



Swansea

city centre

Strategic Framework - Delivery Strategy and Action Plan



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INTRODUCTION AND CONTEXT

The Strategic Framework

The City Centre Strategic Framework was commissioned by the City and County of Swansea (CCS) and the Welsh Assembly Government (The Assembly), on behalf of the Swansea City Centre Partnership (SCCP). There are four constituent documents which comprise the Strategic Framework for the City Centre and which together will be used to support the regeneration of the City Centre.

- An Executive Summary - a short synopsis of the Framework's key issues and proposals
- The Strategic Framework itself – presenting conclusions from the analytical work, leading to a vision for the City Centre, development, design and accessibility principles, and an identification of proposals for Priority Areas
- A Delivery Strategy and Action Plan - which identifies implementation structures and mechanisms that will coordinate delivery of the proposals, guiding initiatives, programmes and investment, and managing the process of delivery.
- Technical Appendices – specialist studies and information collected during the course of the study, which support the proposals in the Strategic Framework.

The Delivery Strategy and Action Plan

This document comprises the Delivery Strategy and Action Plan, which focuses on the vision, objectives, priority themes and tasks identified in the Strategic Framework and which represents a major programme of regeneration and a serious challenge for all the main partners involved.

Delivery of this visionary, ambitious yet commercially robust City Centre regeneration programme will require substantial commitment of energy and resources, and will demand effective co-ordination of the various resources, powers and responsibilities which are held in a number of public, private and voluntary sector organisations.

Swansea now has significant experience of delivering City Centre regeneration initiatives, and has already established some of the structures and networks to build further success. The approach recommended in the Strategic Framework and in the Delivery Strategy and Action Plan is expected to enhance, extend and develop this existing experience, in a holistic and coordinated way.

Many of the specific proposals contained in the Strategic Framework can be delivered through the normal statutory planning processes and commercial property investment and development mechanisms. Where these mechanisms are not sufficient, some proposals contained within the Strategic Framework may require the use of compulsory purchase powers to ensure physical delivery. The appropriate use of such powers is well established in the UK and could play an important role in supporting the regeneration proposals for the City Centre. Decisions to use these powers, and indeed delivery of the whole of the Strategic Framework, will require a clear process of co-ordinated delivery, deploying all of the available resources and powers of the key partners, particularly CCS and the

Assembly.

The Vision, Objectives and Priority Themes of the Strategic Framework

The Strategic Framework sets out a clear Vision for the future development of the City Centre as a successful European Waterfront City and highlights a series of strategic objectives to achieve this Vision, namely -

- Building a Competitive City Centre Economy
- Creating a Quality Regional Shopping Centre
- Achieving a High Quality Environment
- Developing City Living
- Making a Waterfront City
- Improving Accessibility and Movement
- Creating a Destination City
- Reaffirming a Regional Role
- Expressing a Distinctive Identity

In seeking to meet these objectives and achieve the Vision for the City Centre, the Strategic Framework identifies four important Priority Themes, which are -

1. Creating a Vibrant Mixed Use Heart to the City Centre
2. Creating a High quality 'European Boulevard'
3. Connecting the City to the Waterfront
4. Developing the Identities and Complementary Roles of All Districts

Project Delivery

These Priority Themes are carried forward in the Framework through a number of specific development proposals and environmental initiatives which broadly fall into the following categories:

- **Large-scale Development Projects.** The Strategic Framework includes a number of large and complex projects such as, for example, the St. David's/Quadrant and Paxton Street scheme. They can be delivered through normal private sector development and investment mechanisms, in partnership with the local authority as landowner and planning authority, and with the support of other government and voluntary sector bodies. They are not, in the main, reliant upon any unusual or additional forms of public intervention in terms of powers or resources. It is ultimately possible that public intervention will be required to ensure delivery on time and to the planning and design standards intended. All of these projects will certainly require significant levels of effort by the local authority and others, because of their significance, scale and complexity.
- **Other Development and Infrastructure Projects.** These are important "transformational" projects, including for example proposals for the Plas Grand Theatre, High Street Urban Village, Swansea Metro, which

will have a significant effect on the physical environment and the diversity and distinctiveness of the City Centre. These projects are likely to be delivered by a range of agencies working in partnership, and will in many instances require a pro-active stance to be undertaken by the Council and potentially by the Assembly. The delivery of such projects is likely to require appropriate levels of public sector funding to ensure delivery.

