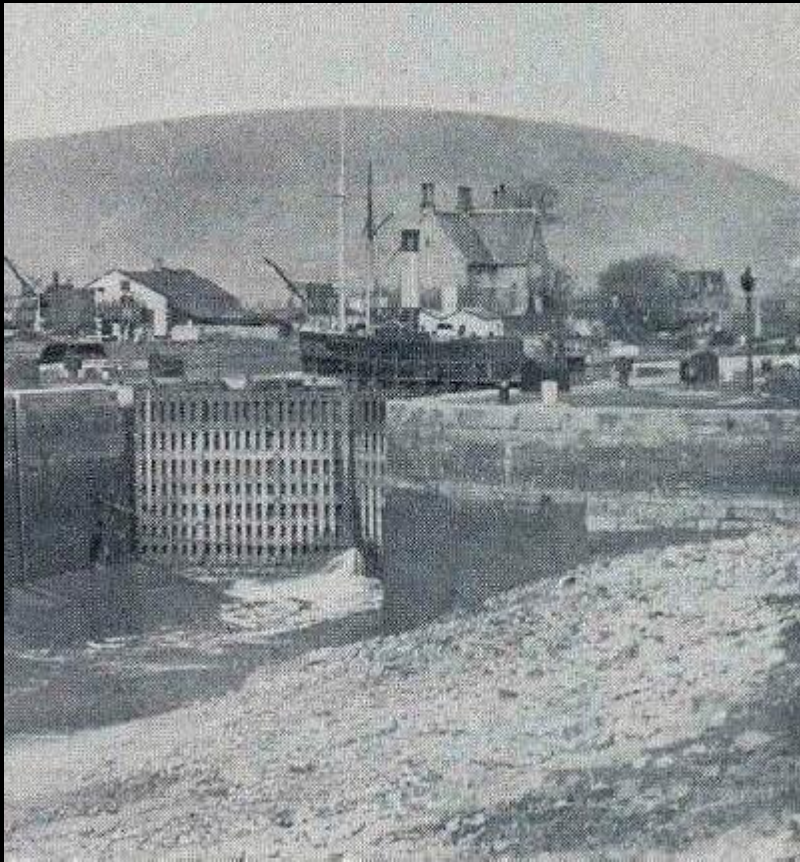


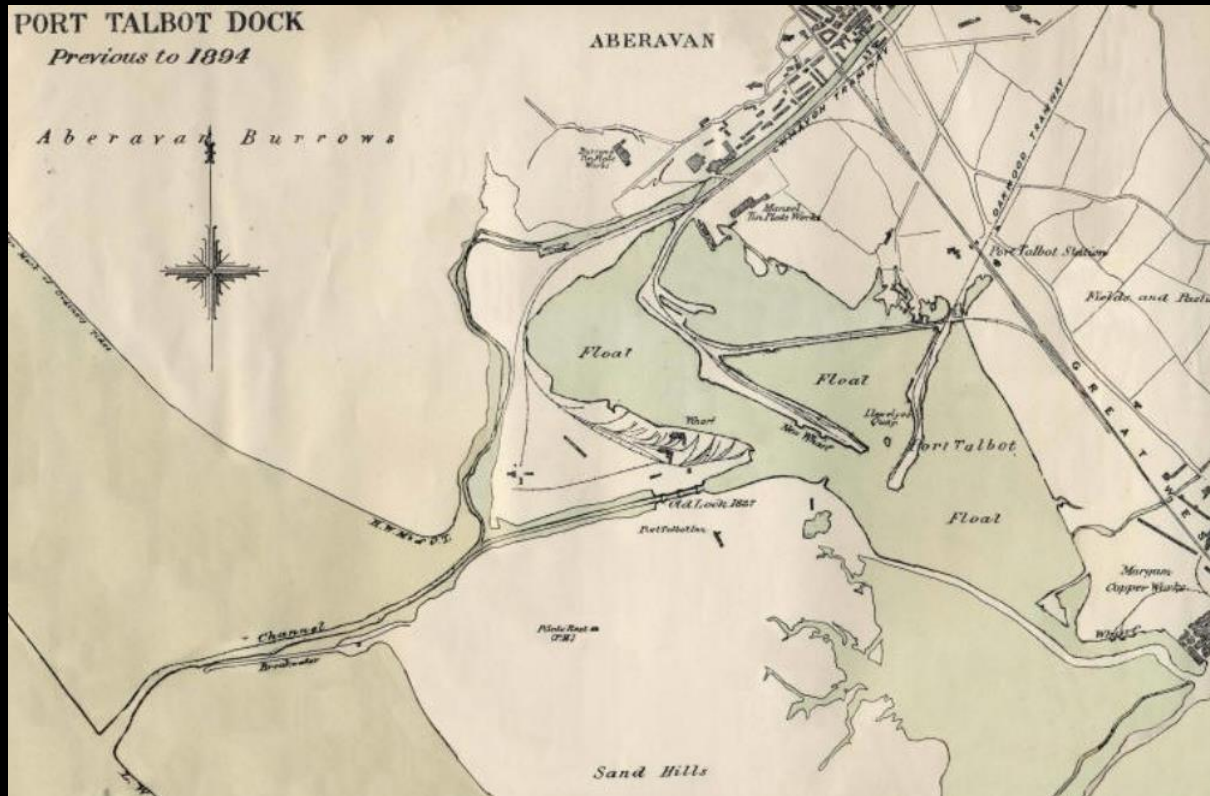
Port Talbot Sea Cadets - Harbour House.

