large areas of impounded water that form The Docks, as well as its coastal location. Port Talbot is located at the centre of the South Wales economy. It benefits from direct access via the M4 corridor to London, the South East of England, other parts of the UK and Europe. The town has a strong mix of manufacturing and service sector industries and a share of well-known companies with specific expertise in steel, electronics, automotive components, general and precision engineering. The Corus Group, taken over by India's Tata Steel in early 2007 created the world's fifth-largest steel group and has been the main employer in the area for decades. It directly employs some 3000 people at its plant in Port Talbot and also provides numerous contracting opportunities for local people and businesses. Despite a high proportion of the population employed within the manufacturing industry the economy has diversified in recent years with an increase in light industry and within the service sector. Non traditional sectors such as tourism and cultural industries are becoming increasingly important.

Wales's first biomass energy plant has recently been constructed while GE Energy, one of the world's largest companies invested £500m in a power station containing the latest gas turbine technology. Multi million pound infrastructure and regeneration projects are also generating an increase in employment in the construction sector.

Over recent years new developments have raised the profile of Port Talbot. The Baglan Energy Park development, which revived a former industrial area, has won the British Urban Regeneration Association (BURA) for best practice in regeneration, one of only two projects in Wales to win an award. The project which revived a former industrial area is attracting world class companies and once completed is expected to create approximately 3000 jobs. Value-added jobs have however tended to be located elsewhere within the travel to work area that has traditionally extended to Swansea, Llanelli, Bridgend and Merthyr/Aberdare and increasingly includes the Cardiff and Eastern Valley area.

Reflecting the UK trend, the population in Port Talbot is ageing. The numbers of pensionable age (65+) has increased by 1012 persons from 2001-2009 across the borough. Furthermore, the largest increase in population, between 2001-2009, occurred in the 44-64 age group and between 2014- 2025 this population group will become of pensionable age. Whilst the number of working age population has increased (15-64) by 3045 residents, the proportion of working age residents within the authority, remains slightly below the Welsh and Great Britain averages. It is projected that the number of working age population will decrease over the next 15 years with the projected ageing of the population – this could have a major impact on the local skills base and labour market

Position

As part of the coastal corridor in Neath Port Talbot the communities that make up the Port Talbot spatial area are bounded by the M4 and the Bristol channel resulting in an area with a high density of residential and industrial and commercial property. The area suffers from a perception of above average levels of pollution resulting from the very visible presence of the Tata steelworks pervading most of the landscape.

Balancing this is the areas position at the eastern end of Swansea Bay the unique seafront environment enjoyed by those living and working in the area. Reconnection of the docks, town seafront, reclamation of derelict land, a new college and significant investments in new and existing housing are combining to transform internal and external perceptions. Port Talbot has a well established town centre that has a good range of retail and commercial facilities to meet local needs. The town plays a vital role in providing a centre for retail, leisure, business and government for the surrounding communities. Port Talbot is a relatively compact town centre having its main foci on either side of the High Street Bridge: these take in the Aberafan Shopping Centre and the pedestrianised areas of Station Road, High Street and part of Forge Road, forming the primary shopping areas of the town.

A secondary shopping area is situated in lower Station Road. Since 2001, the Council has been undertaking an extensive programme of public realm improvements on the Seafront. Some £5m has been spent on enhancing the Seafront and upgrading public facilities. These improvements have transformed the appearance of the Seafront and contributed to its increased popularity for visitors and local users. Following a major fire in the Aberafan Lido Leisure Centre, the Council are committed to providing a new £13 million Leisure Complex on Aberavon Seafront, including a swimming pool and sports hall. Plans are also being developed for the redevelopment of the former Leisure Centre site for residential development. The Council are also committed to encouraging commercial development on the seafront. Expressions of interest are currently being processed for a new restaurant and coffee shop at two Seafront sites.


Proposals (Place)


Housing





Investment is being made in improving the condition of the housing in the area including NPT Home's major investment programme and the Authority's renewal area activity which are positively impacting on the town. There is however a significant need and demand for market and affordable housing in the area as evidenced by the local housing market assessment and housing needs data. Through the allocations set out in Policy H1 of the LDP therefore, land is identified to accommodate 1,725 residential units over the Plan period up to 2026. The combination of bringing empty homes back into use, including those above retail premises in the main town centre, complements redevelopment of key sites for mixed use in an expanded town centre footprint. Vibrant and Viable Places funding is supporting a range of new and redeveloped housing improving the overall mix of provision and significant opportunity exists for energy efficiency measures and local employment and training in construction and refurbishment over a 3-5 year investment period. Proposals for new housing developments will be promoted in and around the town centre and the Aberafan Seafront areas to contribute to the regeneration of

these areas.	
Links to other elements	
Economy	improving the condition and mix of affordable and market housing supports company relocation and growth minimising the need for commuting journeys
Transport	Housing proposals are in close proximity to improved public transport facilities with accessible links implemented to improve this further.
Community	Improvements to health and wellbeing and job and skills opportunities, reductions in levels of fuel poverty and mitigation of impacts of welfare reform – improved community spaces and green infrastructure developments

Environment		
<p>Significant parts of Port Talbot lie within flood risk areas as defined by the National Resources Wales (NRW) Flood Map and the Welsh Government Development Advice Map. In support of the LDP, the Council commissioned a Strategic Flood Consequences Assessment (SFCA) which includes detailed investigation and modelling to show how development can be delivered in the area and in compliance with national and local policy. In specific regard to the Harbourside SRA, the SFCA concludes that the major part of the SRA can be developed without any detrimental effect and in compliance with the requirements of TAN15, but that development of the central area will not be possible until a comprehensive flood alleviation scheme for the wider area has been designed and implemented. Taking into account the aspirations to deliver residential, employment and retail development within the Harbourside SRA and the site features and constraints that exist, the development of the area will be phased in order to promote a coherent and logical development progression, taking into account developments that have taken place to date or are in progress, the likely sequence in which sites will become available for development and the need to ensure that flooding issues are taken into account in accordance with national policy.</p> <p>Proposals that are located within the areas identified as being at risk from flooding are required to prepare detailed Flood Consequences Assessment and mitigation proposals where appropriate.</p> <p>Proposals to protect housing and commercial development are of sufficient scale to involve aggregated or collaborative funded schemes. Proposals to improve the condition and river level management at Afan weir are a good example of this.</p> <p><i>Green infrastructure</i> – Extensive improvements to cycling and walking infrastructure , an urban forest project to green the industrial landscape and innovative use of derelict land for open and green space development is intended to have significant community and bio-diversity benefits.</p>		
Links to other elements		
Economy	Securing stable risk minimised conditions for investment in Baglan, Harbourside, Town centre and seafront projects is a key priority	
Transport	Development of integrated, rail, park and ride and cycling /walking infrastructure is at the centre of enabling Port Talbot’s position as a sustain able settlement	
Community	Access to cheaper affordable energy in an area experiencing high levels of fuel poverty.	

Town Centre	
	
<p>This framework recognises the importance of the town centre in economic and social terms. With the Aberafan Shopping Centre being a strong retail centre with a large number of leading high street names, there is an opportunity to consolidate retail activity around the Aberafan Centre and pedestrianised areas. The VVP programme will deliver 11 projects in and around the town centre. The potential to breathe new life into the lower end of Station Road, so that it can adapt its role and increase its appeal in line with the requirements of a modern town centre, is the centre of plans for change. The key objective of proposed improvements is to help the centre remain a focus for community, retail and leisure activities, supported by the strength of the existing and future retail and transport infrastructure. Improvements to the station precinct area and key town centre housing schemes complement ongoing incentive to property owners to invest in improving visual amenity making the centre a more attractive hub for the immediate neighbouring employment sites. Proposals are being developed for the ERDF funded 'Use it or Lose it' initiative for the Plaza and the Magistrates Court buildings.</p>	
Links to other elements	
Economy	promoting the centre as a place to start-up/incubate business, securing a vibrant and viable service and retail hub to support wider economic development
Transport	Regenerated mainline railway station needs to be complemented by better sense of place/arrival in the town
Community	Improved community facilities in terms of culture, education and health complement the existing role of the centre as a retail hub

Aberavon Seafront	
	
<p>Extensive improvements to public realm at Aberavon seafront have improved reconnection possibilities between the waterfront and the town centre. The redevelopment of the fire destroyed Afan Lido will improve the areas attractiveness as a community and visitor destination still further. Physical linkage between the seafront the Sandfields and Afan Communities First areas and the town centre are vital to securing overall linkage between employment, leisure and residential across the area. There are development opportunities on the Seafront for new leisure, commercial and residential development.</p>	
Links to other elements	
Economy	Making use of the coastal location with attractive leisure opportunities supports confidence in firms investment growth and relocation decisions
Transport	Cycling and walking routes
Community	Health and wellbeing and community pride

District Heating Scheme	
	
<p>Neath Port Talbot has a long history of successful energy/carbon management projects and have the ambition of delivering a low carbon district heating scheme which will utilise industrial waste heat. The proposed district heating scheme will connect offices, housing, hospital, leisure centre, civic centre, college/university, commercial buildings and schools, utilising waste heat from industry and power generation; delivering affordable warmth achieving a number of regional</p>	

benefits and importantly helping to combat and alleviate fuel poverty. It is intended that the proposed district heating system will be implemented in a staged approach, ranging from Tata Steel plant situated in Margam to the east of the Authority running westerly across to Port Talbot towards Baglan Energy Park.

