



Swansea City Centre Action Plan - Working together for Swansea

April 2009 – March 2010

Since 2001 successive annual Action Plans have been produced by City Centre Management and endorsed by the City Centre Partnership to co-ordinate the management and development of Swansea City Centre across the six priority areas which appear over the page. The overarching objective of the action planning process is to ensure that the current structure of well established and effective partnerships across a broad spectrum of private, public and voluntary sectors continue their collaboration and work together across both operational and strategic programmes to deliver the vision for Swansea City Centre the ultimate goal being to create a city of European distinction by 2020.

This Action Plan, which covers the period from 1st April 2009 until 31st March 2010, has been devised to build upon the strengths, address the weaknesses, maximise the opportunities and minimise the threats that have emerged from the City Centre Health Check for 2008; and thus should be seen in the context of the national and global financial situation especially in terms of development. This is particularly salient given that the Action Plan also serves to co-ordinate the delivery of the annual milestones involved in the implementation of the City Centre Strategic Framework, which sets out the long-term aspirations for the physical regeneration of the City Centre over the next 10-15 years. The Action Plan will also be a key tool in supporting the recent designation of the City Centre as Strategic Regeneration Area by the Welsh Assembly Government.

Vision for the City Centre

Our long standing vision is to develop Swansea City Centre as a premier destination and a vibrant and dynamic place to shop, live, work and visit.

Key Priorities

The following objectives have been prioritised and draw together both the strategic and operational improvements that will be required to fulfill the vision for the City Centre:

No	Headline	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.	5
2	Prosperous and competitive	To create a prosperous and competitive City Centre with a wide range of attractions	6-7
3	Accessible	To improve transport and public access into and within the City Centre	8-9
4	Safe and secure	To provide a safe and secure environment	10-11
5	Clean and attractive	To create and maintain a clean and attractive City Centre	12
6	Marketed and promoted	To raise the profile of the City Centre through effective marketing and promotion	13

Delivery and purpose

The delivery of this Action Plan cannot 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, whose influence, resources, commitment and activities will be integral to continue the City Centre's positive transformation.

This document is intended as a public document but it will remain sufficiently flexible to enable participants involved in its delivery to respond to any economic, political and other developments at both a local and national level. Partners shall therefore be encouraged to use the Action Plan as a management tool to monitor their activities, equally however it should not curtail their ability to react to new opportunities and take a creative approach.

Partners will also be encouraged to give the Action Plan as much visibility as possible within their successive organisations.

Definitions and abbreviations

The City Centre is defined as the area contained within Manse 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.

The following abbreviations are 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		

Visibility

To ensure that the Action Plan receives the appropriate level of visibility 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 Safer Swansea Partnership, Business Improvement District and City Centre Operations Working Group, 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.

Monitoring and evaluation

A review of the delivery of the Action Plan will be undertaken in September 2009 and again in April 2010. This will be over-seen by the City Centre Manager in conjunction with the key stake-holders and City Centre Partnership Board.

The Base-line

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. A review of the City Centre Action 2008-2009 summarises the work that has been undertaken for this period and is available in a separate document (please visit www.swanseacitycentre.com) . The following information also provides a summary and form of 'position statement' on the current performance of the City Centre:

- Swansea—the regional centre for South West Wales for shopping, leisure, culture, commerce and education.
- Population 228,100 including 24,000 students.
- 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).
- Over 450 retail and service outlets with a combined floor-space of 1.4m sq ft.
- Weekly pedestrian flows in excess of 140,000 persons at key locations.
- Ranked 60th place in 'Venuescore' list of UK shopping centres published by the Javelin Group.
- 4.1 million visitors to the area per annum.
- A flourishing evening economy and known as the 'Nightclub Capital of South Wales'.
- City Centre Strategic Framework adopted in 2007 setting out proposals for the 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.

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/ Progress	Review
Implement and promote the City Centre Strategic Framework.	WAG CCS	Ongoing – The City Centre Strategic Framework Management Team will continue to meet on a monthly basis.	
Develop an implementation plan for delivery of the City Centre Strategic Regeneration Area.	WAG CCS	Q1 - Develop first draft. Q2 - Report to Regeneration Partnership Board.	
Commission surveys to gauge views and perceptions of the City Centre.	CCS BID Opinion Research Services	Ongoing – The City Centre Research Working Group will continue to meet on a quarterly basis. Ongoing - 120 on street surveys will be conducted every month. Ongoing - Produce and disseminate the thematic reports as and when required. Q1 - Agree a programme of supplementary questions. Q4 - Produce and disseminate the annual report.	
Review the way in which data is collected and used to monitor the retail performance of the City Centre.	CCS BID	Q1 - Review the current way in which data is collated and evaluate options. Q2 - Introduce new measures.	
Develop a comprehensive re-election campaign/ strategy for the BID.	BID CCS	Q4 - Draft a marketing and communications strategy.	

