

SWANSEA CITY CENTRE ACTION PLAN 2011-2012

Swansea City Centre's Action Plan for 2011 – 2012 lays out our joint aspirations, priorities and actions for the forthcoming year and responds directly to the current challenges facing the City Centre economy including those that have been highlighted by the City Centre traders.

The delivery of this and future Action Plans will be critical and cannot be achieved by one organisation alone which is why we are working together as organisations and with others to bring benefits to the City Centre. The City Centre Partnership, which is an established high level multi-agency partnership, will monitor the delivery of the Action Plan. However, we would invite all stakeholders, both large and small, to work with us to achieve our collective vision for Swansea - a City Centre which is a premier destination and a vibrant and dynamic place to shop, live, work and visit. By pooling our resources and working together, we are confident that we will achieve success and meet the expectations of residents, businesses and visitors/ shoppers to the area.

Equally, we acknowledge ongoing consultation on the specific projects together with regular communications with stake-holders such as you will be crucial to the future success of the area. The Council, City Centre Partnership and Business Improvement District will be working together to ensure that comprehensive coverage is achieved and that information is provided to all the key parties.

Should you have any questions about the Action Plan or would like to get more involved, please contact Lisa Wells, City Centre Manager on 01792 476370 or email lisa.wells@swansea.gov.uk

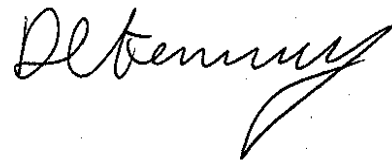
Yours sincerely



Councillor Chris Holley
Leader - Swansea Council

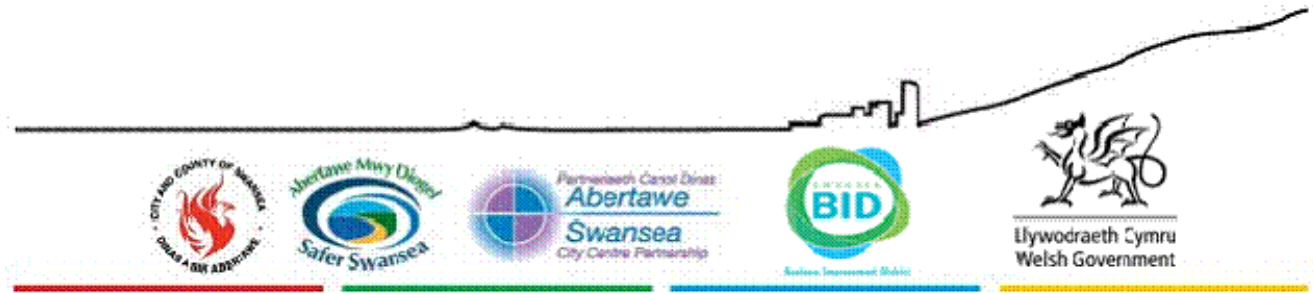


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Swansea City Centre's Action Plan, 2011-2012 *Working together for Swansea*

In order to guide the effective management and continued development of our City Centre, stake-holders working across a broad range of interests, have been coming together since 2001 to agree and deliver successive annual City Centre Action Plans.

These documents, which have been produced by the Council's City Centre Management team, are formally endorsed and subsequently monitored by the City Centre Partnership.

The fundamental aim of the action planning process is to help co-ordinate the operational and strategic projects and to strengthen the collaborative approach toward improving the City Centre ultimately to deliver the following vision for Swansea City Centre and help create a city of European distinction by 2020.

Vision for the City Centre

To develop Swansea City Centre as a premier destination and a vibrant and dynamic place to shop, live, work and visit.

In order to achieve this vision, this and previous Action Plans, identify a series of key actions across six priority areas which appear over the page.

Key Principles

This Action Plan has been devised to provide a **simple working framework** to support the evolution of the City Centre for the forthcoming period. The document is guided by the following key principles:

A. TERM & EVALUATION

The Action Plan covers the period from 1st July 2011 until 30th June 2012. A review of the delivery of the Action Plan will be undertaken in January 2011 and again in June 2012. This will be over-seen by the City Centre Manager in conjunction with the key stake-holders and the City Centre Partnership Board.

B. THIS IS NOT A COUNCIL DOCUMENT!

The Action Plan should be treated as a multi-agency document the success and delivery of which can not be achieved by one organisation alone. It is reliant on the support of several key stakeholders and partners, many of whom are involved in the City Centre Partnership and/or the BID (Business Improvement District), whose influence, resources, commitment and activities will be integral to continue the City Centre's positive transformation.

Although the Local Authority, through its City Centre Management function, has coordinated the production of this Action Plan, the outcome of this work could not have been achieved without the input of these various partners. These agencies are taking proactive action to achieve their own objectives but ones which should be set firmly within the context of the overall vision to improve the City Centre.

Equally, as a multi-agency document, it is important that the development and delivery of the Action Plan is effectively managed. As such the City Centre Partnership as an established high level public, private and voluntary sector strategic partnership oversee the action planning process so that the work of those wide ranging agencies responsible for delivering the City Centre's regeneration, operation and management programmes can be properly integrated.

C. MORE ABOUT THE CITY CENTRE PARTNERSHIP

The remit of the Partnership Board is to focus on a high level strategic role to monitor and critically analyse activity/progress in the City Centre through the delivery of its annual Action Plan, to provide a means of communication and collaboration between the key stakeholders, to act as a consultative body and when required as a lobbying body and to raise the City Centre's profile acting in an ambassadorial role championing the cause of the City Centre.