Key drivers for the district heating project within Port Talbot are prioritised as follows:

- Reduction in heating costs
- Abatement of fuel poverty within the district heating scheme's locality
- Reduction in carbon emissions for all participating organisations (Tata Steel, households, businesses, power generation and other)
- Provision of a low carbon heat source and the consequential reduction of the area's carbon footprint
- Increase in the security of heat supply
- Utilisation of industrial and (potentially) power generation waste heat
- Delivering the aims and objectives of the Authority's Corporate and Sustainable Responsibility
- Increase environmental profile/credentials of all stakeholders within the project
- Job creation within the construction and operation phases of the project
- Exemplar low carbon demonstration project in Wales
- Encourage developers and organisations to the locality

The proposed district heating network will also provide the following regional benefits:

- Enabling the efficient transportation and use of heat & waste heat for a wide variety of client partners
- Demonstration of a group of organisations collaboratively working together to meet the heat demand for housing and non-domestic buildings
- Delivering (heat) fuel flexibility
- Helping to efficiently & effectively manage supply and demand of heat energy
- Preserving finite energy resources
- Increasing fuel efficiency through use of waste heat
- Reducing labour and maintenance cost as compared to individual systems
- Provides a means of achieving significant reduction in CO₂ emissions through the optimisation of heat supply
- Aspiration for the final stage to link NPT CBC and City & Council of Swansea individual district heating systems together

A detailed feasibility and its consequential reports are investigating the potential district heating scheme within Port Talbot and Neath.

Links to other elements

Economy	The scheme will have a significant effect on the cost of doing business in Port Talbot helping to make existing business more competitive and attract new investment
Community	Access to cheaper affordable energy in an area experiencing high levels of fuel poverty.

5. Transport and Connectivity

Good access is critical to the quality of life and economic development of the Port Talbot area. An effective and efficient transport system is vital to integrated development where good connections to national and international markets allow businesses to prosper and where everyone can access the opportunities they need to live healthy and fulfilling lives

The aims for targeted investment in transport have been informed by the Welsh Government in line with the developing National Transport Plan. These aims are consistent for the requirement for an integrated approach to investment in transport in Port Talbot.

The aims are

- to support economic growth and safeguard jobs
- to reduce economic inactivity by delivering safe and affordable access to employment sites
- to maximise the contribution that effective and affordable transport services makes to tackling poverty and support improvements in accessibility for the most disadvantaged communities
- to encourage safer healthier and sustainable travel

A Local Transport Plan for Neath Port Talbot is in development in collaboration with the other Authorities in the Swansea Bay City Region; Carmarthenshire, Pembrokeshire and Swansea.

The specific aims of the transport system in Port Talbot could be defined as follows

- To provide a connected system that enables the Town and the surrounding area to operate as a single unit maximising the synergy between communities and developments.
- To maintain connectivity with the surrounding urban areas such as Swansea and Neath along with national regions.

In order to achieve this we need to ensure that our communities, strategic employment sites, hospitals, education centres and the Town centre are linked by reliable and effective transport opportunities

In Port Talbot the relevant local communities are located along the coastal plain from Margam to Briton Ferry, and along radial valley routes; the Afan Valley through Cwmavon, Pontrhyfen and Cymer and Neath Road from Briton Ferry to Neath.

New and proposed housing development, such as at Baglan, will create additional load on the transport infrastructure.

The main employment sites and amenities located along the coastal plain include the Steelworks at Margam, Harbourside, the Town Centre, Aberavon Sea Front (tourism),

Neath Port Talbot Hospital, the proposed Baglan School, Baglan Moors, Baglan Energy Park and the developing sites on Fabian Way.

Main entry and egress points into the Town are the M4 from east and west, the A465/A48 from the north and the A4107 from the Afan Valley. Main access by rail is from the main Paddington – Swansea line at Port Talbot Station but there are minor stops for local trains at Baglan and Briton Ferry.

The docks at Port Talbot and Briton Ferry suitable for coastal shipping, mainly specialising in bulk cargos such as aggregates.

Transport corridors - The topography and demographics above lends itself to the development of strategic priority corridors such as the coastal route from Margam to Briton Ferry, the Afan Valley and Neath Road. The strategic routes require interchanges with links to other local communities and the national strategic network.

Position

Private Car Transport and Freight Haulage by Road

Port Talbot has a reasonable road network that can generally cope with current demand. Access to the M4 has significantly improved recently by the construction of Harbour Way.

Congestion can occur at peak times on Neath Road; however there is an alternative route, for cars, via the A465 and the A48. There are sometimes delays at peak periods on Briton Ferry and Sunnycroft roundabouts on the A48.

Significant congestion occurs on the M4 at junction 41 at peak times. The WG have proposals to close some slip roads at junction 41 to ameliorate this, on an experimental basis. However this is likely to cause increased congestion in Port Talbot, particularly at Briton Ferry and Sunnycroft roundabouts.

The proposed housing development at Baglan will add additional pressure to this local road access

Parking

Parking and opportunity to arrive by car is a major component of the town's viability and prosperity. The Town centre is served by a multi storey car park and several surface level car parks. On street parking is managed and controlled by the Council. Whilst the existing car parks are close to full at peak times, the parking provision in Town is considered adequate at present, although further development will require alternative solutions to be identified.

Parking on Aberavon Seafront is available at most times, except peak periods in good weather. Again, as development continues alternative solutions will be required.

A multi use, 200 space car park is under construction adjacent to the railway station, on Harbourside. This will provide a 'park and ride' facility for commuters as well as additional space for the Harbourside developments.

Public Transport

Rail

Port Talbot station is situated on the main Paddington - Swansea line and receives a regular hi-speed service providing connection to the wider transport network. The redeveloped station, currently under construction, will provide access from both sides of the line with increased passenger capacity and a significantly improved travelling environment. It will enhance Port Talbot's image as a modern, developing community.

Electrification of the main line will enable reduced journey time and more trains on the rail network, hence providing the opportunity for increased demand on the station facilities and connection with the local transport network.

The local stations at Baglan and Briton Ferry receive a two hourly service. Parking and access has recently been improved but these facilities are still under-used for 'park and ride' and commuter travellers.

Bus

Regional surveys confirm that 20% of job seekers have no access to a car so, consequently, have been unable to attend interviews and take up employment. A travel pattern survey with local residents is currently ongoing, which will inform future local transport planning

The main transport corridors are reasonably well served by bus routes and there linked routes from the main communities to the town centre, Aberavon Seafront and the Hospital.

First buses have recently demonstrated their commitment by investment in new Clipper service buses. Bus Quality Partnership meetings still occur between the Council and local operators in the area.

However **timetabling** and **service frequency** is creating transport problems. The bus services operate on a demand led, commercial basis with subsidies provided by the Council for less viable services. However, recently enforced cuts in Council spending will necessitate the removal of most or all of the subsidies.

There are identified gaps in the network relating to the strategic employment areas, e.g. there are no bus services into the south eastern part of Baglan Energy Park despite this being a strategic employment site. This could be alleviated following completion of the Baglan Energy Park link bridge.

Most of the services currently converge on or call at Port Talbot Bus Station. This has several problems, particularly uninviting pedestrian access, poor ambience and lack of

updated passenger information whilst manoeuvring and entry/egress for buses is not easy.

However, the bus station provides an important access into the town, particularly the Aberavon Shopping Centre. Retail representatives and bus operators want the bus station and some associated facilities to remain where they are.

The proposed Transport Interchange at the lower end of Station Road, adjacent to the train station will provide a modal change facility and opportunity to link the train station to the bus station. The proposal is currently in the design and planning stage.

Other bus route infrastructure such as bus stops and information provision is of varying quality.

Community Transport

DANSA is the main community transport organisation operating in Port Talbot supporting services in the Afan, Dulais and Neath valleys. These services provide a vital link to the coastal services and employment opportunities for residents in Valley areas as well as enabling more sustainable short journeys between valley settlements to access local services and jobs.

Taxis

A number of taxi firms currently service the town and provide a valuable addition to public transport and community transport services by enabling bespoke access for those people needing customised trips to hospital and in plugging specific timetabling gaps in public transport services eg in accessing employment. Improvements to taxi ranks at public transport interchanges help with more sustainable accessibility and also heighten the towns attractiveness to business and leisure visitors

Walking and Cycling

The main transport corridors are served by dedicated walking and cycling routes such as the National Cycle Network – Route 4 from Margam to Briton Ferry. This route also provides an alternative along Aberavon Sea Front. There are dedicated off road routes in the Afan Valley and from Briton Ferry to Neath

These routes and others feature on the Swansea Bay Cycle Route map recently developed and publicised in a ‘tube map’ type format.