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

Task	Lead Action By	Targets/Progress	Review
Undertake a review of the Indoor Market and agree the next phase in its refurbishment and long term development.	CCS, RPB, Market Traders Committee, National Market Traders Federation, United Bank of Switzerland	Q1 - Agree scope of review. Q1 & Q2 - Collate and analyse data. Q4 - Finalise and present report.	
Progress the development of the Quadrant St David's proposals with Hammerson.	CCS, WAG, RPB, SERP, Hammerson, Private Sector	Q3 - Adopt Development Briefs. Q4 - Agree Heads of Terms.	
Progress the development of the Paxton Street County Hall proposals with Hammerson.	CCS, WAG, RPB, SERP, Hammerson, Private Sector	Q3 - Adopt Development Briefs. Q4 - Agree Heads of Terms.	
Progress the redevelopment of Park Tawe Phase I with Hammerson.	CCS, WAG, RPB, SERP, Hammerson, Private Sector	Q3 - Adopt Development Briefs. Q4 - Agree Heads of Terms.	
Complete the retail development at Princess Way.	CCS, WAG, RPB, Retail, Sector, Commercial Agents	Q1 - Slaters and Zara opening. Q1 - Q4 Actively promote remaining units	
Progress the development of the former Vetch Field.	CCS, WAG, SERP, Private Sector, Housing Association	Q1 - Marketing of the site to be undertaken. Q3 - Developer to be selected.	
Progress the development of the Sail-bridge site.	CCS, WAG, SERP, Private Sector	Q1 - Present report to Members. Q2 - Adopt Master Plan. Q4 - Agree Heads of Terms with developer.	
Progress the development of the former Castle Cinema building in conjunction with 1-4 Castle Square.	CCS, WAG, Coastal Housing Group	Q1 - Transfer ownership of sites Q4 - Develop Master-plan.	

Consider options for the re-furbishment of Castle Square	CCS, WAG, RPB	Q1 - Review current condition and use of Castle Square. Q3 – Consider options.	
Deliver improvements to property frontages through the Building Enhancement 'grant' Programme.	CCS, WAG, RPB, SERP Commercial Agents Landlords, Occupiers	Q1 - Q4 - Actively promote the Building Enhancement 'grant' Programme. Q4 - Administer the allocation available in grants.	
Support the 'Beyond Bricks and Mortar' initiative to deliver social benefits to Swansea's communities as part of regeneration activity taking place in the area.	CCS, WAG, RPB, SERP, Employment Sector, Contractors	Q1 – Q4 - Procure local labour as part of the construction and building work undertaken as part of the development of the Quadrant Bus Station.	
Continue the City Centre Physical Improvements Programme including the City Centre core and waterfront areas.	CCS, WAG, RPB, SERP	Q1 - Complete phase II of the core works. Q2 - Secure funding and identify priority schemes.	
Progress with recommendations from the Lower Oxford Street Improvement Study.	CCS, WAG, RPB, SERP, businesses in and around Lower Oxford Street.	Q1 - Finalise draft version. Q2 - Q3 – Undertake public consultation. Q4 - Identify funding and implement priority actions.	
Develop a programme of activities to help the City Centre 'weather' the recession.	CCS, WAG, BID, landlords, occupiers	Q2 - Develop an 'incentive pack' to support existing businesses and encourage new into the area. Q2 - Explore co-operative buying options.	
Offer an NVQ qualification to retail staff.	BID Swansea College	Q1 & Q2 – Promote scheme within the retail sector to secure 80 placements.	
Finalise the new City Centre Street Trading Policy and implement.	CCS	Q2- Agree policy with Members. Q3 - Implement recommendations.	