Below: The old Lock inn the 1870's.

Right: Harbour House today. The tall chimney pots are lost.



Port Talbot Sea Cadets - Harbour House.



OS One inch to the Mile 1885-1903

Port Talbot Sea Cadets - Harbour House.

1930

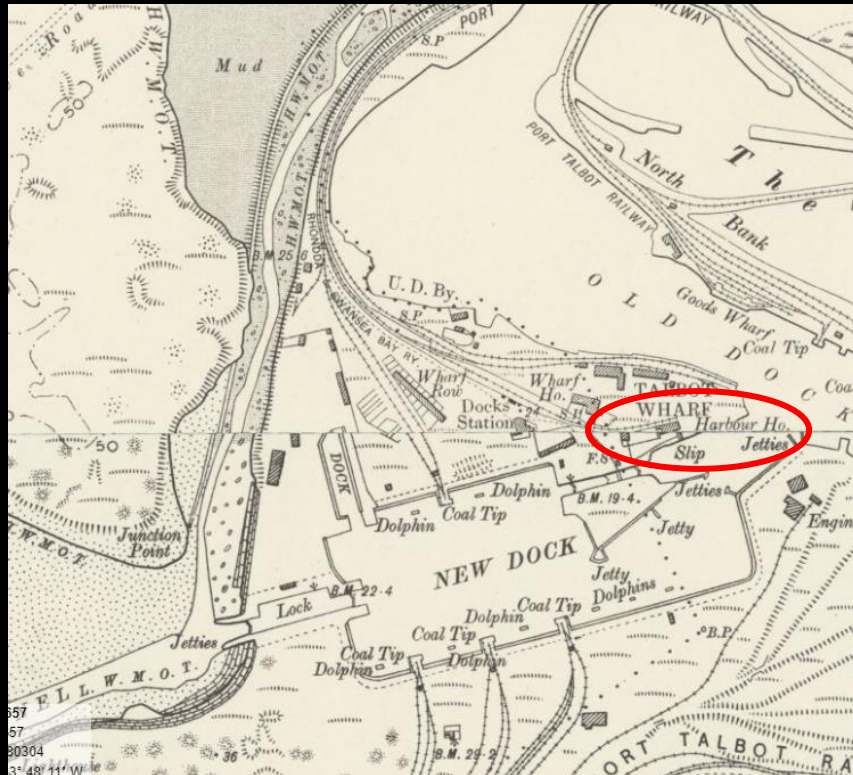


Satellite Image today.



Port Talbot Sea Cadets - Harbour House.

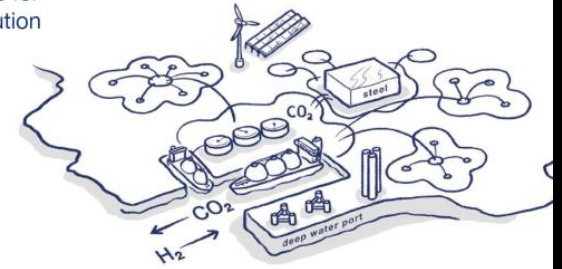
OS Six inch, 1888-1913.



2023.

Future ports: Port Talbot

Transformational change for the next industrial revolution



ABP ASSOCIATED BRITISH PORTS



Port Talbot Sea Cadets - Harbour House.



The Port Talbot vision set out in this paper is a very early, preliminary step on the wider journey towards change at Port Talbot. It will only succeed if delivered consistently over a number of years, accompanied by new partnership arrangements, funding and appropriate policy support. We think that the following big moves are necessary.

Building a team of the willing

Teamwork is going to be critical in future in Port Talbot. A new, highly collaborative relationship between public and private sector, requiring us to rethink how government, the private sector, community and academia work together.

There are two key reasons why. Firstly, remit. Single actor organisations do not have sufficient breadth of responsibility to be effective. We know that the changes we have described here go far beyond the control of ABP: a wide range of actors will need to collaborate, across a number of industries and sites.

Secondly, innovation. Single actor organisations cannot know enough to be effective. NESTA has pointed out that we are "in an age of 'combinatorial' innovation – where major breakthroughs are likely to involve knowledge from different fields, and joint working between thinkers, doers and communicators – being good at collective intelligence will be a crucial determinant of success for businesses, for governments, and for countries. We need to build a new coalition, create the structures that will hold it together, and learn from experience."

Creating a shared vision and strategy

Because innovation is going to be so important to the future of Port Talbot, we need to be thinking in profoundly different ways, within both the private and public sector.