The redeveloped railway station includes a pedestrian and cycle bridge that will connect the Harbourside development with the town centre and the new transport interchange. Proposals for extending the route in Harbourside are currently in the design stage.



Port Talbot and the wider area suffer from lack of accessibility by public transport, particularly regarding the integrated linkages between bus and train. The existing bus station is around 800m walk from the train station including crossing a dual carriageway at the main road junction. The bus service between the two is irregular and relies on through buses. The new developments on Harbourside are also remote from the existing bus station, so, with the train station bridge link, this project will create a bus interchange opportunity close to the Harbourside employment area.

The major development of the train station provides an opportunity to significantly improve accessibility, safety and the environment. Additional bus services from several directions will have direct access to the station reducing the need for passengers to change during their journey.

The existing bus station is out-dated, congested, uninviting and has awkward access. Furthermore, it is anticipated that a facility for articulated buses, to run from Port Talbot through to the University in Swansea, will be needed in the future. The proposals can accommodate these longer vehicles.

Improvements are needed to improve access to employment, reduce car use, hence congestion and pollution, and improve the local environment and image.

Proposals (Transport and Connectivity)

The current position identifies a need for a sustained programme of targeted investment to tackle key pressures and make the most of opportunities to secure greater integration. A number of proposals are in the process of implementation and others require further development

Private Car Transport

The arguments about the unsustainability of private car transport in urban areas are well rehearsed. In Port Talbot provision for the car is currently adequate except for the requirements of planning for specific developments. Parking may become a problem in the future. For many of Port Talbot's residents transport by private car is unaffordable, so there is a need to provide alternatives to enable them to gain access to work opportunities.

Public Transport

Rail

To achieve optimum benefit of investment there is a need to improve the use of the local stations at Baglan and Briton Ferry. This line could be a means of access to the Town centre if better promoted.

Baglan Station could be used as an access point for employees in Baglan Energy Park and the surrounding areas. However, there is a need to create the opportunities for ongoing journeys by public transport, or walking, or cycling. The use of the stations for links from Briton Ferry to the proposed new school is also being investigated.

Bus

Bus services are the most effective means of providing affordable travel to employment and other amenities for distances outside of walking and cycling range. However bus services, particularly with the recent cuts, are run on a commercial, demand led basis. Therefore, we need to create demand by ensuring relevant employment sites are accessible by bus - part of the land use planning process. There is a need to identify where gaps in provision are, e.g. the most disadvantaged communities and the employment and amenity centres e.g. Baglan Energy Park, Harbourside, then to link them together.

To make services viable and increase demand we need to ensure that the journey is as comfortable and efficient as possible. The Council can help in this by provision of some of the infrastructure necessary.

In Port Talbot this would include:

- refurbishment of the Bus Station and accesses following a review of its function complementary to the new Transport Interchange.
- provision of better information through the journey, starting with passenger information displays in the bus station, train station and at the new Interchange
- upgrading of bus stops following review, starting with the Town Centre and the priority corridors, e.g. Margam to Briton ferry, on to Fabian Way and into Aberavon Sea Front
- provision of a high speed link between the rail station and the new University campus

- continued liaison with the bus operators through the Quality Partnership to help provide revised timetabling and closer integration with other transport modes as the employment sites develop.
- Improvements to the efficiency of the link between Neath and Briton Ferry (Neath Road), e.g. bus priority measures

Community Transport

Community transport can fill gaps where the public transport is inadequate and/or impractical. It could also be developed to provide links to the main bus corridors. In Port Talbot this would help residents to gain access to the Town and other amenities.


Walking and Cycling


Promotion of walking and cycling will provide a healthier and more sustainable life style as well as an alternative access to employment sites.


In order to optimise the benefits of the infrastructure provided so far we need to improve safety and security for pedestrians and cyclists accessing areas away from the dedicated cycle routes. In the Town centre this would include the provision of more safe cycle storage and consideration of the interaction between cyclists and pedestrians.


For strategic cycle routes to operate as commuter routes ,other than during the summer months, they need to be lit and secure, otherwise alternative safe routes need to be provided on/or adjacent to the road.


Further additions and improvements to the Port Talbot section of the city region map will be developed from 2014- 2020 through successful implementation of this strategy.

Port Talbot Parkway	
	
The redevelopment of Port Talbot Parkway railway station includes a new enclosed footbridge with lifts providing step free access to the platform. There will be a new ticket office and waiting areas as well as a café and retail area and improvements to customer information. The development will also include a 200 space car park with a park and ride for commuters along with improved facilities for cyclists, bus passengers and taxis. Port Talbot Parkway Station will link the town centre to the docks area, as Harbourside aims to become an extension to the town centre, with a variety of commercial and leisure activities as well as waterfront homes.	
Links to other elements	
Economy	Electrification of the Swansea-Paddington main line and location of station to new development sites will mean benefits to the town and increase attractiveness of commuting experience
Place	Stretching the town centre to include the newly refurbished station will link Harbourside and the town centre more directly for the first time
Community	Public confidence in a rail travel experience and increased sense of safety will encourage greater more sustainable rail travel

Integrated Transport Hub	
	
<p>The existing bus station is around 800m walk from the train station including crossing a dual carriageway at the main road junction. The bus service between the two is irregular and relies on through buses. The new developments on Harbourside are also remote from the existing bus station, so, with the train station bridge link, this project will create a bus interchange opportunity close to the Harbourside employment area. The train station development provides an opportunity to significantly improve accessibility, safety and the environment. Additional bus services from several directions will have direct access to the station reducing the need for passengers to change during their journey. The existing bus station is out-dated, congested, uninviting and has awkward access. Furthermore, it is anticipated that a facility for articulated buses, to run from Port Talbot through to the University in Swansea, will be needed in the future. The proposals can accommodate these long vehicles. The project is needed to improve access to employment, reduce car use, hence congestion and pollution, and improve the local environment and image. The Project provides a transport hub that links the local bus service provision to the main line railway station. The purpose is to facilitate and encourage the use of public transport, thereby reducing congestion and improving the environment. The improved public transport system will reduce journey times and increase accessibility to employment for people from the neighbouring Afan Valley. At the same time it will contribute to the regeneration and revitalisation of the lower Station Road area of Port Talbot whilst improving links with the town centre and Harbourside.</p>	
Links to other elements	
Economy	Linked bus and train journey planning centred around the hub will assist in spreading prosperity to communities in neighbouring valleys
Place	Immediate access to the town centre for bus /rail hub will stretch town centre along main station road and beyond
Community	Public confidence in a bus/rail travel experience and increased sense of safety will encourage greater more sustainable bus/rail travel

Junction 38 Park and Share Facility	
	
<p>Provision for a Park and Share facility has been made in the LDP along the A48 layby at Junction 38 of the M4, Margam. Park and Share facilities can provide an opportunity for car users to meet, park and continue their journey in one car. Such provision can reduce pollution and congestion and provide benefits such as reduced fuel costs to users and therefore provide more choice and accessibility to residents. However, such schemes will only be viable if they can be provided in a safe and secure environment. The implementation and effective functioning of the scheme is important to the future growth of Neath Port Talbot. Assessing the role of this and other similar schemes in providing a “transferium” type approach will be explored, where, as well as providing the means to transfer from private to public transport is enabled, a range of other services are provided to improve sustainable movement and quality of life.</p>	
Links to other elements	
Economy	Project will improve connectivity of the area and facilitate journeys to areas of employment

Bus Service Improvements	
	
<p>A range of measures are proposed in order to improve bus usage in and around the town including:</p> <ul style="list-style-type: none"> • refurbishment of the Bus Station and accesses following a review of its function complementary to the new Transport Interchange. • provision of better information through the journey, starting with passenger information displays in the bus station, train station and at the new Interchange • upgrading of bus stops following review, starting with the Town Centre and the priority corridors, e.g. Margam to Briton ferry, on to Fabian Way and into Aberavon Sea Front • provision of a high speed link between the rail station and the new University campus • continued liaison with the bus operators through the Quality Partnership to help provide revised timetabling and closer integration with other transport modes as the employment sites develop. • Improvements to the efficiency of the link between Neath and Briton Ferry (Neath Road), e.g. bus priority measures 	
Links to other elements	
Economy	Bus service improvements will improve accessibility to places of work
Place	Refurbishment works will improve the town centre environment and facility
Community	Improved services will enhance connectivity between Port Talbot and surrounding communities

Connectivity Improvements	
	
<p>As important as physical accessibility for businesses and communities is the ability to communicate with each other and the wider world using the fastest available broadband connections Local coverage is patchy and local enhancements to a national programme may be required.</p> <p>Initial work to enable access to fibre Superfast broadband has taken place in local exchanges and further expansion of access under the Superfast Cymru programme is planned in Spring 2014. Further local improvements to complement the national programme roll out may be needed particularly to address specific project or community needs.</p> <p>Actions to promote Digital Inclusion will be promoted to assist individuals and disadvantaged groups in accessing, in terms of provision and skills, Information and Communications Technologies</p>	
Economy	Improvements will assist competitiveness of local businesses


6. Community


Position


The communities that make up the Port Talbot area comprise a population of just under 25,000 representing 18% of the total population of Neath Port Talbot as a whole. The area experiences some of the highest density living in Wales and suffers from higher than county and Wales averages in terms of ill health, economic inactivity and low education achievement (high than average numbers without any qualifications and lower than average NVQ 4 or above). 30-44 year olds are over represented as an age group as the number of 10-14 year olds. Significant deprivation exists in the area with the Sandfields estate and some other LSOAs ranked amongst the top 10% and 20% most deprived communities in Wales in terms of prosperity health and education. The area acts as an employment and service hub for neighbouring valley communities who again experience high levels of deprivation and find opportunities created in the coastal area difficult to access, primarily due to transport challenges.