The group, which meets quarterly, is not a decision making body but rather a Board of decision makers and as such the Board members are influential decision makers representing key sectors with a core stake in the City Centre. The current membership and make-up of the City Centre Partnership Board is as follows:

Representative	Sector	Company
Rosemary Morgan (Chair)	Property/ Professional	Morgan LaRoche Solicitors
Dave Kenny	Independent business/ BID	Traders Reconstruction (Shoppers Walk Arcade)

Hywel Evans	Swansea Business Forum/ Chamber of Commerce	Computer Aid Wales
Rowland Jones	Property Lettings	Rowland Jones and Partners
Kevin Hart	Transport	First Group
Alan Wallace	Retail/ Landlord	La Salle Investment Management (Quadrant Management)
Helen Bowden	Media	The Wave/ Swansea Sound
Supt Joe Ruddy	Police	Police
Haydn Fitchett	Welsh Government	Welsh Government
Chris Holley (Leader)	Local Authority	City and County of Swansea
Councillor Gareth Sullivan	Local Authority	City and County of Swansea
Councillor David Phillips	Local Authority	City and County of Swansea

The Board is also supported by several Executive Advisors who are listed below:

Name	Position	Company
Phil Roberts	Director of Regeneration and Housing	City and County of Swansea
Reena Owen	Director of Environment	City and County of Swansea
Phil Holmes	Head of Economic Regeneration and Planning	City and County of Swansea
Lisa Wells	City Centre Manager	City and County of Swansea
Richard Harris	Swansea SRA Programme Director	Welsh Assembly Government

D. ACKNOWLEDGING TRADER FEEDBACK

Swansea City Centre has a history of partnership working and open dialogue with the City Centre business community and other partners through the BID and other established mechanisms forms a key part of this collaborative process.

The views from these consultations are featured within this and previous Action Plans. In addition, in recent months a series of high profile meetings have taken place where-by a group of City Centre traders have come together to highlight their views about the City Centre and the future sustainability of their businesses. A Notice of Motion has also been organised by several Councillors inviting officers of the Local Authority to provide a formal and urgent response to these issues.

The agreed measures are set out within this Action Plan so that they maybe effectively coordinated as part of the wider programme of planned City Centre improvements as well as to provide a mechanism by which their delivery can be effectively monitored and reported.

E. PURPOSE AND USE

The Action Plan is a public document which will be made available through the City Centre website. It will also be available to all the partners who will be encouraged to take ownership and to use it as a management tool to help guide and monitor their activities. In addition, the City Centre Partnership Board will receive regular updates as a standard agenda item during their quarterly Board meetings. The Action Plan will also be given visibility through the likes of the Safer Swansea Partnership, BID Board and its working groups, the City Centre Operations Working Group and City Centre Strategic Framework Management Team, however, as a public document there are several other forums that may choose to use it as an aid memoir and this shall be actively encouraged.

As with all actions plans, they can only ever represent a snap shot of what is being planned into the future at the time the document is prepared. The delivery of these actions will be key, equally however, the action planning process should be sufficiently flexible as not to restrict the ability of the City Centre and her partners to respond to new economic and political opportunities and to adapt a creative or new approach where-ever required.

F. RESEARCH

Much research continues to be undertaken to track the performance of the City Centre across a wide range of performance factors, for example, monitoring public perception of the City Centre, retail spend and foot-flow. The results of this research has been used as part of this action planning process to identify and help address the weaknesses, maximise the opportunities and minimise the threats that have emerged from the data. A SWOT analysis of the main issues is summarised over-leaf.

G. EXTERNAL SOCIO-ECONOMIC FACTORS

The UK wide public sector financial crisis will enviably impact on the ability of the public sector partners such as the Local Authority and Police to commit resources over the longer term.

Equally, this Action Plan should be seen in the context of the continuing national and global financial situation particularly in terms of the lack of available credit which is impeding the delivery of the physical regeneration programme.

Where required open dialogue and consideration of alternative approaches to the delivery of the objectives will be fundamental to sustain the actions set down within this Action Plan as well as the future improvements.

H. STRATEGIC CONTEXT

Largely through it's '*Prosperous and Competitive*' objective, this Action Plan serves to support the delivery of the annual milestones emerging from the City Centre Strategic Framework which provides a long-term strategy for the physical regeneration of the City Centre.

The Action Plan will also be a key tool in supporting the delivery of the Welsh Government's Regeneration Area which encompasses the City Centre and outlying areas.

Equally, collaborative working with the BID will be fundamental to maximizing the collective resources being invested in the City Centre, effectively coordinating activities as well as encouraging communications and the engagement of the business community. The implementation of the BID Business Plan over the next five years (August 2011- July 2016) will thus need to be a key part of this and successive Action Plans.

The Safer Swansea Partnership is a key partner in the delivering of the crime and community safety agenda across the City and County of Swansea and an established Crime and Disorder Strategy is in place to facilitate this. Much of the work of the partnership as it relates to the City Centre will be therefore be reflected under the 'Safe and Secure' objective.