- **Environmental Improvement and Public Realm Projects.** These are fundamentally important projects if the Vision is to be delivered, will inevitably be public sector-led and are likely to be promoted by the Council. They will invariably require a co-ordinated organisational and departmental approach towards design, delivery and funding, and crucially, will need the assistance and the co-operation of local business groups and other interested parties. It will be necessary to galvanise the support of a number of organisations in preparing, promoting, funding and delivering these projects.

Strategic Co-ordination and Framework Delivery

In addition to these specific development proposals and environmental initiatives, there are also clear challenges in terms of:

- co-ordinating all of these development, infrastructure, environmental improvement and public realm projects to avoid implementation difficulties and achieve maximum benefits
- linking these projects to wider regeneration and public sector objectives, for instance to skills development initiatives, public events, marketing and regeneration in adjacent areas
- managing and developing the strategy and process of delivery, facilitating links between strategic organisations and liaising with the local and wider business and residential communities
- setting a clear message that the City Centre is embarking upon a visionary programme of change and regeneration, through effective promotion, marketing, branding and PR.

The task of delivering the Strategic Framework, therefore, relies on successful working partnerships between various organizations, particularly the local authority, the Assembly and the City Centre Partnership.

Funding

Funding from public and private sectors is a key aspect of delivery. Wherever possible, the Strategic Framework focuses on projects which will attract private sector investment. This is crucial, as public resources are necessarily limited in scale and application, and sustainable renewal of the City Centre must rely on creating a momentum of investment through normal commercial processes.

However, there is a need for public sector funding both as targeted interventions to release particular developments or sites which are important to regeneration, and as investment in public realm or infrastructure projects. A commitment from the Council and the Assembly to invest in the City Centre through a rolling programme of annual spending allocations would be a significant advantage, providing a vital contribution to individual projects and generating further match-funding. Other "funding silos" will be accessed for specific projects. Although successor

arrangements for Objective One under the Convergence Programme 2007-2013 are not fully developed, there will be a measure of European Structural Funding available, linked to national policy and specifically the Wales Spatial Plan's strategic priorities. Key themes include creating a favourable business environment, and the need to build sustainable communities, both of which can be applied in support of priorities within the Strategic Framework.

Implementation Issues

Different cities demonstrate that there are various ways within which City Centre regeneration can be successfully delivered. Lessons learned in relation to organisational structures and processes in other cities illustrate the issues which need to be addressed. They help to inform an appropriate approach for partners in Swansea, in relation to the following key implementation factors -

- Priorities and Intervention
- Planning Policy
- Funding
- Land Ownership
- Development Partnerships
- Development Toolkit
- Profile
- Strategic Focus.

The remainder of this Delivery Strategy and Action Plan will, therefore, discuss -

- Key Issues for Delivery, as indicated above
- Delivery Mechanisms, which are critical for the involvement of present and future partners
- The Action Plan, to form the basis of future planning and implementation.

KEY ISSUES FOR DELIVERY

To ensure implementation of the key objectives of the Strategic Framework, and therefore, realisation of the Vision for the City Centre, it is essential that this Delivery Strategy and Action Plan is firmly established as the main business planning vehicle to co-ordinate the specific proposals identified in the Strategic Framework.