Any integrated approach, such as that advocated in this strategy needs to operate at a level of population of sufficient size to merit a customised approach to public service delivery and a size where impact can be effectively measured. The targeted linkage between areas of opportunity and areas of need requires a commitment by all stakeholders and a mechanism for planning, managing and delivering integrated programmes involving information sharing, enhanced advice and guidance, customised skills development and training opportunities and resettlement support. Much progress has been made through programmes such as Workways but statistics evidence a continuing need for concerted co-ordinated action in linking opportunity and need.

Proposals (Community)

Neath Port Talbot College Relocation		
Neath Port Talbot College plan to relocate their Afan campus into the Harbourside area at a cost of £28m. High quality state of the art facilities are planned to accommodate up to 1200 full and part time students in business, construction, engineering and hair and beauty departments centred around shared central services.		
Links to other elements		
Economy	student spend in town centre, improved links to meeting local business skills needs	
Transport	reduced bus/car journeys to edge of town Afan campus	
Place	Re introduces students to area of change in local town and wider city region helping with workforce and population retention	


Primary Care Centre		
<p>A landmark Primary Care Resource Centre. Providing state of the art medical services to up 300 patients everyday, the centre combines key treatment and prevention services. The vision was to have a wide-range of primary care facilities—as well as social care and links with hospital-based services—all linked closely together. The ‘one-stop shop’ model care will give local people rapid access to the services they need at a single point. The new building provides one of the best facilities of its kind anywhere in the UK. Its nautical theme is intended to reflect the maritime history of Port Talbot.</p>		
Links to other elements		
Place	New build facility contributes to the quality of the built environment.	

21st Century Schools		
<p>Opening in 2015 a new 1500 pupil 3-16 school. The new school aims to provide an inspirational teaching and learning environment for the benefit of the whole school community.</p> <p>Both working and social spaces will be designed to promote a positive effect on behaviour and attitude, and wellbeing.</p> <p>Physical access and the layout of the school’s facilities, social and dining areas will be important design considerations to ensure accessibility by all.</p> <p>Additional learning needs facilities will be fully integrated within the new school. The school will be at the heart of the local community, and will encourage community use by providing a secure and welcoming but easily accessed and managed environment.</p>		
Links to other elements		
Economy	Strategic Links with local growth industries will be improved through proximity to the coastal employment corridor of the new site and the scale of collaboration afforded by a larger facility	
Transport	new school located on bus/cycle corridor.	
Place	New school facility will enhance quality of built environment	

Plaza Cultural Centre		
<p>The project involves the refurbishment of an iconic former cinema to support the wider regeneration of Port Talbot town centre and establish a focus for the development of cultural industries in the Swansea Bay City Region. The building to be centred on such uses, as a performance based drama hall, dance studio, some retail/office space, café/bar, dressing rooms, small studio and projection area, together with a gallery/heritage space, relating to some of the famous figures from the cultural arts associated with Port Talbot, such as Richard Burton, Michael Sheen and Sir Anthony Hopkins. The development of small, incubation style, easy in/easy out premises for those involved in job creating arts and cultural industries ventures that benefit from the sharing of ideas and potential collaborations is proposed, acting as a focus for this sector in the wider region and capitalising on the international status of the town and regions acting heritage. Development of new large scale film production facilities at Fabian Way and the</p>		

increasing use of locations such as Margam park reinforce the wider future opportunity for this proposed development. The Plaza Cinema itself is in a substantial and prominent position clearly visible from Port Talbot Parkway Station and is a key historical and iconic building in Port Talbot. At present, it is in a dilapidated and run down condition albeit, in the short to medium term, it will be surrounded by an ever improving position at Lower Station Road. The building itself, has the potential to further enhance the regeneration of Port Talbot town centre and to provide additional focus and footfall to support the regeneration activity of this area. The project is part of the VVP programme for the town and will be a promoted for EU and HLF funding.

Links to other elements	
Economy	new business starts and enhances attractiveness of town centre for Harbourside employment site end users
Transport	Facility located adjacent to the new integrated transport hub
Place	extends focus of town centre and provides arrival landmark for newly refurbished station

Workways 2	
-------------------	---

Workways tackles the barriers that prevent individuals from finding employment. The project provides support with job searching, CVs, applications forms, interview skills, telephone techniques and access to training. Participants are also matched with local businesses, helping them gain the vital experience needed to find long term employment.


Led by Neath Port Talbot Council in collaboration with Carmarthenshire, Pembrokeshire and City and County of Swansea, the South West Workways project is backed with almost £13 million from the European Social Fund through the Welsh Government. Workways 2 will build on the success of the initial Workways programme and link local people with opportunities arising for development in Port Talbot and the wider city region


Links to other elements	
Economy	Initiative will add value and maximise employment related benefits of investments in the Port Talbot area.

Margam Park	
--------------------	---

Development of the tourism and heritage offer at Margam Park linking with the developing Valleys Regional Park offer. Proposals to enhance the Park will be brought forward including renovations to the Castle and restoration of other features including the Turbine House hydro electric proposal.

Links to other elements	
Economy	Improved visitor facility will contribute to the local economy and the create of additional employment opportunities.
Place	Improved heritage and built environment

Communities First	
	
<p>Communities First provides targeted people development projects tackling health, education and prosperity in the Sandfields and Afan valley areas. An Integrated Living - Employability and Information Centre is planned which will provide an employment advice and information centre for those seeking to re-enter the labour market and a source of information for the general public on progress with regeneration in Port Talbot to help individuals make informed decisions regarding their future prospects. Adjacent to Green Park is the site of a former fire station which it is proposed to convert into a one stop shop Employability Centre. The location linking the town centre and Sandfields/Aberavon areas will meet an acute need for welfare advice, employment and personal development support. The nearby development of a new campus by Neath Port Talbot college will support this project. It is led by the social enterprise at the centre of delivery of the Communities First cluster which forms part of the programme area. They see the project bringing together the populations from the old Aberavon area and the Port Talbot town area by creating social networks around an enhanced educational offering and delivering increased engagement options for those furthest away from the labour market. The Centre will combat worklessness and poverty by improving work related skills, including literacy and numeracy and financial literacy. Links to the Croeserw Community Facility in the Upper Afan Valley will provide a pipeline of information and potential beneficiaries. The project will help diversify the scale and impact of NSA Afan as a social enterprise supporting its future overall sustainability.</p>	
Links to other elements	
Economy	providing information to local people regarding new local job opportunities, helping employers with local recruitment campaigns
Transport	Located close bus/rail hub
Place	Provides ongoing update information on progress with integrated regeneration in Port Talbot and the wider Swansea Bay region

Resilience Employment and Skills Task Force	
	
<p>Underpinning all the projects in the regeneration of Port Talbot will be a structured community resilience strategy and delivery partnership co-ordinating the development, deployment and sustainability of high quality advice, skills and employability services for the town. Building on the experience of NPT homes in delivering Targeted Recruitment and training a wider shared apprenticeship approach across the programme will be developed also utilising the South West Wales Shared Apprenticeship Partnership programme. The targeted development of third sector organisations as social enterprises or service providers will be a key objective for the local partners.</p>	
Links to other elements	
Economy	co-ordination of employment and skills provision to complement local opportunity
Transport	Addresses barrier to access for those seeking work

7 – Project Matrix

ITS Element	Proposed Project	City region	EU 2014 -2020
ECONOMY	TWI Advanced Materials Academy	Business Growth, Retention and Specialisation Knowledge economy and Innovation	Research and Innovation (increase commercialisation of R&D I)
	ABP port developments	Business Growth, Retention and Specialisation	SME Competitiveness Connectivity and Sustainable Urban development
	Swansea Bay Campus	Knowledge economy and Innovation Skills and ambitious for long term success	Research and Innovation Skills for Growth
	Baglan Energy Park	Business Growth, Retention and Specialisation Knowledge economy and Innovation	SME Competitiveness Research and Innovation
	TATA	Business Growth, Retention and Specialisation	Research and Innovation Renewable energy and energy efficiency
	Brunel Dock	Distinctive Places and Competitive Infrastructures	Connectivity and Sustainable Urban development
	Harbourside	Distinctive Places and Competitive Infrastructures Maximising job creation for all	Connectivity and Sustainable Urban development
	Hydrogen Highway	Knowledge economy and innovation	Research and Innovation (increase commercialisation of R&D I)