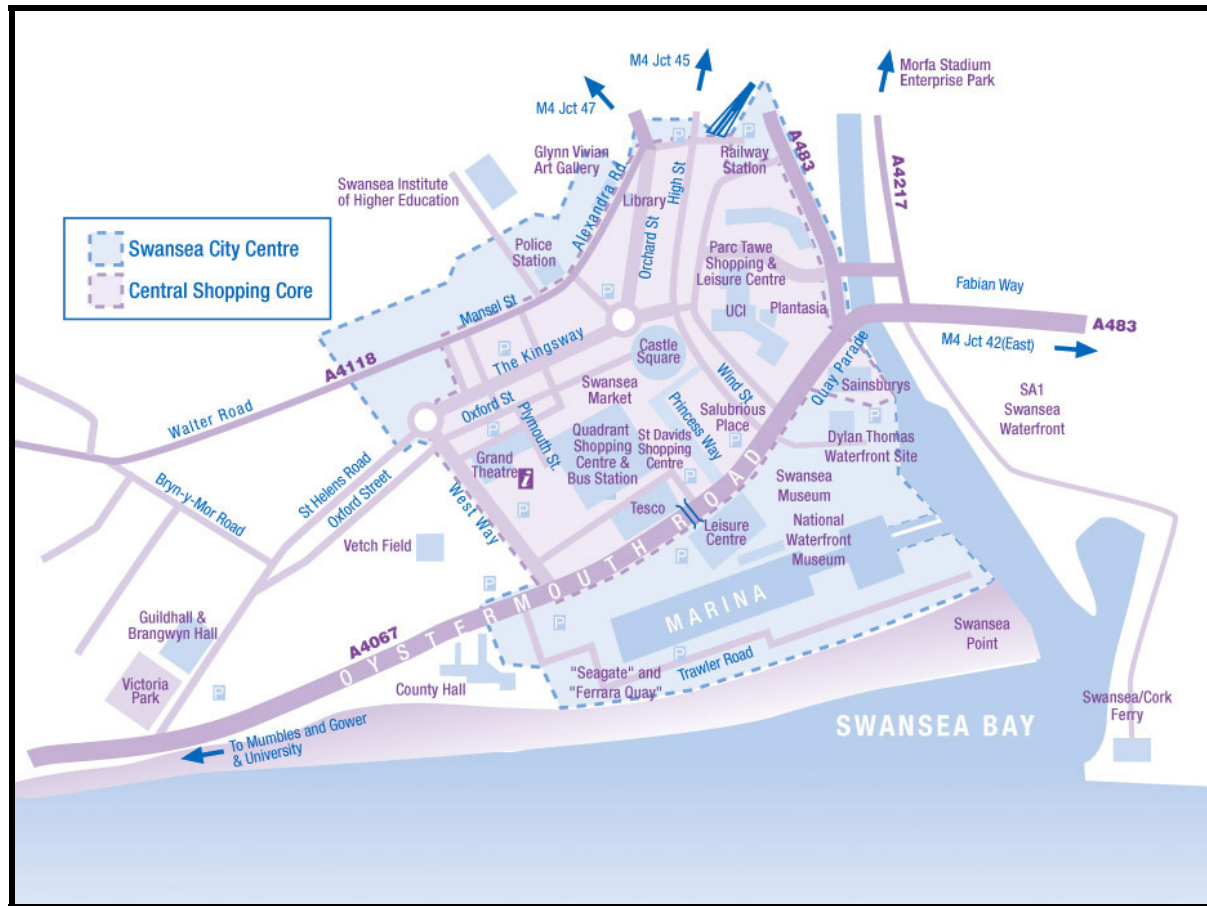
The Key Priorities

In order to fulfill the vision for the City Centre, since the inception of the City Centre Action Plan, the following objectives have been prioritised to enable both the strategic and operational improvements and projects to be listed into set categories:

No	Objective/ category	Description	Pages
1	Strategic and coordinated	To take forward a strategic and coordinated approach to the future development, management and marketing of the City Centre.	10-11
2	Prosperous and competitive	To create a prosperous and competitive City Centre with a wide range of attractions	12-16
3	Accessible	To improve transport and public access into and within the City Centre	16-18
4	Safe and secure	To provide a safe and secure environment	19-22
5	Clean and attractive	To create and maintain a clean and attractive City Centre	22-24
6	Marketed and promoted	To raise the profile of the City Centre through effective marketing and promotion	24-26

Defining the City Centre

The City Centre, as represented by the map overleaf, is defined as the area contained within Mansel Street to the north, West Way to the west, the River Tawe to the east and the foreshore to the south. It includes the Marina and Parc Tawe, St. Davids and the Quadrant Shopping Centres and covers approximately 120 hectares. The BID trading area covers roughly the same geographic principles and encompasses approximately 850 City Centre businesses.



City Centre Map

Abbreviations

For ease, the following abbreviations have been used throughout this document:

- | | | | |
|--------|---|--------|--------------------------------------|
| - CCP | City Centre Partnership | - CCS | Swansea Council |
| - WAG | Welsh (Assembly) Government | - BID | Business Improvement District |
| - SSP | Safer Swansea Partnership | - RPB | Regeneration Partnership Board |
| - SERP | Swansea Economic Regeneration Partnership | - BCRP | Business Crime Reduction Partnership |

- | | | | |
|-----------|--|--------|------------------------------|
| - SWWITCH | South West Wales Integrated Transport Consortium | - SWP | South Wales Police |
| - ATCM | Association of Town Centre Managers | - SMAT | Substance Misuse Action Team |
| - ASB | Anti-Social Behavior | - PDF | Property Development Fund |
| - BEP | Business Enhancement Programme | | |

Target dates

A time-frame for the completion of each action listed with the Action Plan has been provided. Also, where-ever possible, time-bound milestones/ targets have been indicated as part of the progress that is anticipated toward the achievement of that action. For ease, the time-frames are divided into the following quarters as summarised below:

Quarter 1, 1st July until 30th September 2011

Quarter 3, 1st January until 31st March 2012 (end of financial year)

Quarter 2, 1st October until 31st December 2011

Quarter 4, 1st April – 30th June 2012

The Base-line / SWOT Analysis

In order to measure the success of this Action Plan it is important to see the following actions in the context of the improvements that have been undertaken in the City Centre over the previous years. It is also important to assess these improvements in terms of the key strengths, weaknesses, opportunities and threats affecting the area at present . This information is summarised below but please note it is not intended as an exhaustive list.