The process for management and delivery of the Strategic Framework as a whole is discussed later, but delivery mechanisms for individual proposals can and will take a variety of forms depending on the nature of the projects concerned. Within this context, there are a number of 'Key Issues for Delivery' that are likely to apply to all developments and area specific proposals. The various ways to use the available powers, resources and mechanisms constitute the principal foundation blocks for underpinning the Delivery Strategy.

Priorities and Intervention

The Strategic Framework recommends a retail led regeneration as part of a mixed use approach to development in Swansea City Centre. This involves active inclusion of offices, residential, leisure and other uses in support of retailing if the City Centre is to be truly vibrant and sustainable in the future.

Whilst highlighting this as a priority, the Framework also emphasises that key interventions need to be made to ensure delivery of the identified priority schemes. It confirms that major development proposals should be deliverable without public sector interventions. However, linkages or elements of such schemes, and indeed complementary proposals identified may need public sector financial input to make them work.

Examples might include the connection between Paxton Street on the seafront and St David's in the vibrant mixed use core area, or in investment terms, cross subsidising office uses within mixed use schemes. It is critical, therefore, in order to deliver the comprehensive range of proposals that appropriate interventions are made especially in the early stages of delivery.

A series of Priority Areas that envisage significant redevelopment and enhancement over the coming decade or so have been identified. Whilst it is important that all of the Priority Areas are individually delivered to achieve the Vision as a whole, a number of key developments will unquestionably provide a major 'step change' in the way that the City Centre functions economically, physically and socially. These underpin the Development Strategy in the Framework and are central to its success.

Retail-led Mixed Use Development - The issue of development phasing and its relationship to retail policy in Swansea is particularly important to the delivery of development options for Priority Areas. In line with planning policy, the aim of the Development Strategy is to establish the St David's/rear of Quadrant area within the City Centre retail core as a focus for high quality retail led mixed use redevelopment. In addition, the existing Parc Tawe retail park, which lies at the eastern gateway to the City Centre and currently comprises large format retail units and leisure uses requires reconfiguration and investment. New proposals should complement and not compete with St David's/rear of Quadrant, based on Parc

Tawe's existing retail role, delivering an increased mix and intensity of other uses, improving links with other City Centre areas, and to the riverfront and SA1 Swansea Waterfront.

A key priority for the Strategic Framework is to increase the quality and provide appropriate size of commercial space within the City Centre to stimulate investment and different activities in the core area. This is central to evolving the urban structure of the city but the issue of timing, phasing and deliverability are critical given initiatives elsewhere. The City Centre must seek to deliver offices which are targeted at a market that is not accommodated at other locations, adopting a flexible approach to cater for all types of end users and providing a suitable mix and size of accommodation, differing tenures and service provision. In a context of currently low office rents, the viability of developments may be an issue. Therefore, public sector intervention may be necessary. This will potentially involve consideration of grant regimes, public sector occupation, public/private sector partnership arrangements, and explicit support for the City Centre as opposed to other locations.

The delivery of residential developments within the City Centre is comparatively buoyant at present with individual proposals emanating from both the public and private sector. There may be a similar situation in respect of timing, phasing and deliverability, but this is likely to be addressed through normal market forces.

A Destination City - One of the strategic objectives for the Framework is for Swansea to become a destination city. Whilst much has been achieved with major cultural and leisure investments like the National Waterfront Museum, other opportunities will be explored through discussions with developers and operators. The Strategic Framework provides a conduit for these discussions and will facilitate delivery on appropriate sites, integrated with other development. These will be sought through private investment, although public sector agencies will have to consider funding support where appropriate, given that such facilities often require assistance in their establishment.

Public Realm - Whilst the determination of priorities and interventions is fundamental to the delivery of development proposals identified within the Strategic Framework, it is also important to ensure that public realm schemes are properly considered in terms of timing, phasing and deliverability. These provide the overall context within which those development proposals sit, and need to be programmed and resourced, primarily by the public sector, so that the overall Vision for the City Centre is delivered in an holistic manner.