ITS Element	Proposed Project	City region	EU 2014 -2020
PLACE	Housing	Business Growth, Retention and Specialisation Knowledge economy and Innovation	Research and Innovation (increase commercialisation of R&D I)
	Environment –Flood protection and Green infrastructure	Business Growth, Retention and Specialisation	SME Competitiveness Connectivity and Sustainable Urban development
	Town centre	Knowledge economy and Innovation Skills and ambitious for long term success	Research and Innovation Skills for Growth
	Aberavon seafront	Business Growth, Retention and Specialisation	Research and Innovation Renewable energy and energy efficiency
	District Heating	Business Growth, Retention and Specialisation Knowledge economy and Innovation	Research and Innovation Renewable energy and energy efficiency
Transport and Connectivity	Port Talbot Parkway	Distinctive Places and Competitive Infrastructures	Connectivity and Sustainable Urban development
	Integrated Transport Hub	Distinctive Places and Competitive Infrastructures	Connectivity and Sustainable Urban development
	Bus Improvements	Distinctive Places and Competitive Infrastructures	Connectivity and Sustainable Urban development
	Connectivity	Distinctive Places and Competitive Infrastructures	Connectivity and Sustainable Urban

			development
	Junction 38 Park and Ride	Distinctive Places and Competitive Infrastructures	Connectivity and Sustainable Urban development
ITS Element	Proposed Project	City region	EU 2014 -2020
Community	NPT College relocation	Skills and ambitious for long term success Knowledge economy and Innovation	Research and Innovation (increase commercialisation of R&D I)
	Primary care centre	Distinctive Places and Competitive Infrastructures	
	21 st century schools	Skills and ambitious for long term success	Youth Employment and Attainment
	Plaza	Distinctive Places and Competitive Infrastructures	SME Competitiveness
		Maximising job creation for all	Youth Employment and Attainment
	Workways 2	Maximising job creation for all	Youth Employment and Attainment Tackling poverty through sustainable employment
	Margam Park	Distinctive Places and Competitive Infrastructures	Renewable energy and energy efficiency Tackling poverty through sustainable employment
	Communities First	Maximising job creation for all	Youth Employment and Attainment Tackling poverty through sustainable employment
	Resilience –Employment and Skills Taskforce	Maximising job creation for all	Skills for growth Youth Employment and Attainment Tackling poverty through sustainable employment

8. Mechanisms for Implementation

A range of stakeholders have come together in partnership as the Vibrant and Viable Places Programme delivery board to progress this strategy as an extension of the Vibrant and Viable Places programme, under the supervision of the NPT LSB and Neath Port Talbot Regeneration Partnership.

The programme delivery board comprises representatives of project promoters and funders, NPT college, local business and third sector representatives, including NPTCVS, RSL's and the Communities First cluster. These partners have been actively involved in shaping the programme and endorse this strategy. A stakeholder communication plan will use the Communities First clusters community involvement plans, tenant newsletters and the local press as a basis for wider engagement.

Integrated Strategy management arrangements

The partnership strategy management arrangements will contain the necessary combination of expertise to ensure successful delivery.

Senior Responsible Owner – responsible for programme overall programme co-ordination/communication in conjunction with stakeholders.

Programme delivery board – comprised of key stakeholders and responsible for receiving programme update, exception and highlight reports – decision point on programme content and variation.

Stakeholder forum – A wider business and community stakeholder forum held every 6 months to receive progress reports and consider added value. This is a key feature of the stakeholder communication and engagement plan - the key elements are listed below.

A stakeholder communication and engagement plan promoting the area to business and keeping existing business and residential communities informed - this proposes widescale use of social media, both the Communities First cluster involvement structures and a partner project blog.

Monitoring and evaluation arrangements –

A monitoring and evaluation plan for this strategy is attached at appendix 2 - the key programme outcomes and supporting measures developed as initial project templates are completed. The programme will commission independent support to develop and implement best practice in monitoring and evaluation with an agreed RBA framework at its heart.

9. EU Structural funds criteria and process

Key principles informing consideration of EU structural funds projects 2014-2020

- An unequivocal focus on supporting sustainable jobs, employment and growth and operations which facilitate the role of the third sector and private sector;
- Interventions should seek to integrate economic, social and environmental outcomes, consistent with the central organising principle of sustainable development and contributing to the outcomes of the cross cutting themes;
- Opportunities to achieve greater leverage from the deployment of EU funds, particularly with the private and third sector; and also more collaborative investments where these can add value and achieve outcomes;
- Clear added value, when compared with other ways of supporting and delivering policy, based on sound evidence that demonstrates a clear contribution to sustainable jobs and growth;
- Evidence of opportunity will form the foundation of project design and delivery with investments building on existing and emerging expertise, with human capital delivering to the future needs of businesses;
- Prioritisation of key strategic projects, that underpin the Specific Objectives and which deliver significant outcomes, will be a core part of a portfolio management approach to programme delivery; and
- Clear exit strategies need to be in place at the outset which fully consider the role of the third sector and private sector, build social resilience and tackle poverty within communities, promote equality, and achieve legacy effects.
- Projects will need to consider a range of targeting mechanisms to provide a focus for investment. The degree of targeting will vary according to the intervention.
- Targeting and prioritisation, where appropriate, should reflect:

growth sectors (e.g. specifically the Welsh Government identified key sectors, Grand Challenge areas in Science for Wales and the emerging Innovation Strategy);

areas of specific **geographical opportunity** (e.g. Enterprise Zones, any potential City region or other regional opportunity, Business Improvement District, Rural or Regeneration Area); and

clear identification of **specific target groups**, their needs and how actions will address these needs at a national, regional or local level as appropriate.

Poverty and Social Exclusion

Interventions which reduce poverty are usually best aimed at people, but the dynamics of poverty, social exclusion and deprivation are complex so issues of place can also be influential. While the programmes have an emphasis on sustainable employment as the best way out of, all activities offer the potential to tackle issues of poverty and will therefore be tested against the new Cross-Cutting Theme. In terms of geographical coverage, it will be important to seek to ensure that the benefits from a focus on areas of economic opportunity also lead to benefits in nearby areas of disadvantage.

In Wales, discrimination and social exclusion can be associated with specific groups or those with specific individual characteristics and these are explored in greater detail in the Welsh ESF Programmes. Discrimination and social exclusion can be further exasperated by issues of rurality and peripherality which limit accessibility to employment and economic opportunities.

Action to directly tackle poverty, disadvantage and social exclusion will primarily be taken through the ESF with specific actions expected to target unemployment, worklessness and barriers to accessing sustainable employment. Complimentary actions will also be delivered through the ERDF programmes, such as improving connectivity to ensure people, skills and jobs are joined up, or supporting local employment growth.

Promotion of Innovation

All projects will be encouraged to consider the opportunities innovation provides in piloting, trialling or developing innovative approaches to targeting and delivery. Small scale trialling, particularly through commissioning or procurement can engage wider actors, including the third sector, community groups and social partners in developing new targeting and delivery models to complement existing ones. Through this approach it will also be possible to incorporate linkages with LEADER groups within the EAFRD programmes.

Potential areas for innovation actions might include: new ways of targeting and engaging with under-represented groups; trialling new delivery models; or developing and piloting new sustainable exit strategies. Opportunities for innovation may emerge as projects progress, and it will be possible to build in flexibility for innovative actions in project design. Due consideration should also be given to the potential subsequent mainstreaming of lessons learnt.

It is expected that all major strategic interventions (i.e. those likely to deliver substantial outcomes within the programme) should seek to incorporate innovative elements into programme design and indicate where trialling or piloting of approaches would work most effectively.

Dedicated Social Innovation actions under the ESF will be subject to specific monitoring and more rigorous evaluation with lessons learnt being disseminated both within projects and across WEFO.

2014-2020 - Project selection process/criteria

1. Under the current programmes, each of the twelve selection criteria aims to assess different aspects of the proposed operation. The streamlined nine selection criteria will instead provide a more robust challenge to the proposed operation.

2. The first three selection criteria to be applied will be classed 'core criteria'. These will be: 'Strategic Fit', 'Delivery', and 'Financial & Compliance'.

3.. The purpose of the core criteria is to provide a broad challenge across all aspects of the proposed operation. Fundamental challenges will be made under these core criteria relating to how the proposed operation fits with the required programmes and wider strategies and economic opportunities; how it will be delivered (what, where, how, when, who); and basic initial 'Financial & Compliance' checks.