STRENGTHS

- Swansea—widely acknowledged as the regional centre for South West Wales for shopping, leisure, culture, commerce and education.
- Population 231,300 including a high number of full-time students (20,700)
- A retail catchment of 1.5 million people (500,000 within 30 minutes drive time of the City Centre and 1.5million within an hour).
- Home to Wales' largest indoor Market - Swansea Market (celebrating its 50th anniversary year).
- A strong body of independent businesses trading in the City Centre.
- Approx. 550 retail and service outlets with a combined floor-space of 1.9m sq ft. (Experian 2008).
- Weekly pedestrian flows in excess of 130,000 persons at key locations (PMRS 2010 Survey).
- An attractive waterfront position and in close proximity to the Gower and Area of Outstanding Natural Beauty.
- The annual tourism figures for 2010 show a healthy rise on the previous year including over 4.1m visitors to the area generating £317million and supporting 5,539 jobs (STEAM 2010).
- A flourishing evening economy and known as the 'Nightclub Capital of South Wales'.

- A strong policy framework including the City Centre Strategic Framework adopted in 2007 setting out proposals for the long term regeneration of the City Centre.
- Hammerson - one of Europe's leading developers – selected to lead the regeneration of the City's major retail and waterfront sites in a £1 billion scheme.
- Successful opening of the Swansea City Bus Station in December 2010 and provision of a regional 'transport hub' serving south-west Wales.
- A sound history of collaborative working, formalised partnership project mechanisms and delivery achievement record.
- Established City Centre Management function dedicated to the City Centre, high profile City Centre Partnership and Wales' only Business Improvement District.
- Established ferry links to Ire-land.
- A confident leisure offer including the National Waterfront Museum of Wales, LC, Grand Theatre together with an abundance of restaurants, pubs and clubs.
- Increased public sector investment in the City Centre since the establishment of the City Centre Strategic Framework.
- Several key projects under-way including the railway station improvement works, Urban Village and redevelopment of the former Barons premises.

WEAKNESSES

- Increasing competition due to:
 - proximity of several out of town shopping centres.
 - continuing rise of St David's 2 in Cardiff City Centre.
 - investment being undertaken to regenerate Llanelli Town Centre.
 - increasing popularity of internet shopping.
- Ongoing declining patterns of footfall and retail spend.
- Negative local perception of key issues, for example, car parking, alcohol related violence and crime on Wind Street at night and access into the City Centre.
- Anti-social behavior issues pertaining to key areas such High Street.
- The vacancy level in the City Centre is running above the UK average at approx. 20% of all available units with pockets of unoccupied units found in St David's Shopping Centre and High Street.
- Lack of and poor quality retail offer:
 - number of and perception of charity and discount stores
 - key anchor stores and multiple retailers missing from Centre
 - no prime new retail scheme since the development of the Quadrant Shopping Centre
- Lack of control over the diverse nature of property ownership and ground rents in the City Centre.
- Perception of separate bus and train stations.

OPPORTUNITIES

- London 2012 Olympics, Paralympics and associated Cultural Olympics; the application of the BBC Big Screen in Castle Square to publicize these events and to organise additional activities.
- The promotion of Swansea Football Club to the Premiership Football League.
- Wales' first and only BID extended for a second term in March 2011 until July 2016, generating approx. £4million additional investment into the City Centre over 5 years and providing a mechanism for the active engagement of local businesses.
- Successful Convergence bid for European funding for key regeneration projects including the Boulevard and Picton Lanes Initiatives.

THREATS

- UK-wide public sector financial crisis and continuing global economic problems leading to issues around job security, unemployment, increasing cost of living, low interest rates for savers, availability of credit, reduction in capital receipts etc. According to the Centre for Cities 'Cities Outlook 2011' report, Swansea is considered particularly vulnerable to current public sector spending cuts and its reliance on public sector jobs.
- Possible and perceived disruption as a result of major development works such as the Boulevard scheme.
- Lease renewal process in Swansea Market leading to possible future vacancies and reduced retail offer.
- New or expanding schemes improving the competitiveness of neighbouring towns and cities and further new or expanding out of shopping sites outside Swansea e.g. Parc Trostre.

Further Information

For further information about this Action Plan and/ or to provide an update on the actions listed please contact Lisa Wells, City Centre Manager, City Centre Management, 67 Plymouth Street, Swansea, SA1 3QG, Tel: - 01792 476370/ lisa.wells@swansea.gov.uk/
citycentremangement@swansea.gov.uk

Please also contact us if you require this document in large print, Welsh and/or another format.

For general information about Swansea City Centre please visit: www.swanseacitycentre.com

Priority 1: Strategic and Co-ordinated Approach. To take forward a strategic and co-ordinated approach to the future development, management and marketing of the City Centre

Task	Lead Action By	Targets/ Milestones	Review
Implement and promote the City Centre Strategic Framework to build upon the regeneration of the City Centre.	WAG CCS	July - June The City Centre Strategic Framework Management Team will continue to meet on a monthly basis to progress the key actions	
Implement the Regeneration Area (RA) which includes the City Centre.	WAG (CCS, RPB, RA Steering Group and Board)	July - June Facilitate the Steering Group and Board to allocate the budget according to the agreed priorities	
Review the City Centre User Survey as a mechanism to continue to gauge the views and perceptions of the City Centre.	CCS	July - June The City Centre Research Working Group will continue to meet on a quarterly basis July – Sept Review survey and agree a course of future action	
Agree and establish the BID working groups to deliver the BID Action Plan and improve the City Centre in line with the aspirations of the City Centre traders.	BID	July – Sept Establish a programme of meetings, terms of reference and agree key objectives	
Develop an overarching marketing and communications strategy to assist the marketing and promotion of the City Centre to increase the profile of the area and improve footfall activity.	CCS (BID)	July – Sept Identify and agree the application of the communication mechanisms that will be consistently applied, assess the level of activities being undertaken already and budgets, identify the new opportunities and possible additional finance, agree joint messaging and projects, draft and finalise the strategy	