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

Task	Lead Action By	Targets/Progress	Review
Commence work to the new Quadrant Bus Station.	CCS, WAG, WEFO, First Cymru and other bus operators, Davis Langdon, DTZ, BID, Occupiers, SAFE.	Q1- Install temporary bus stops, award main contract, commence marketing and communications, close Bus Station and start work. Q1- Q4 - Deliver building and construction programme, maintain marketing and communications, enhance the provision of Traffic Wardens to help deal with cars parking in bus stops. Q3- Finalise management and operation of new bus station	
For the duration of the Bus Station re-development to offer extended free car parking in St David's M.S.C.P and to support incentives to encourage use of Park and Ride.	BID, CCS	Q1-Q4 -10% increase in use of the free parking scheme in St David's Car Park and Park and Ride facilities.	
Commission the Swansea Metro Service.	CCS, First Cymru	Q1 - Complete remaining enabling work, commence staff training and trial routes. Q2 - Commission full service	
Develop the Railway Station.	Arriva Trains Wales, Network Rail, WAG, CCS, Train Operators	Q2 - Submit funding applications. Q4 - Commence programme of works.	
Promote use of the York Street Taxi Rank.	CCS, Taxi Trade	Q1 - Undertake and evaluate an operation to encourage customers and the taxi trade to use the York Street taxi rank to help transport people out of Wind Street during the evening.	

Consider introducing additional evening road closures on Wind Street.	CCS, Police	Q1 - Finalise consultation. Q2 - Present report outlining options and revise Traffic Regulation Order. Q3 - Q4- Implement and manage closures.	
Implement a 'Tow Away' scheme.	CCS	Q2 - Explore options for implementing a tow away system to help deal with illegal parking in problematic areas such as the loading bay of the Indoor Market.	
Employ additional Traffic Enforcement Officers.	CCS	Q1 - Commence induction and training of 5 additional Traffic Enforcement Officers.	
Review the way in which RADAR keys are issued to prevent abuse of disabled facilities.	Police, CCS, SAFE	Q1 - Review current systems in consultation with legislative practice and explore options.	
Progress the relocation of Shopmobility to Plymouth Street and consider options for re-branding and re-launching the Service.	CCS, Special Families Forward	Q1 - Undertake an inventory of the current facility. Q2 - Confirm the specification of the new build. Q3 - Draft and agree a relocation plan. Q4 - Develop a brief for the re-branding of the Service and invite tenders.	
Finalise and progress with the recommendations from the City Centre Strategic Car Park Study.	CCS, NCP and other private car parking providers	Q1 - Finalise the draft study Q2 - Consult on the draft study and move to finalise. Q2 - Q4 - Implement the priority actions.	
Investigate the potential to extend/ relocate the parking meter pilot scheme to High Street, Park Street and other key areas.	BID, CCS	Q3 - Review the pilot scheme and explore options for the future.	
Explore scope for marketing and promotion of public transport on key	CCS, First Cymru, other bus operators, BID	Q3 - Investigate and develop proposal for Christmas 2009 – October 2009.	

corridors, with a focus on key retail periods. This will include consideration of promotional fares.			
Consider Regional Transport Plan (RTP) and work up additional specific proposals that fit within RTP and support Swansea City Centre.	CCS, bus operators, SWWITCH	Q3 - In preparation for 2010/ 11, develop proposals by 31 st December 2009.	

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

Task	Lead Action By	Targets/Progress	Review
Agree an Action Plan to tackle Anti-Social Behaviour.	CCS, SSP, Police, Probation Service, SMAT, Coastal Housing, Gwalia Housing, Communities First and Macdonalds.	On-going – the Anti-Social Working Group will continue to meet on a monthly basis. Q1 - Finalise draft Action Plan. Q2 & Q4 - Implement and monitor delivery of the Action Plan to reduce anti-social behavior.	
Extend the Alcohol Control Zone.	SSP, CCS, Police	Q1 - Collate evidence to support an extension to cover the Marina and Sandfields areas. Q2 - Submit order. Q3 onwards - Enforce order.	
Introduce Street Pastors to support the evening economy on weekends and during busy periods.	SSP, CCS, Ascension Trust, Police, BID, Licenced Premise	Q1 - Finalise training and agree a start date. Q1 onwards - Commission service.	
Secure funding to sustain the Night time Economy Co-ordinator post.	BID, SSP, Gorseinon College	Q2 - Review the post. Q3- Confirm funding arrangements with Gorseinon College.	