Public Sector Intervention - Priorities in delivery will necessitate selective intervention, and fundamentally, the public sector must recognise its role in facilitating and resourcing such interventions

Policy

One of the key objectives of the Pre-inquiry Modifications Unitary Development Plan (UDP) for Swansea is to reinforce and improve the City Centre as a vibrant regional focus for business, shopping and leisure. This is consistent with the aspirations of the Wales Spatial Plan, which identifies Swansea as the key driver in the economy of South West Wales, and acknowledges the important role of the City Centre. Whilst this UDP objective underlies the Strategic Framework, it is

important that more detailed proposals and planning policies are developed to guide future development within the retail core area of the City Centre.

One of the most important elements for the UDP to address is the delivery of retail development in the City Centre. The Pre-Modifications UDP focuses on the enhancement of the City Centre's retail offer through the definition of a "Retail Core" (Policy CC2). This is also fundamental to the Strategic Framework's aspirations for retail-led regeneration in the vibrant mixed use heart of the City Centre.

The Delivery Strategy will have to ensure that individual development proposals are consistent with the Pre-Inquiry Modifications UDP and generate retail-led mixed use proposals which:

- Demonstrate enhancement of the retail core of Swansea City Centre
- Enhance the regional status of the city and the vitality and viability of the city as a whole
- Consolidate and enhance the retail offer around existing prime shopping streets
- Enhance the quality, variety and type of retail in the City Centre core.

In parallel with this, the policies of the UDP are also important to resist retail development that is prejudicial to maintaining and enhancing the vitality and viability of the retail core within the City Centre. While this can be achieved through current policy by resisting further out of town retail, the fundamental issue facing Swansea City Centre is to ensure that the next location for retail-led mixed use investment is in the City Centre retail core area, with the highest priority given to the St David's/rear of Quadrant area. In the longer term, effective UDP policies will support other Strategic Framework priorities, for new residential and office development, and new leisure facilities and attractions in and around the City Centre.

In addition to reflecting the synergy between UDP policies and the Strategic Framework, delivery of the Framework's proposals will, in due course, be supported by appropriate Supplementary Planning Guidance. This may be in the form of a series of planning and development briefs for key sites. They will provide more detailed planning, urban design and development guidance and requirements, based on the concept plans and development, design and accessibility principles set out in the Framework. The briefs will support land acquisition proposals, present a more detailed planning context for new development, and also increase the level of development certainty and confidence to invest in the City Centre.

Funding

A review of Urban Regeneration Companies in England, undertaken by the Office of the Deputy Prime Minister in 2004, highlights some issues which are particularly relevant to the implementation of Swansea's Strategic Framework. Much of the work and investment required to deliver the Framework will flow through normal processes and resources, but experience shows that there is a need for all funding partners to commit to specific funding for at least a three year period to support the core costs of co-ordination of the Strategy and delivery of key projects. This commitment should be maintained as a rolling three-year commitment subject to

business plans and spending reviews. In Swansea's case, this would ideally require -

- a 3 year rolling programme of budget, with "in principle" commitment to the longer-term from both the CCS and the Assembly
- other sources of funding to be explored for specific action plan items.

Such budgets will be critical in delivering -

- Public sector intervention opportunities in support of other private sector investment to secure "early wins"
- Feasibility work
- Strategic acquisition and disposals
- Infrastructure
- Public realm schemes
- Strategic interventions to encourage specific developments or aspirations

Capital Funding - Public sector capital investment in physical projects will ideally form a relatively small part of the overall investment required to deliver the Strategic Framework. The Framework emphasises that most of the funding investment will come from the private sector, particularly in relation to the larger development schemes, and the public sector will need to use their negotiation skills and other assets to assist with delivery.