Engage the business community in improving the City Centre.	BID & CCS	<p>July – June:</p> <ul style="list-style-type: none"> – Hold quarterly CCP Board meetings – Hold BID Board meetings every 2 months and monthly working group meetings as required – Send out regular BID updates by email / newsletter to BID members – Hold quarterly business forums/ surgeries – Attend High Street Trader meetings 	
Allocate the City Centre maintenance budget to key operational activities, emerging requirements and new opportunities.	CCS	<p>July – Sept Prioritise areas of work and allocate the available budget</p>	
Undertake a feasibility study to set up an incubator scheme to attract new start up retail businesses into the City Centre.	CCS	<p>July – Sept Draw up terms of reference, secure funding and procure feasibility report</p> <p>Oct – Dec Subject to the funding undertake feasibility study and produce report</p> <p>April – June Depending on the recommendations of the feasibility report, implement the findings</p>	
Develop a ‘one-stop shop’ system to effectively support and enable developers to deliver schemes in the City Centre.	CCS	<p>July Sept Develop and launch the inward investment portal</p> <p>Oct - Dec Encourage traffic to the portal via the website</p>	

Priority 2: Prosperous and Competitive. To create a prosperous and competitive City Centre with a wide range of attractions

Task	Lead Action By	Targets/Milestones	Review
Progress the City Centre and Waterfront Physical Improvements Programme.	CCS	Complete environmental enhancements at: July - Sept Waterfront Phase 2/3 Oct - Dec Lower Oxford Street Jan – March Tawe Bridges and LC to the Strand Design	
Progress the Development of the Quadrant, St Davids/ Paxton Street proposals with Hammerson.	CCS (Hammerson, DTZ, Herbert Smith)	July – Sept Review strategy and agree way forward to escalate the delivery of the scheme	
Progress the Redevelopment of Park Tawe Phase 1 with Hammerson.	CCS (Hammerson, DTZ, Herbert Smith)	July – Sept Review strategy and agree way forward to escalate the delivery of the scheme	
Progress the establishment of a new Gower College City Centre campus at Parc Tawe.	WAG and Gower College (CCS)	Oct - Dec Confirm preferred option and specification and finalise funding	
Progress the development of 1-4 Castle Square.	Coastal Housing (CCS)	Oct - Dec Submit planning application, facilitate land disposal and procure PDF grant/ funding bid/s	
Market the Lower Oxford Street development site in accordance with the Council's 'Picton Lanes' scheme.	CCS (developers)	Jan - March Assess bids, submit Cabinet report and select developer	
Progress Mariner Street.	CCS (developers)	Oct - Dec Submit Cabinet report Jan - March Prepare development agreement and submit planning application	
Over-see the opening of the remaining retail units	CCS (commercial occupiers)	Oct – Dec Finalise leases to achieve maximum occupancy	

within Swansea City Bus Station.			
Progress options for the refurbishment and public opening of Swansea Castle.	CCS (CADW)	July - Sept Install stair-well and promote and open Castle temporarily as a public 'taster' event; and submit grant application Oct – Dec Subject to grant support progress phase 2 of the refurbishment plan	
Complete the demolition and progress the disposal of the former Vetch Field to achieve regeneration.	CCS (Cuddy Engineering, WAG, SERP, Private Sector, Housing Association)	July - Sept Complete demolition of site and landscape Oct – March Commence preparation works as a temporary public area and review Master-plan April - June Subject to market conditions take site to commercial market	
Dispose of the Dylan Thomas Centre to the University of Wales.	CCS (University of Wales, UoW)	July - Sept Agree Heads of Terms with UoW, submit Cabinet Report and prepare lease	
Complete Queens Buildings disposal.	CCS	July - Sept Complete legal documentation	
Finalise City Centre District Heating Study.	CCS	July - Sept Submit Cabinet report and take forward recommendations	
Facilitate completion of developer obligations at Swansea Point.	CCS	July - Sept Submit bridge planning applications Q3 – Commence construction works	
Dispose of the Observatory.	CCS	July - Sept Complete brief Oct – Dec Market site	
Work with land owner to deliver Marina Student accommodation at the Marina boatyard.	CCS (land owner)	July - Sept Complete Legal documentation Jan – March Submit planning application	
Deliver improvements to property frontages through	CCS (WAG, BID, RPB, Commercial Agents)	July - June Engage with stake-holders and commit allocated budget for 2011-12	

the Building Enhancement 'grant' Programme.	Landlords, Occupiers)	July - Sept Promote scheme among local agents to promote to their landlords	
Initiate PDF Programme.	CCS (WAG, external property market)	July - Sept Review and prioritise programme and progress applications for priority sites (<i>anticipated to be Castle Lane and former Pilkington Glass unit</i>)	
Explore options and funding to offer a range of measures to help support existing independent businesses during the ongoing recession.	CCS, WAG & BID (Valuation Office)	<p>July - June Undertake monthly meetings of the BID 'Supporting and Attracting Businesses' Working Group to take forward actions</p> <p>July - June Develop, promote and implement the BID member benefits scheme to all members including the BEP grant programme</p> <p>July - Dec Consider procurement issues and methodology and submit funding bid to provide a 'Shop-check' diagnostic scheme to help independent businesses identify improvements to their business operations e.g. marketing, signs, merchandising etc</p> <p>July - Sept Explore options to offer interest free loans to independent 'retail' businesses in the City Centre to assist with future revenue and/or capital project costs.</p> <p>July - Sept Explore options with and lobby WAG and the Valuation Office to provide financial 'hard-ship' support to affected independent businesses e.g. rates/ rent reductions/ relief.</p> <p>July - Sept Enter into discussions with the Welsh Government on seeking parity</p>	