4. If a proposed operation is able to provide sufficiently robust evidence to progress through core criterion assessment, then the proposal will proceed through to the other six key criteria. The purpose of these is to build on the initial broad challenge of the core criteria through providing further detailed challenge on specific aspects of the proposed operation. Therefore, each of the six other key criteria will take an aspect of the initial core criteria and examine it in greater detail. The order in which these other key criteria are applied will be decided by WEFO on a case by case basis. The decision will be based on previous experience of that type of operation and any associated risks, as well as an analysis of the evidence gathered to date.

5. For example, the selection criteria of 'Management of Operation', 'Value for Money' and 'Indicators & Outcomes' will provide a further detailed challenge on elements originally examined under the core criterion of 'Delivery'. Likewise, the selection criterion of 'Long Term Sustainability' will provide a greater challenge on those areas first examined under the core criterion of 'Financial & Compliance'.

6. This approach of gaining a fundamental overview of the proposed operation through the core criteria, followed by a detailed challenge through the other key criteria is based on principles found in the Better Business Case (BBC) model. This model is currently being rolled out as best practice by HM Treasury and the Welsh Government and therefore it is expected that a significant number of funding applicants will be utilising the BBC process. EU Regulations state that WEFO must maintain an independent process for the selection of operations. Through this approach WEFO is seeking to map across to the BBC model where applicable, thereby reducing potential duplication for applicants. Many of the assessment questions listed under the BBC model.

Projects will be initially be required to complete an Operation Logic table(appendix 2) evidencing links to the main programme objectives(set out in summary form below), the main changes expected, how the change will be achieved and what the main output indicators and targets are. Following an assessment of this initial table projects will be invited, if considered eligible , to complete a full business case.

Appendix 1

Fund	Priority	Changes sought
ERDF	Research and innovation	<ul style="list-style-type: none"> • Increase capacity of Research institutions to attract competitive and private RD&I investment • Increase numbers of businesses carrying out innovation • Increase commercialisation of RD&I within the programme area • Increase R&I capability and exploitation for low-Carbon technologies, processes and services
	SME competitiveness	<ul style="list-style-type: none"> • Increase number and survival of SMEs (including Social Enterprises) • Increase productivity in SMEs (primarily micro-SMEs), in particular through greater ICT exploitation and involvement in the digital economy • Increase size (in terms of employment growth) of businesses (may include investments in productivity growth) by addressing barriers to growth at key stages • More high growth businesses
	Renewable Energy & Energy Efficiency	<ul style="list-style-type: none"> • Increasing use of small scale renewable energy • Contribute to development of marine energy sector • Improve energy efficiency in housing, whilst helping tackle fuel poverty and develop supply chains
	Connectivity and Sustainable Urban Development	<ul style="list-style-type: none"> • Improve connectivity by addressing specific congestion bottlenecks in poor quality parts of transport network (TEN-T) • Greater urban and labour mobility through sustainable transport and improved access to employment opportunities • Improving access to strategic sites for jobs and growth • Completion of ICT and mobile networks • Increased sustainable and quality employment through targeted and integrated urban development
ESF	Tackling Poverty through Sustainable Employment	<ul style="list-style-type: none"> • Reducing unemployment amongst those at risk of poverty and discrimination • Reducing economic inactivity, worklessness and number of workless households. • Increase Social inclusion through sustainable employment • Reduction in barriers to sustaining employment and fulltime working.
	Skills for Growth	<ul style="list-style-type: none"> • Increase the skills levels of the employed workforce and progression to intermediate level skills and above • Increase in higher level skills with a focus on Research and Innovation • Increase Leadership and management skills, organisational flexibility and workforce diversity) • Reduce Gender pay gap and increased number of females at senior management
	Youth Employment and Attainment	<ul style="list-style-type: none"> • Increase youth employment and employability of young people • Reduction of young people who are Not in Employment Education or Training (NEET) or who are at risk of NEET • Increased attainment levels amongst 11-16 year olds • Increased quality of the early years and childcare workforce

Appendix 2 – ERDF AND ESF INITIAL PROJECT APPLICATION LOGIC TABLES – (correct as at March 2014)

ANNEX A - LOGIC TABLE FOR PROPOSED EU OPERATIONS (PROJECTS) INCLUDING ERDF EXAMPLE

*PLEASE NOTE – This template does not constitute a business plan and will not be subjected to formal appraisal through the selection criteria. The aim of this logic table is to demonstrate the potential of the proposal to effectively deliver against the EU programmes.

Operation Title:	
Operation Synopsis (max. 50 words):	
Programme/Priority/Theme (multiple if the proposal could constitute an Integrated Operation i.e. receive funding from multiple Programmes and/or Priorities):	
Geographical area within proposed activity would take place:	

Table 1

Which Specific Objectives within the programmes would the proposed operation deliver against?	What change will the proposed operation seek to achieve?	How will the proposed operation achieve the changes sought?	Programme output indicators and targets
<p>List the Specific Objective(s) relevant to the proposed operation.</p> <p>For example:</p> <ul style="list-style-type: none"> (3.1) To increase the number of renewable energy devices being tested in Welsh waters and off the Welsh coast, including multi-device array deployments, thereby establishing Wales as a centre for marine energy production 	<p>Against <u>each</u> Specific Objective listed under the previous column, please <u>concisely</u> describe the final outcome(s) that the proposed operation seeks to achieve, including how it will contribute to the result target(s) for that Specific Objective.</p> <p>For example:</p> <ul style="list-style-type: none"> The production and installation of a full scale marine energy generation device that has been performance tested and proven as commercially viable. This operation aims to result in 5MW of additional capacity for wave and tidal energy – contributing 25% of the programme target of an additional 20MW of installed capacity in wave and tidal renewable energy. 	<p>For <u>each</u> specified final outcome identified in the previous column please describe, through a series of <u>concise bullet point descriptions</u> of activity, <u>how</u> this will be achieved.</p> <p>For example:</p> <ul style="list-style-type: none"> Identification of suitable candidate sites for device installation through tidal water flow and environmental research; Completion of environmental impact assessments for candidate sites, with a preferred option identified from a full analysis of potential benefits and impacts; All relevant consents, permits and planning permissions relating to the installation, power transmission and ongoing monitoring of the device will be obtained; Establishment of company to register all interests relating to device, progress design and manufacture of device and ongoing development; Agreement on route and specific 	<p>Please identify which <u>Programme output indicators</u> will be used to capture the activities described under the previous column. If possible, please identify a provisional contribution towards the relevant output target if possible.</p> <p>For example:</p> <ul style="list-style-type: none"> Additional capacity of renewable energy production Energy Support site preparation schemes Number of renewable energy prototypes tested

		<p>materials needed for power transmission onshore;</p> <ul style="list-style-type: none"> - Acquiring facilities for manufacturing of device, full details of timescales and any procurement to follow; - Recruitment of staff to manage operation and identification of need for specialist trained employees for manufacture and ongoing development of facilities, including training needs through partnership with local and regional academic institutions. 	
--	--	--	--

Table 2

Group(s) targeted	Identifying the barriers	Overcoming the barriers	How does the proposed operation fit within the wider investment context as set out in the Economic Prioritisation Framework (EPF)?
<p>Please identify the specific target group(s) (participants and/or SMEs/sectors) that the proposed operation would seek to support.</p> <p>For example:</p> <ul style="list-style-type: none"> - Marine energy sector. 	<p>For each target group identified under the previous column, please describe the specific barriers faced that form the need for the proposed operation.</p> <p>For example:</p> <ul style="list-style-type: none"> - The technology utilised with the device has been theoretically validated but is as yet unproven through practical installation. Significant private sector investment is potentially available but will not engage until the commercial viability of the technology is proven. 	<p>For each barrier identified under the previous column, please describe how the operation will provide effective support for the target groups(s).</p> <p>For example:</p> <ul style="list-style-type: none"> - The proposed operation (through the specific activities described in the above column) would allow the device to be performance tested and proven as commercially viable, which would unlock significant potential private sector investment. 	<p>Of the 'economic opportunities' identified within the EPF (thematic and/or regional), please list those that the proposed operation would deliver against.</p> <p>For example:</p> <ul style="list-style-type: none"> - Thematic Opportunity: Energy - Regional: Central and SW Wales <p>For each economic opportunity identified, please describe how the proposed operation will respond to the existing <u>demand drivers</u>, as well as how it would be adding value to and not duplicating existing provision and planned investment.</p> <p>For example:</p> <ul style="list-style-type: none"> - The proposal would directly respond to the identified demand driver of crown estate leasing rounds for off shore marine technology. - The proposal would also compliment existing demand drivers such as the Energy Island initiative in Anglesey through contributing towards a regional aggregation of renewable energy expertise. - The proposal features as part of the

			<i>strategic plan for the identified Enterprise Zone and can demonstrate endorsement from key investors identified in the EPF and beyond</i>
--	--	--	--

ANNEX B - LOGIC TABLE FOR PROPOSED EU OPERATIONS (PROJECTS) INCLUDING ESF EXAMPLE

*PLEASE NOTE – This template does not constitute a business plan and will not be subjected to formal appraisal through the selection criteria. The aim of this logic table is to demonstrate the potential of the proposal to effectively deliver against the EU programmes.