However, public sector funding support for the desirable, but potentially less viable development proposals and for important public realm schemes will be significant, and will need to be carefully programmed. Public sector agencies will need to identify funding sources and match funding in advance, and highlight the schemes which need this support in their business plans. Essential candidates in the Strategic Framework include the European Boulevard, "crossing squares", and examples of property acquisition or physical enhancements which cannot be economically sustained on their own.

It would be helpful if the City and County Council was able and prepared to provide a meaningful capital budget for the City Centre and maximize the use of existing assets to benefit future City Centre regeneration. This would provide one means of bringing additional investment into the City Centre.

Although the Assembly effectively operates on a three year financial plan as a programme tool, its financial resources are nevertheless set on an annual basis in the same way as local authority budgets. This arrangement could cause problems from the perspective of funding certainty and programming, given the timescales and quantum of funding required, to deliver the significant programmes of work and projects anticipated in the Strategic Framework. However, this arrangement is the reality of the current situation, and will need to be factored into the delivery and implementation arrangements and into business plans. A well considered Delivery Action Plan and robust Business Plan supported by three year financial planning and active monitoring will help to maintain focus and direction, minimise risk, attract other partners, encourage forward planning and achieve good value for money.

Notwithstanding good intentions, multi-funded projects, particularly those which have involved European Objective 1 funding and which may rely on the replacement Convergence programme, can be difficult to prepare, process and

manage. Funding application procedures are often demanding and require substantial early inputs to define a viable project and provide the relevant application and supporting information.

New Convergence funding resources are likely to be important in Swansea City Centre, specifically through the Building Sustainable Communities theme, and given the importance of the Wales Spatial Plan. There is a need for adequate resource to prepare and co-ordinate funding applications, early in project processes. The involvement of the Assembly and of the Welsh European Funding Office in helping to facilitate funding applications would clearly be a sensible approach, and a sound basis for discussion between the two principal public sector parties.

Revenue Funding - Whilst capital funding can assist with the delivery of large scale projects, revenue funding may be needed in order to cover establishment and organisational costs, as well as other ongoing expenditure. In particular -

- Funding of feasibility studies to support delivery
- Funding of survey work – site investigation, topological, archaeological, and construction
- Consultancy fees to support delivery of projects – property, planning, QS, and legal fees
- Future maintenance and renewal
- High quality PR, promotional and marketing material including Framework launch
- Staff resources

Land Ownership

Land ownership is fundamental to the delivery of the City Centre Strategic Framework. The Council is fortunate to hold the freehold interest of significant parts of the City Centre, a consideration which affords it a relatively strong degree of control over redevelopments, changes of use or the re-gearing of historic ground leases. In seeking to positively bring forward new developments, it is vital that the Council plays an active role in managing its property assets, through on-going discussions and negotiations with its long leasehold tenants/investors. There are three key areas of activity which are central to this approach –

- **Acquisition and disposal** – The Council and its partners must be prepared and resourced to be able to acquire and dispose of land to deliver the strategic agenda. This is especially relevant in response to opportune purchase of land that becomes available, and which is required to deliver key projects. Identifying sources of funding to enable acquisitions can substantively shorten the programme for delivery of major projects. Where appropriate, disposal and development of sites is most likely through Development Agreements, where the leasehold interest in the site would be granted following successful completion of a scheme.
- **Freehold Retention** - The Council should retain its freehold interest in the City Centre in order to be able to exert influence and impose appropriate conditions and obligations to reinforce the strategic objectives of the Framework. Land should also be used proactively to deliver the City Centre Strategic Framework.

- **Re-gearing** – Encouraging refurbishment/redevelopment of City Centre blocks by proactively offering to re-gear leases. This can produce attractive new facades and bring upper floors back into use contributing vitality to the City Centre, whilst creating more sustainable property investment opportunities. This can be applied extensively, except where properties lie within development proposal areas.