		for the City Centre with out of town retailing in terms ensuring that the car parking becomes a cost to the out of town retailers through rent or rates.	
Tender and allocate the City Centre street trading pitches to create a more distinctive and attractive street scene.	CCS (BID)	July - Sept Meet with Street Trading Panel to agree terms of reference and set processes Oct – Dec Allocate pitches Jan - June Re-allocate vacant pitches	
Appoint a Project Officer to the Indoor Market to facilitate key projects including a long term investment programme and rent collections by direct-debit.	CCS (Swansea Market Traders Federation)	July - Sept Recruit and select candidate Oct – Dec Commence priority projects	
Support the ‘Beyond Bricks and Mortar’ initiative to deliver social benefits to Swansea’s communities as part of regeneration activity taking place in the City Centre.	CCS (WAG, RPB, SERP, Employment Sector, Contractors)	July - June Ensure social benefit clauses are written into all new City Centre contracts and monitor the delivery of the existing clauses Jan – March Achieve 46 training weeks per million £ of contract spend	
Develop proposals with local agents to consider the application of ‘Pop up’/ temporary shops targeting vacant units.	BID (local agents and landlords)	July - Sept Develop terms of reference with local agents and secure resources for delivery of scheme	
Market and let 39 Union Street for retail use.	CCS	Oct – Dec Secure occupation of unit and facilitate temporary use, if appropriate	
Consider the application of the forthcoming ‘Enterprise Zone’ legislation in England to a fit for purpose model	CCS & WAG	July - Sept Explore potential with WAG	

for the City Centre			
Progress the refurbishment of the former Central Library	Swansea Metropolitan University (WAG)	July - Sept Finalise architectural plans and submit funding bid/s	
Progress High Street/ Strand Urban Village development	Coastal Housing (Swansea Print Workshop and CCS)	July - Sept Complete construction works and undertake 'topping out' ceremony Jan – March Complete fitting out works and occupy first floor premises July - June Progress Creative Industries	

Priority 3: Accessible. To improve transport and public access into and within the City Centre

Task	Lead Action By	Targets/Milestones	Review
Formally launch the opening of Swansea City Bus Station.	CCS	July - Sept Arrange and promote opening event	
Continue to offer free car parking on Sunday's in Council car parks and negotiate and promote additional discount options.	BID, CCS, NCP	July - June Provide free car parking in Council car parks on Sundays (CCS) and evaluate scheme at end of year July - Sept Review 1 hour free BID parking incentive in NCP car parks and agree ongoing offer(s) with CCS (BID) July - Sept Assess further options for Park & Ride and other City Centre car parks targeting shoppers	
Consider re-launching the Shop Swansea – Shop Sunday campaign to promote free Sunday car parking.	CCS & BID	Oct – Dec Devise campaign and seek resources Jan – March Launch campaign and evaluate	
Reprint the City Centre popular Pocket Map to assist people getting in and around the area and in	CCS & WAG	July - Sept Secure resources and procure supplier Oct – Dec Produce and distribute Pocket Map	

particular to highlight car parking options.			
Undertake a joint CCS/ BID review of vehicle and pedestrian directional signs into and around the City Centre including those for car parks.	CCS & BID	July - Sept Commence review and make recommendations Oct - June Identify funding for improvements and action accordingly April – June Subject to funding implement the agreed improvements	
Advance the Railway Station improvement works.	Arriva Trains Wales, Network Rail and WAG (Train Operators)	Jan – March Complete works on site and organise launch	
Advance the Boulevard scheme and River Tawe bridges.	CCS	Oct – Dec Implement accessibility improvements and complete substantive works to Tawe Bridges	
Assess options to pedestrianise Wind Street.	CCS	July - Sept Consult with the key stakeholders to assess views and take subsequent action/s	
Review the Swansea Mobility Hire Service following its relocation to the Bus Station.	CCS (SAFE)	Oct – Dec Review and present report with recommendations and next steps and action accordingly	
Finalise arrangements regarding the management and enforcement of the Swansea Mobility Hire Car Park.	CCS (SAFE)	July - Sept Finalise TRO, install signs, improve current road markings, undertake communications and enforcement purge with warning period.	
Provide training to the City Centre Rangers to issue parking tickets.	CCS	July - Sept Undertake training and start issuing penalties	
Civil enforcement – support and provide information to CCS Overview and Scrutiny Board to review the Civil Enforcement	CCS	July - Sept Provide information and advice as required to the Overview and Scrutiny Board	