Monitor and introduce measures to ensure Nite-Net is used to its full potential.	BID, Licenced Premise, Police	Q1 – Agree a programme to regularly monitor use of Nite-net and a mechanism to follow up issues. Q1 – Provide training for radio users.	
Introduce a scheme to manage buskers and to encourage good quality street entertainment.	CCS, Swansea Music and Dance, BID, local entertainers/ buskers, 6 th form schools and colleges, Drama/ theatrical schools	Q1 – Finalise operating procedures and launch scheme. Q4 – Increase the number of entertainers performing in the City Centre.	
Introduce the Best Bar None accreditation scheme for licenced premise.	CCS, BID, Licenced Premise	Q1 – Identify the practical requirements of the scheme and develop appropriate mechanisms. Q2 – Launch scheme and roll out.	
Implement a dispersal zone in problem areas.	CCS, Police	Q1 – Collate evidence. Q2 – Submit order. Q2 – Q4 – Enforce order.	
Re-launch the Safe Child Scheme to include other vulnerable groups.	CCS, Age Concern, Alzheimer's Society, Swansea Carers, Retailers	Q1 – Prepare training programme and publicity. Q2 – Train store staff and other participants. Q3 – Launch scheme to the public.	
Install 3 additional CCTV cameras in key locations.	CCS, SSP	Q1 – Install 2 cameras. Q2 – Install remaining camera.	
Install 3 'talking' CCTV cameras on a trial basis.	CCS, SSP	Q1 – Install cameras and review impact with a view to securing additional funding.	
Co-ordinate a campaign to tackle crime and anti-social behaviour over the Christmas and summer periods.	Police, CCS, BID, BCRP, SSP	Q2 – Undertake and evaluate a summer campaign Q3 – Undertake and evaluate a Christmas campaign	

Implement the Gated Alley Scheme.	CCS SSP	Q1 – Install measures to prevent access behind Walkabout Q2 – Install measures to prevent access to the side of Lazerzone (off Castle Street). Q3 – Install measures to prevent access to the lane behind Leisure Quest (rear of High Street). Q4 – Consider gating the area behind the British Heart Foundation furniture store.	
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Priority 5: Clean and Attractive. To create and maintain a clean and attractive City Centre

Task	Lead Action By	Targets/Progress	Review
Install life-style vinyl's to identified vacant properties.	CCS, WAG, Landlords, Commercial Agents	Q1 – Agree priorities and funding. Q2 – Secure permissions, procure supplier and install vinyls.	
Install hoardings around 1-4 Castle Square.	CCS, Land owner	Q1 – Open negotiations with new landowner.	
Achieve a 5 star award as part of the Clean Britain scheme.	BID, CCS	Q2 – Submit application.	
Continue to provide a dedicated cleansing service to BID members.	BID, CCS	Ongoing – continue to provide rapid response mechanisms and employment of 6 day time and 2 night-time Cleansing Operatives.	
Review maintenance arrangements for the City Centre.	CCS	Q1 – Review the current maintenance arrangements and prioritise areas of work.	
Consider the possibility of installing additional lamppost banners in key locations.	CCS, WAG	Q2 – Consider potential locations including The Kingsway.	

Develop the Xmas lights offer.	CCS, BID	Q1 – Agree priority areas and review options. Q2 – Commission preparation work. Q3 – Commission full installation work.	
Work with the owner of McDonalds to improve cleansing arrangements in and around Castle Square.	CCS, McDonalds	Q1 – Assess practical options for improving the current arrangements, for example, enhanced litter picking. Q2 – Explore the possibility of corralling the storage area to the side of the restaurant.	

Priority 6: Marketed and promoted. To raise the profile of the City Centre through effective marketing and promotion

Task	Lead Action By	Targets/Progress	Review
Develop, deliver and promote Swansea Christmas 2009.	CCS, LC, BID, Quadrant Management, Waterfront Museum	Q1 – Agree a programme of bi-monthly meetings of the Xmas Issues Working Group. Q2 – Agree a Swansea Christmas brand and key dates.	
Develop and promote a programme of special events.	CCS, BID, Waterfront Museum, LC	Q1, Q2, Q3 & Q4 – Develop an event programme for each quarter including SwanseaLive, Independents' Day and the Xmas Market.	
Review the Authorised Street Poster Scheme/ City Centre Information Points.	CCS, City Centre Posters Ltd.	Q3 – Review the management and maintenance of the sites.	
Maximise use of the Big Screen for local content, special programming and events.	BBC, LOCOG, CCS, BID	Q1, Q2, Q3 & Q4 – Develop an event and content programme for each quarter.	
Develop the ATCM 'Dining Week' initiative.	CCS, ATCM, BID, 'Eating out' sector	Q3 – Launch dining week.	

Develop and support a 'business as usual' marketing and communication strategy for major City Centre developments	CCS, BID, WAG	Q1 - Q4 - Implement the marketing and communications plan for the Quadrant Interchange development. Q3 - Develop a marketing and communications programme for the development of the railway station.	
Continue with the 'Love your city' marketing initiative.	CCS, BID, WAG, The Wave/ Swansea Sound	Q1 - Run a series of additional outdoor broadcasts with The Wave/ Swansea Sound. Q1 - Review the impact of the campaign.	
Explore the feasibility of running a Lite-Night event	CCS, BID, LOCWS Art Group, Civic Society	Q2 - Organise a discussion group to explore options.	