There may be instances where negotiations with land owners to positively promote new development opportunities prove to be either fruitless or less than satisfactory. In such circumstances, the Council, supported by the Assembly and/or developers, should be prepared to actively use compulsory purchase powers where possible and necessary, to acquire interests through the relevant statutory processes, where acquisition by agreement cannot be achieved.

In order to gain support from government, its agencies and developers, it is critical to properly identify and appraise land ownership relating to development opportunities early in the feasibility and viability process. Presenting a well considered development opportunity to Members and Ministers or to the market is crucial, if government and developers/investors are to progress with proposals and potentially indemnify the acquiring authority against any necessary costs of compulsory acquisition.

The extent of the Council's land ownership portfolio is one of the key factors for enabling successful development and for the ability to influence project delivery in accordance with the Framework. Some local authorities, notably Sheffield, have put land holdings into a 'pot' to help fund and facilitate development. As a consequence, development is moving apace and the transformation of Sheffield's City Centre is quite remarkable. Other local authorities have very little land assets or are not prepared to use proceeds to help fund regeneration, and consequently very little has happened in their city centres. In Swansea's case, it is recommended that the City and County Council carefully considers and uses the various options available to maximise the advantage from its extensive landholdings in the City Centre.

Development Partners

It would be impossible for one organisation to deliver the wide ranging outputs identified in the City Centre Strategic Framework. The size and complexity of City Centre developments means that successful partnership working will be a pre-requisite if implementation is to be assured. This will involve private and public sector bodies working together to deliver the development proposals, and the ambitious infrastructure and public realm changes that are required to fulfill the aspirations of the Framework. Private landowners and developers will play a key role, and a fundamental principle of the public sector's approach to delivery will involve identifying and selecting private sector partners. It will also be necessary for the Council and the Assembly to work jointly in delivery, coordination and facilitation, and agree the basis for doing so with the City Centre Partnership and the BID Company.

The Council has a wide range of powers and resources which it may contribute, but in particular, is likely to lead or assist in the following way -

- Support the delivery of key capital projects through use of its

- landholdings, funding and other assets, as appropriate
- Use its land assembly skills, and compulsory purchase powers if appropriate, to enable and facilitate key developments
- Lead on the marketing and selection of developers for the key property development schemes
- Lead on town planning, making sure that the planning and development briefs are adopted as statutory planning documents where appropriate, and that individual sites are taken forward through the planning system
- Facilitate effective links between individual partners and coordinate delivery
- Ensuring that effective links are in place with other wider public sector initiatives in economic regeneration, education, health, transport and crime.

The Assembly should provide similar support in terms of funding, land assembly and policy decisions, but could specifically -

- Provide clear guidance on the wider regional and sub-regional policy context, particularly through the Wales Spatial Plan and the European agenda
- Lead on regional economic development and inward investment
- Lead on the skills, education and social inclusion agenda, ensuring that the needs of residents are matched by the emerging initiatives.

The private sector will be crucial to delivery of most of the development proposals, and will be asked to work in partnership with the public sector on specific projects and initiatives. This will require the involvement of landowners, developers, financiers, contractors and operators, selected to meet the needs of particular projects. The diverse nature of the projects promoted in the Priority Areas will mean that a number of discrete partnership arrangements will be required for delivery. They are likely to employ a range of mechanisms appropriate to each individual case, depending on the nature of the scheme, land take, aspirations, commercial attractions and valuation issues. In each case, however, the public sector partners will be required to exercise due diligence and follow prescribed procedures in selecting development partners.

The interests, powers and resources of these various partners provides a tremendous opportunity to drive forward the regeneration of the City Centre, subject to their coordination and application through effective mechanisms.

Development Toolkit

In pursuing the aspirations of the Strategic Framework, it is essential to identify the procedural principles that will be adhered to in seeking to deliver proposals. These differ from the substantive development, design and accessibility principles identified elsewhere, in that they are central to the process of delivery, and will be specified primarily by the public sector bodies coordinating overall implementation.