Operation Title:	
Operation Synopsis (max. 50 words):	
Programme/Priority/Theme (multiple if the proposal could constitute an Integrated Operation i.e. receive funding from multiple Programmes and/or Priorities):	
Geographical area within proposed activity would take place:	

Table 1

Which Specific Objectives within the programmes would the proposed operation deliver against?	What change will the proposed operation seek to achieve?	How will the proposed operation achieve the changes sought?	Programme output indicators and targets
<p>List the Specific Objective(s) relevant to the proposed operation.</p> <p>For example:</p> <ul style="list-style-type: none"> (2.5 WWV, 2.2 EW) To reduce the gender pay gap between women and men, reduce gender inequalities and support the progression of women in the workforce. 	<p>Against <u>each</u> Specific Objective listed under the previous column, please <u>concisely</u> describe the final outcome(s) that the proposed operation seeks to achieve, including how it will contribute to the result target(s) for that Specific Objective.</p> <p>For example:</p> <p>To reduce inequalities in the labour market amongst women</p> <ul style="list-style-type: none"> - Contribution to the reduction in the gender pay gap in Wales (target reduction – nationally or by region) - Supporting the increased in levels of females in senior management positions (target) - Supporting the increase in female participation in non traditional areas of work (baseline and targets) 	<p>For <u>each</u> specified final outcome identified in the previous column please describe, through a series of <u>concise bullet point descriptions</u> of activity, <u>how</u> this will be achieved.</p> <p>For example:</p> <ul style="list-style-type: none"> - Delivering skills support and mentoring for women in employment focussing on those wishing to progress in employment, who are returning from a career break, who consider themselves to be under-employed – either in terms of skills or hours - Delivering activities for employers focussing on modern working practices, to support the promotion of the role of women in the workforce, increased employee effectiveness and achievement of potential and to support workforce development - Delivering activities focussing on gender equality awareness and positive action initiatives, highlighting key stages where females and males can be affected by gender stereotypical perceptions and choices, influencing future career choices and outcomes. 	<p>Please identify which Programme output indicators will be used to capture the activities described under the previous column. If possible, please identify a provisional contribution towards the relevant output target if possible.</p> <p>For example:</p> <ul style="list-style-type: none"> - Participants gaining a qualification upon leaving - With upper secondary (ISCED 3) or post-secondary education (ISCED 4) - Employers adopting or improving equality and diversity strategies and monitoring systems

Group(s) targeted	Identifying the barriers	Overcoming the barriers	How does the proposed operation fit within
<p>Please identify the specific target group(s) (participants and/or SMEs/sectors) that the proposed operation would seek to support.</p> <p>For example:</p> <p>Female workforce generally with some additional focus on;</p> <ul style="list-style-type: none"> - Those in middle management. - Those returning from career breaks - Low skilled 	<p>For each target group identified under the previous column, please describe the specific barriers faced that form the need for the proposed operation.</p> <p>For example:</p> <p>Low skills levels a barrier to progression within the labour market Disconnect from labour market and gap in knowledge due to break, skills require updating.</p> <p>Lack of awareness of opportunities and lack of transferable skills.</p> <p>Potential barriers to equality of employment amongst employers and lack of flexibility for working arrangements</p>	<p>For each barrier identified under the previous column, please describe how the operation will provide effective support for the target groups(s).</p> <p>For example:</p> <ul style="list-style-type: none"> - Provide Demand led support to up skill low skilled female employees and for leadership and management training - Raising awareness of gender equality issues amongst employers and the promotion of flexible working arrangements - Raise awareness of career opportunities particularly in non traditional sectors and the promotion of transferable skills 	<p>the wider investment context as set out in the Economic Prioritisation Framework (EPF)?</p> <p>Of the 'economic opportunities' identified within the EPF (thematic and/or regional), please list those that the proposed operation would deliver against.</p> <p>For example:</p> <p>Specific targeting towards those identified growth sectors where women are under-represented in the workforce and in senior management positions.</p>

Appendix 3

Port Talbot – Integrated Territorial Strategy (ITS)

Monitoring and Evaluation Plan

1. Introduction

Monitoring and evaluation is an integral component of the proposed programme of change in Port Talbot. At each stage in the programme, and its constituent projects life cycles, the objective of the monitoring and evaluation plan is to secure information on the **effectiveness** of delivery of interventions, their **impact** in terms of addressing identified needs and intended objectives and their **accountability** in terms of delivery and value for money.

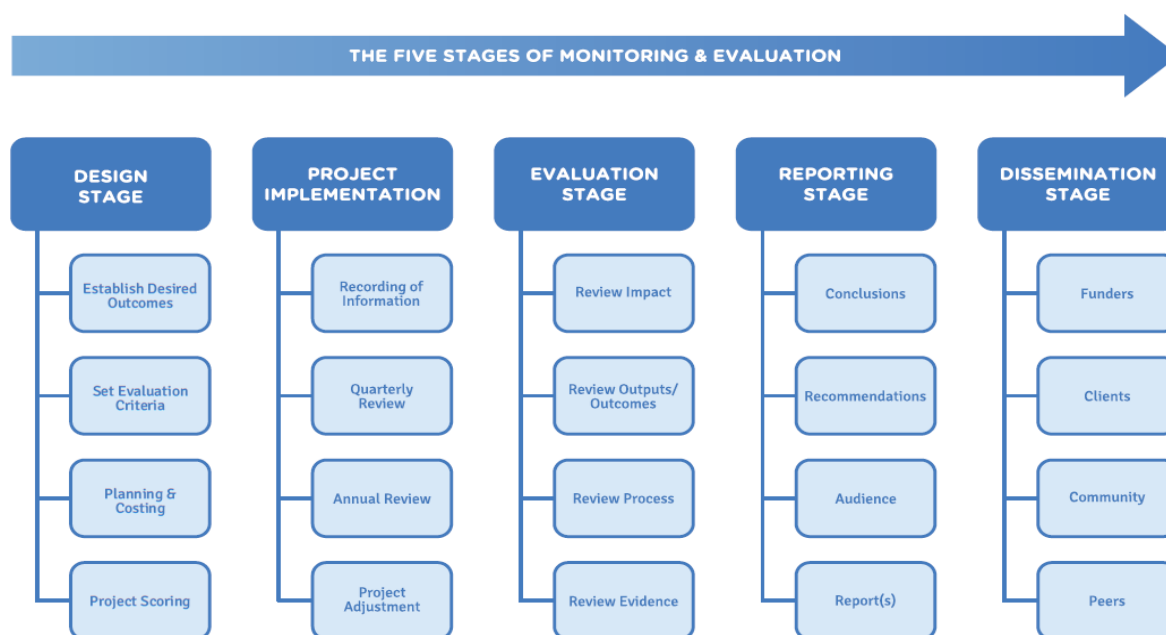
Design stage – relevant measures based on settlement need and ability to collect during programme period

Project Implementation – Keeping an overview of programme progress by securing consistent reporting (method and timescales) amongst all constituent projects

Evaluation Stage – Mid term and summative/final evaluations will assist in assessing the overall progress(mid) and eventual impact of the programme against key outcomes

Reporting stage- Presenting the results of the programme in ways all the local stakeholders can understand and comment on

Dissemination stage – Highlighting key lessons and good practice to a wider audience who might benefit from our learning.



It is intended that the monitoring and evaluation of the ITS activities and impacts on

the local designated communities contribute to the overall initiative through a continuous learning process. Attention will be paid to the progress made on individual projects, within the community areas themselves and within the broader economic and social context of Port Talbot and the Swansea Bay region. The monitoring processes in particular will seek to provide material which will be useful as a source of advice, guidance and ideas for the ITS projects as they continue to evolve in practice. This monitoring and evaluation plan will seek to capture the changes taking place in the local economy, neighbourhoods and communities and in those actively involved in project and policy implementation.

In short, therefore, the purpose of the **monitoring** is to provide an ongoing review and assessment of change in a number of key indicators; issues and views of those involved in the Port Talbot ITS strategy. It is intended to identify the nature of that change and to provide evidence of that change to the communities and to the local partnership. This will enable the ITS projects to continue to evolve in a way appropriate to the needs of the communities and the shifting policy context of the initiative. The purpose of the **evaluation** is to provide a mid term and end of strategy assessment of the impacts of the ITS initiatives in terms of the quantitative and qualitative changes and the processes involved in securing the desired economic and community regeneration.