Strategy.			
Implement the City Centre Strategic Car Park Study to improve the management of Council run car parks.	CCS	July - Sept Develop priorities and programme for consideration of alternative car park management arrangements to improve and modernise car parking Oct – Dec Assess options and recommend way forward Jan – March Commence procurement as appropriate for preferred option	
Review scope for increased on-street parking, potentially on a pay and display basis/ meters to assist with short term car parking.	CCS (BID)	July - June Phased review of on-street parking/ payment options and phased implementation as funding permits	
Progress Regional Transport Plan (RTP) projects (including the Boulevard scheme, provision for additional Park and Ride facilities and the Morfa Distributor road) to support the City Centre.	CCS, First Cymru and other bus operators, SWWITCH	July - June Progress funded RTP schemes and seek funding for priority schemes (CCS)	
Promote key bus routes and services as part of the wider marketing of the City Centre offer.	First Cymru & CCS	July - June Ensure that all marketing and promotional materials/ activities include transport options and offers	
Review arrangements regarding the future operation of the loading bays on High Street and Orchard Street with a view to providing additional short	CCS	July - Sept Survey use of the current loading bays Oct – Dec Submit TRO for change of use Jan – March Sign and line bays and 'enforce' accordingly	

term parking.			
Remove specified pedestrian guard rails on Wind Street to provide an open customer environment.	CCS	July - Sept Remove the guardrails and evaluate scheme	
Identify and make improvements to vehicle junctions and pedestrian crossing points within the City Centre in particular along The Kingsway.	CCS	July – Sept Agree the scope of the review and undertake assessment Oct – Dec Consider how the specified improvements could be achieved and secure funding (if necessary) Oct - June Undertake the works and evaluate	
Explore the feasibility of providing a Porter Service for shoppers within the City Centre.	CCS	July - Sept Carry out market testing to establish the demand for the service Oct – Dec Subject to satisfactory demand develop a business plan, attract funding and implement the scheme	

Priority 4: Safe and Secure. To provide a safe and secure environment

Task	Lead Action By	Targets/Milestones	Review
Appoint an additional City Centre Ranger with BID funding to strengthen BID activities and to support the community safety agenda.	CCS (BID)	July - Sept Recruit and select candidate	
Support the Healthy Nightlife Initiative to develop and deliver an Action Plan for the night time economy.	CCS, SWP, SSP	July - Sept Develop and start implementing action plan.	
Review the Ranger Service to develop a provision for	CCS (BID, SWP, SSP, Street Pastors, Licencees)	July - Sept Develop, agree and implement new rota and key	

night time cover.		responsibilities	
Pursue funding to extend the term of the Night Time Economy Officer post.	SSP (CCM)	Oct – Dec Review options Jan – March Apply for funding	
Assess the feasibility of pursuing formal accreditation for the night time economy.	CCS (BID, SWP, SSP, Licencees, ATCM)	July - Sept Liaise with partners to review the feasibility of pursuing the Purple Flag Award and/or BB accreditation	
Extend the Promotional Lettings scheme into the night time to reduce the amount of discarded printed material and debris.	CCS	Oct – Dec Develop operating practices and application system and liaise with licencees Jan – March Launch scheme	
Complete regular license checks on all City Centre door-staff.	CCS (SWP, Licencees)	April – June All checks completed and up to date	
Ensure and safeguard the well being of young persons in the City centre at night.	CCS	July - June Undertake test purchase operations of on and off licence premises in relation to underage sales July - June Continue to implement ID confiscation scheme	
As part of Operation Lynx, continue to target prolific and problematic offenders in regards to ASB and business crime in the City Centre.	SWP & CCS (BCRP, SSP, Police, Probation Service, SMAT, Housing Association)	July - June Multi-agencies continue to meet bi-weekly to progress actions and review cases April – June 5% target reduction in ASB /crime	
Assess the feasibility of securing community safety accreditation to provide the City Centre Rangers with additional enforcement powers to deal with, for example, confiscation of	CCS (SWP)	July - Sept Seek approval of the Divisional Commander Oct – Dec Seek approval of the Chief Constable Jan – March Undertake necessary training April – June Implement	

alcohol.			
Co-ordinate a campaign to tackle crime and ASB over the Christmas and summer periods targeting hot-spot areas including High Street.	SWP (CCS, BID, BCRP, SSP)	July - Sept Identify funding opportunities aimed at increasing the visibility of patrols and other community safety activities during the summer and festive period and undertake and evaluate a summer campaign Oct – Dec Undertake and evaluate a Christmas campaign	
Secure external funding to gate ASB/ crime hot-spot areas such as rear of West Glamorgan House and the Strand tunnel.	CCS (WAG, SWP)	July - Sept Apply for funding, planning permission and gating order Oct - June Subject to above install alley gates and monitor the success once the alley gating is installed	
Take forward the Istam agenda to improve crime and community safety in key areas including Wind Street and High Street.	SWP (CCS, Swansea Drugs Project, Ty-Nant, Job Centre Plus, WAG, Probation Service, Courts Service, Coastal Housing Group, HMRC, Mid and West Wales Fire & Rescue, Swansea YMCA, BID and WGCADA)	July - Sept Develop and agree an action plan for areas July - June Deliver Action Plan and review	
Explore options for changing the way that public services are currently provided/ co-located on High Street.	Istam (SWP, CCS, Swansea Drugs Project, Ty-Nant, Job Centre Plus, WAG, Probation, Courts, Coastal Housing, HMRC, Mid and West Wales Fire & Rescue, Swansea YMCA, BID & WGCADA)	July - Sept Meet with partner agencies to review current operations and present options	
Enhance Police and Ranger patrols of High	SWP (CCS & SSP)	July - Sept Daily partnership patrols to be conducted and regular visits to traders	

Street and other known City Centre ASB/ crime hot-spot areas.		providing reassurance. The Police will utilise their IR3 (GPS) system to monitor, record and target patrols	
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Priority 5: Clean and Attractive. To create and maintain a clean and attractive City Centre