Product Packaging - The Framework contains a number of key development proposals and a wide range of other proposals which could possibly be delivered as part of a main scheme (subject to viability) or independently. Given the likely heavy demand on resources and the implications of operational activity in the City Centre, it will be a fundamental principle that opportunities for combining separate schemes and promoting their collective design and implementation will be sought

wherever possible. The delivery of a new area of public realm as part of an adjacent private sector development scheme would be an example.

Planning & Highways – With regard to individual development proposals, planning and highway requirements that will prevail during scheme implementation will be identified at an early stage, and be clearly communicated where appropriate in briefs to developers and design professionals. Briefs will outline clear aspirations and constraints, and will also reflect the need for developments to be financially viable. This will ensure that the process of securing consents is both transparent and effective, and that exciting but deliverable proposals come forward for consideration.

Management and Maintenance – In creating a modern, vibrant European Waterfront City, it will be important to properly manage and maintain the built environment of the City Centre and the activities that take place within it. To achieve this management and maintenance objective, arrangements will be necessary to secure operational efficiency and effectiveness, and long term sustainability. Key factors in this respect include –

- Establishing and maintaining a clear set of environmental, service and management standards along with arrangements for their application
- Service Level Agreements relating to the Council's existing provision of services, accommodating potential emerging changes involving the BID company
- Funding arrangements to pay for existing and/or enhanced levels of service, including commuted sums paid by developers to maintain and renew public realm and public art
- Agreement at an early stage as to how these commuted sums are set and negotiated.

Governance and Leadership – Given the complexity of proposals arising from the Strategic Framework, and the need for partnership working, it will be essential to agree an effective and efficient delivery vehicle. This will need appropriate management arrangements and should preferably benefit from streamlined decision making within an agreed framework (delegated powers), in order to be able to respond to commercial pressures and promote delivery according to the agreed Action Plan. In particular, quick response to the private sector will maintain momentum on projects. Detailed implementation of individual projects will require multidisciplinary teams, with lead officers appointed and accountable for progress.

Best Practice – The Strategic Framework emphasises that a distinctive European City needs to reflect best practice in the proposals which are promoted for implementation. On that basis, it identifies examples of best practice in Europe and internationally to demonstrate quality and relevance to Swansea's aspirations. Best practice principles will be reinforced in planning and development briefs, and in any subsequent negotiations which occur. Developers will be asked to support their proposals with exemplars to benchmark quality and demonstrate that their proposals reflect best practice.

Quality and Value – The “step change” needed to regenerate Swansea City Centre will require high quality developments and environmental enhancements in all proposals. Within the procurement parameters set by legislation, it is intended that quality will have a significant weighting when evaluating competing bids, and

their respective financial return, in any tender evaluation matrix. Good design and construction does not necessarily imply any additional cost, and will be required in all cases. Where there is an implication of additional cost to meet the strategic objectives and priorities of the Strategic Framework, the partners should work to ensure that this is met, in order to maximise the value of the City Centre as a whole and to achieve its long-term sustainable regeneration.

Profile

The Strategic Framework is the most important document relating to Swansea City Centre. It requires a “step change” in terms of regeneration activities and in the way delivery partners approach those activities. It also provides clear guidance as to how those who may invest in Swansea can contribute. It is essential that the profile of the Strategic Framework is established and sustained at the highest level. Following a launch event, it will need to be promoted locally, nationally and internationally, using the latest technology, high quality displays and relevant supporting information. This will raise awareness of the potential opportunities for investors, developers, landowners, occupiers, and the public, to demonstrate that Swansea’s aspirations can be realized with their assistance. Promotion and marketing will remain as fundamental activities during the implementation of the Framework proposals, and during any future review of the Strategic Framework.

Strategic Focus

All of the issues discussed above are crucial to effective delivery of the Strategic Framework, and will be important for early achievement of its priorities. Concurrently, there is a need to maintain the Framework’s overall focus and direction, and aim for the strategic Vision of creating a “vibrant, exciting, attractive, sustainable, cultured” City Centre in a distinctive European Waterfront City.