2. Objectives for monitoring and evaluation in the Port Talbot ITS strategy

The Partnership of organisations promoting the targeted investment strategy in Port Talbot aims to achieve integrated regeneration through a coordinated series of projects designed to address economic, social and environmental issues, this in turn will help realise the area's full economic potential and place it as a key centre of investment for the future of the county, city region and national regeneration. This strategic vision for economic and community regeneration is translated into practical effect through four key areas of action: *housing, employment, education* and leisure *with a major transport improvement project underpinning all of these*. Together, these actions will be realised through the effective and efficient use of infrastructure and resources within Port Talbot and the additional support provided by the Welsh Governments Vibrant and Viable Places strategy. The strategy presents an opportunity for considering impact in the round cross referencing monitoring and evaluation arrangements connected with the Harbourside development strategy and the Sandfields and Afan Valley Communities First cluster delivery plans

The actions, in addition to delivering specific outputs in their own right seek to contribute some specific outcomes that will help local partners and Welsh Government judge how effective the strategy has been overall. Appropriate population indicators will help judge progress towards achieving overall outcomes These have been identified following a review of baseline data for the settlement as a whole including WIMD and Census 2011.

The objectives of this monitoring and evaluation plan are therefore :

- To collect project monitoring information detailing project performance management in a timely and consistent manner so as to enable strategy

management and governance to take necessary actions to assist in ensuring the final delivery of overall outputs and outcomes

- To provide the framework for commissioning interim and summative evaluations of the strategy
- To provide information for dissemination via the strategys stakeholder engagement and communications plan

3. Levels of assessment

The monitoring and evaluation arrangements are based on a hierarchy of assessment which are complementary in providing a means of identifying change at different scales within the locality, area and wider region. The levels of assessment comprise different levels of data collection and aggregation but care is taken to ensure that the appropriate indicators are related to the objectives of the Port Talbot strategy at each level. The hierarchy is set out as follows:

3.1. Regional/strategic

The regional level of monitoring and evaluation will involve an assessment of change in the regional and strategic levels of the Swansea Bay City region. A regional economic framework has been developed and the Port Talbot strategys contribution to this will be assessed and reported.

3.2. Place level

The Place level of monitoring and evaluation will involve an assessment of change in Port Talbot and the relevant communities in the urban and strategic context including the impact on the adjacent Afan valley. The emphasis here will be primarily quantitative in nature, drawn from secondary sources.

3.3. Community level

The community level of monitoring and evaluation will involve an assessment of change in the specific ITS area. The emphasis here will be primarily qualitative in nature (but will include some quantitative evidence). The purpose of the community level of monitoring and evaluation is to address the related objectives of outputs and outcomes.

Outputs are defined as the progress made in the ITS area in terms of evidence of community involvement and participation in the projects and initiatives associated with the local area. The progress of the Sandfields and Afan Valley Communities First cluster deliver and community involvement plans will be key information sources here

3.4. Project level

This involves a quantitative assessment of the inputs and outputs associated with the individual projects in the ITS area. The principal responsibility for this will rest

with project delivery organisations but the results will be integrated with the monitoring and evaluation of the ITS strategy at the regional, place and community levels of analysis.

3.5 Summary of key activities, outcomes and measures

From a wider potential range of measures addressing holistic regeneration some key proposed strategy outcomes and indicative measures have been identified to help inform overall strategy evaluation:

Port Talbot – Integrated Territorial strategy –Key measures			
	Activity	Outcomes	Key ITS strategy measures
Healthy Communities	<p><u>Housing investment</u></p> <ul style="list-style-type: none"> • New build public and private • Group repair • Energy efficiency • Homes above shops 	<p>Increased provision of suitable market and affordable housing to meet evidenced need in the target area improving the commercial/residential ratio in the town centre</p> <p>Number of Empty properties brought back into use reducing numbers of vacant units</p>	<p>Mix of development appropriate to achieve LHMA objectives for area</p> <p>% reduction in fuel poverty</p>
Healthy and Prosperous Communities	<p><u>Connectivity</u></p> <p>Parkway transport hub</p> <p>Connections –coast,</p>	<p>A % increase in the number of linked bus and train journeys undertaken</p>	<p>Mode of travel</p> <p>Passenger and business surveys</p>

	town valley		
Prosperous Healthy And Learning Communities	<u>Cultural development</u> Plaza Culture and Arts centre	<p>Provision of new cultural and arts facilities and start up business development in the town centre</p> <p>More people visit Port Talbot to spend their leisure time and money</p> <p>An increased sense of well being and community confidence as a result of an iconic heritage facility being brought back into use</p>	<p>Increased footfall and local spend</p> <p>Perception of area as a good place to live</p>
Prosperous and Learning Communities	<u>People into work</u> Harbourside Employability and Information centre Resilience, Employment and skills tack force	<p>More people in jobs</p> <p>More people achieving qualifications</p> <p>Residents, businesses and partner organisations feel better informed about local regeneration opportunities</p> <p>Increased numbers of</p>	<p>Employment activity and inactivity rates</p> <p>% level of awareness of stakeholders, businesses and residents</p>

		people from the Communities First clusters as a % of all targeted recruitment and training/social clause beneficiaries	
Harbourside redevelopment area			
	Activity	Outcome	Measure
Prosperous, Healthy and Learning Communities	Employment, education, housing, leisure and physical infrastructure	5000 jobs, R and D facilities, new and existing firm expansion, diversified learning offer	Job creation and retention in designated area Increased learning attainment
Sandfields and Afan Valley Communities First Clusters			
Prosperous, Healthy and Learning Communities	Prosperous and Learning communities projects	Increased attainment, employment and entrepreneurship rates by cluster residents	See cluster delivery plans

Project recording and reporting will be consistently structured to ensure strategy progress on reporting

- Investment levered in (split by private, public and third sectors).
- Percentage of spend retained within Wales-based supply chains.
- Net additional jobs created.
- People supported into work (including through targeted recruitment and training)
- net additional entry-level (NQF Level 2 or below) jobs created through targeted regeneration investment; and
- number of people supported into work through targeted regeneration investment who are a) low-skilled (NQF Level 2 or below) and b) from workless households.

Each level of monitoring will comprise three inter-related processes of data collection and investigation. *Baseline information* will be collected at the outset of the ITS strategy, the purpose of which is to establish the conditions in the wider regional context at the point at which the ITS commences. It will involve quantitative data from secondary sources, which will be organised according to the main themes of activity.

Monitoring of changes by ITS theme and *Evaluation* at the mid term and end term stages of the ITS strategy

3.6 Techniques

The most appropriate monitoring and evaluation techniques will be examined and implemented.

Community Benefits statement sets out the proposed approach to capturing project outputs gained from using the Welsh Governments Community benefits and I2 I toolkits.

4. Evaluation Plan

The purpose of strategy evaluation is to provide a mid term and end of project assessment of the impacts of the ITS initiatives in terms of the quantitative and qualitative changes and the processes involved in securing holistic regeneration. At this stage, the intention is to build the evaluation into the learning processes of the ITS. Attention thus far has been devoted to devising the appropriate monitoring arrangements on which the evaluation will be based. The inclusion of baseline data will form an important part of the overall evaluation at the mid term and end term of the ITS strategy. We anticipate a mid term evaluation to be undertaken in summer 2015 and a final evaluation of ITS activity in Spring 2017 to help inform longer term area development. We propose both mid and final evaluations be undertaken by an independent third party and have budgeted in project costs for this.

5. Current Strategies - Baseline Studies

As has been set out above, the monitoring and evaluation arrangements include a baseline study of Port Talbot. Data will be collected to provide an insight into the regional, place and community conditions at the outset of the ITS initiative together with information about the actions/ projects already in place. An initial comparative analysis of key census data at the area, county and Wales level (appendix 1) forms the basis for the wider baseline work.

6. Administrative arrangements for monitoring and evaluation

Monitoring and evaluation is central to the overall management of the ITS strategy. Responsibility for monitoring and evaluation will rest with the ITS Monitoring and Evaluation Group, overseeing its implementation, which will report to the formal management structures of the Port Talbot Strategy Partnership.

Port Talbot ITS Monitoring and Evaluation Group

A ITS Monitoring and Evaluation Group will be established to manage and oversee the arrangements for implementing the monitoring and evaluation plan. Its remit includes the production of, and dissemination of monitoring and evaluation material up through the formal management structures of the Port Talbot Strategy Partnership and down to the communities and groups operating at field level. The group will comprise key players from both the Council and the other partners and is central to administering elements of the plan, bringing together the community, key workers from the different partnership agencies and those with an interest in the monitoring and evaluation process.

CREW

The group will seek to work with the Centre for Regeneration Excellence in Wales (CREW) to share progress and good practice and benchmark the Port Talbot approach alongside other ITS strategies across Wales.

7. Monitoring and evaluation at the centre of what we do

The local Partnership have, through the establishment of a structured monitoring and evaluation plan, begun to put in place the necessary arrangements for high quality monitoring and evaluation. This will underpin the Port Talbot ITS strategy in ways which ensure involvement at every stage of those businesses and communities whom the strategy is targeted towards.