Task	Lead Action By	Targets/Milestones	Review
Implement a scheme to install branded life-style vinyls/ murals to specified unattractive vacant properties in key areas including High Street.	CCS & BID (WAG, Landlords, Commercial Agents, community art groups, schools and colleges)	Number of targeted properties – 8-12 (CCS)/ 5 (BID) July - Sept Agree priorities and funding and spec sites Oct – Dec Secure permissions, procure supplier/ artworks and install vinyl's/ murals	
Develop a campaign to reduce discarded chewing gum litter in the streets.	BID & CCS	July - Sept Purchase specialist new machinery through BID with joint funding from CCS Oct – Dec Develop and initiate campaign to include removal, enforcement, education and public awareness (CCS lead)	
Reduce the use of single use carrier bags across the City Centre.	CCS	July - Sept Raise awareness of the forthcoming legislation among the shops and businesses and develop initiatives to apply the charges locally Oct – Dec Implement the legislation and agreed initiatives	
Enhance the current City Centre cleansing regime in line with the trader's priorities.	BID (CCS)	July - Sept Finalise SLA with CCS and provide a BID graffiti removal service to BID Members coupled with gum removal and enhanced street washing	
Actively encourage businesses to undertake and enhance their	BID & CCS	Oct – Dec Procure financial savings to BID Members through co-operate re-cycling to offer a free or heavily	

recycling activities.		discounted service Oct – Dec Enhance recycling measures in Swansea Market	
Develop a strategy to consider the possibility of installing additional lamppost banners in key locations.	CCS	Jan – March Complete an audit to identify the lampposts where, from a technical perspective, banners could be installed April – June Assess the priority areas and develop a business sponsorship package	
Deliver the Swansea City Centre Christmas lights project.	CCS	July - Sept Agree priority areas and review options. Oct – Dec Commission preparation work. Jan – March Commission full installation work.	
Work with the owner of McDonalds to improve cleansing arrangements in and around Castle Square and to ensure compliance with legislative practices.	CCS, McDonalds	July – Dec Review the current agreement and identify improvements	
Implement the 'Just in time' project on Wind Street to remove commercial trade waste bins from along the street.	CCS (SWP, Fire Service and Wind Street traders)	July - Sept Seek formal approval for scheme Oct – Dec Install corral for waste bins Jan – March Implement and enforce project	
Install additional 'sponsored' bins throughout City Centre.	CCS (sponsors)	July - Sept Install agreed bin to set locations throughout City Centre.	
Install floral decorations and hanging baskets across the City Centre.	CCS (BID)	Q2 – Develop an incentive scheme to encourage businesses to purchase/ sponsor floral displays/ hanging baskets Q3 & Q4 – Actively promote the scheme	

		to the traders Q3 – Seek CCS funding to enhance the range/ number of displays in the public realm Q4 – Install the displays	
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Priority 6: Marketed and promoted. To raise the profile of the City Centre through effective marketing and promotion

Task	Lead Action By	Targets/Milestones	Review
Develop, deliver and promote Swansea Christmas 2011.	CCS (BID, LC, Quadrant Management, Waterfront Museum)	July - Sept Agree a programme of bi-monthly meetings of the Xmas Issues Working Group Oct – Dec Agree a Swansea Christmas brand and key dates	
Explore a Xmas voucher booklet with the traders, transport operators and other partners.	BID (CCS, transport operators)	Oct – Dec Scope out booklet and confirm offers/ discounts with the traders. Jan – March Produce and promote booklet	
Develop and enhance existing campaigns to promote a 'Business As Usual' message to the public in line with the key developments taking place in the City Centre e.g. the Boulevard scheme.	CCS (WAG & BID)	July - Sept Identify additional options and pursue funding July – Dec Undertake campaign and take forward specific promotions	
Promote Swansea City Centre as a shopping and visitor destination including information on parking offers.	CCS & BID	July – Dec Develop and publish marketing materials	
Maximize the Swans promotion to the	CCS (BID & WAG)	July - Sept Identify additional options and pursue funding	

Premiership by developing a campaign to link activities with the City Centre.		July – Dec Undertake campaign and take forward specific promotions	
Develop and promote a programme of special events.	CCS, BID, Waterfront Museum, LC	July – June Develop an event programme for each quarter including SwanseaLive, Xmas and Continental Markets	
Consider the possibility of running additional events including events associated with London 2012 Olympics.	CCS, BID	July – June Target is running 11 additional events July - Sept Identify possible events and schedule. Secure funding for events July – June Run events, subject to funding	
Improve 'Business to Business' communications between the Council, the City Centre businesses and other key partners.	CCS, BID, Market Traders	July - Sept Finalise the mechanisms for BID to act as a focal point for communication in the City Centre through an SLA process. Review how information is disseminated by the BID to its members (email/ hard copy) July – June Circulate information to BID members and Market traders and undertake quarterly BID meetings and regular one to one meetings with BID staff	
Review the Authorised Street Poster Scheme/ City Centre Information Points.	CCS, City Centre Posters Ltd.	Jan – March Review the management and maintenance of the sites	
Maximise and promote use of the Big Screen for local content, special programming and event.	BBC, LOCOG, CCS, BID	July – June Develop an event and content programme for each quarter and in particular programming around the run up to the London 2012	
Consider options for the future management of the Big Screen.	CCS & BID	April – June Evaluate the popularity and use of the Big Screen and consider future management options for the future post	

		London 2012	
Discuss the possibility of setting up a 'Shop Local' campaign with the BID and Swansea Market traders.	CCS, BID & Market traders	July - Sept Research initiatives undertaken in other UK towns and discuss with BID and Market traders	
Explore the opportunity of developing a 'loyalty' scheme with traders.	CCS & BID	July - Sept Scope potential project to seek delivery	