We are suggesting a process of policy co-design, which builds in the ideas of a broad base of consultees from the very beginning of the vision. Network members could include Welsh Govt, local authorities, city region, the universities, OFE Cefnallup, the Crown Estate, AEP, Tata Steel, Hanson, Tarmac, other private sector companies. The process of strategy co-design would need to be run with a great deal of thought and preparation if it is to be a success. Various models (some originating in software design) could be used, including 'hackdays', online wikis, and more traditional stakeholder days and consultation.

Port Talbot needs to be open and ambitious, asking questions such as:

- Could Port Talbot develop a 'Place Commission' – perhaps with four or five industry, academic and delivery 'big thinkers' to lead the discussion?
- Could a new strategy attract an 'impresario' who would be able to propel the conversation, and act as ambassador for the town?

The resulting vision and accompanying strategy will need to be clear minded. The strategy does not need to keep everyone happy. Instead, it must stimulate change, and avoid an ineffectual middle ground. It will need to:

- Disrupt: shake up existing patterns and resource distributions;
- Focus: say which things are more important than others; and
- Innovate: actively seek out new perspectives, and erode groupthink

There needs to be space for experimentation. Some ideas that come through an innovative process will fail. That is to be expected, and can be tolerated as long as failed projects get quickly shut down, or fixed.

Port Talbot Sea Cadets - Harbour House.

Front Entrance Elevations.



Port Talbot Sea Cadets - Harbour House.



Port Talbot Sea Cadets -

Front Elevation views.



Port Talbot Sea Cadets - Harbour House.

Ashlar dressed Pennant sandstone
quoins.



Port Talbot Sea Cadets - Harbour House.



**Right-side Elevation
views**



Port Talbot Sea Cadets - Harbour House.

Right-side Elevation.

The rear lean-to is a much later addition.



Port Talbot Sea Cadets - Harbour

Left-side (S) Elevation. Re-open one doorway and block up the other. Remove the corroded steel and timber sections, heads, etc. Make good the render. Ideally replace PVC undersized windows. Repair barge-details.



Port Talbot Sea Cadets - Harbour House.

Left-side and rear elevations. Decaying steel beam with timber bolted packing (similar to that of a bressummer) with slate covering applied prior to rendering over, to what would at one time been a much larger opening within the rear lean-to addition. Numerous interventions have been made over at least 120 years. The detailing is flawed and is not the ideal we would recommend replicating constructionally. Wet dash render requires repairs as well as modifying window and door openings. The area where the fire escape door is proposed.

There is a need to create a safe to use, level and accessible pathway to facilitate escape away from the building..



Port Talbot Sea Cadets - Harb

The Rear addition is of little true historic or architectural value but houses spaces important to the buildings operational use.



Port Talbot Sea Cadets - Harbour House.

Part of the Rear and left-side Elevations. Some of the stonework similar to the front, remains exposed.



Original window openings have been modified over the years. In future Phases, some could possibly be re-opened if guarded?



Port Talbot Sea Cadets - Harbour House.

The view of the rear wing lean-to's.



Port Talbot Sea Cadets - Harbour House.

The area where an emergency escape doorway is to be created.



Port Talbot Sea Cadets - Harbour House.

The wall at this point in the rear wing lean-to addition there is a mix of rubblestone, clay-brick, steel and timber.



Port Talbot Sea Cadets - Harbour House.

Sebonding plaster, decayed timber heads need removing, timber preservative treatments and replacement lintols. We recommend using reinforced concrete heads in place of the corroded steel beam and decayed timbers as a robust and durable intervention that will not be visible, once replastered. Reinstating timber would be fraught to premature decay once again.



Port Talbot Sea Cadets - Harbour House.

Pex pipework routed through traditional rubble-stone walling.



Port Talbot Sea Cadets - Harbour House.

Rear areas. Timber fungal decay needs eradication and impacted timbers.



Port Talbot Sea Cadets - Harbour House.

Toilet facilities within the rear wing additions.



Welfare facilities.



Port Talbot Sea Cadets - Harbour House.

Internal view of the original rear elevation, now partly exposed in the rear wing lean-to.

Lower Ground Floor areas within the lean-to.



Port Talbot Sea Cadets - Harbour House.

The principal, ground floor, front, right-side room.



Significant water damage is ongoing, presumably via a chimney stack..



Port Talbot Sea Cadets - Harbour House.

Rodent droppings.



Interior doors are not fire-resisting.



Port Talbot Sea Cadets - Harbour House.

Rear doorway.



Port Talbot Sea Cadets - Harbour House.



Port Talbot Sea Cadets - Harbour House.

Upper floor areas.



Debonding paint and 1960-70's modifications and linings.



Port Talbot Sea Cadets - Harbour House.

Ditto. The fire must not be lit unless the flue is cleaned and tested.



Upper floor areas.



Port Talbot Sea Cadets - Harbour House.

Upper floor areas.



Hand-railing is required to the secondary stairs.

Port Talbot Sea Cadets - Harbour House.

Typical interiors.



Port Talbot Sea Cadets - Harbour House.

Ditto.



Port Talbot Sea Cadets - Harbour House.

Rationalisation is required.



Port Talbot Sea Cadets - Harbour House.

Areas need refurbishing.



Basic services.



Port Talbot Sea Cadets - Harbour House.



Port Talbot Sea Cadets - Harbour House.