As individual projects are achieved, and the process of transformation progresses, there will be a need to review the immediate priorities and the Action Plan so as to maintain effective targeting of resources. In some cases, changing circumstances will require a re-assessment of the timing, scale and nature of specific proposals. New projects may be proposed and need to be assessed against their ability to contribute to the City Centre as a whole. The contributions of various organisations, investors and businesses may also change over time, based on their ability to make commitment to partnership working, and/or the availability of resources to contribute.

To accommodate delivery and the dynamics of change, a structure and approach to the Strategic Framework is needed that ensures focus and commitment to the overall aspirations and vision, and is capable of maintaining direction over the longer-term. This will be achieved, in part, through the effective use of powers, resources and business planning techniques, but will also depend on establishing effective delivery mechanisms.

DELIVERY MECHANISMS

The Delivery Challenge

Delivering the City Centre regeneration agenda will be a major challenge. No one authority or agency has the full range of resources, powers and experience available to meet that challenge and to deliver the scale of change which is envisaged. While the private sector is expected to deliver large parts of the development programme, there will be a significant need for public funding, particularly for public realm and infrastructure projects. A substantial amount of capital and revenue funding will also be needed to start the process, in order to undertake detailed feasibility work and to lead on early projects.

The strategy and proposals identified in the Strategic Framework are based on an assessment of what is realistically deliverable, but they will require a sophisticated mix of strategic thinking, professional skills, resources and powers – and will depend on the joint efforts of public and private sectors, and the co-operation of a range of key partners acting in concert. It will require a focus and a commitment over a continuing period of time.

Experience of Delivery

There is important recent experience of delivery with demonstrable success, available in Swansea already. Notable examples include –

- the regeneration of Wind Street through effective planning and coordinated investment programmes
- the construction of Salubrious Place (Phases 1 and 2) through joint venture arrangements of the Council and the Assembly
- the planning and construction of SA1, led by the Assembly but with Council and other stakeholder involvement
- design, construction and operation of a complex partnership project in the National Waterfront Museum Swansea
- environmental improvement and accessibility contracts in the City Centre, managed by the Council with European funding support.

These achievements demonstrate differing approaches and a range of models for the use of powers and resources, which could be applied to the delivery of the Strategic Framework. They are essentially variations on Joint Ventures and informal partnerships to meet specific needs, defining clear roles for respective partners.

Recent regeneration of city centres in a number of major regional English cities has encountered the same delivery challenge and has also tested a range of mechanisms. The approach adopted in England as “best practice” has been the establishment of single-purpose “local delivery vehicles” in the form of Urban Regeneration Companies (URCs). These are formed from a partnership of key public and private sector organisations and representatives, with a clear strategic remit and dedicated resources to support a small professional team and project implementation.

Each of these approaches, whether they have previously prevailed in Swansea or not, could be applied in Swansea to greater or lesser effect. Given the need to co-ordinate delivery of a challenging programme like the Strategic Framework, it will be essential to ensure that the correct delivery mechanism is chosen.

Delivery Options

There are realistically three possible types of delivery approach -

- An “**informal partnership**” (IP), as a joint working arrangement agreed between public sector agencies, with particular mechanisms defined on project-by-project basis to deliver them individually, and involving the private sector and others as necessary. The joint working arrangement is the least formal, and develops directly from the existing responsibilities and relationships of the main organisations, particularly relying on the efforts of the local authority. It would probably facilitate and require wider partner representation (building on the recent work of the Swansea City Centre Partnership), and would need to develop models for participation by and involvement of those partners in terms of strategy and delivery.
- A “**joint venture**” (JV), constituted as a formal partnership between public sector agencies for the City Centre as a whole. This requires formal decisions and commitment of resources by the parties to the joint venture agreement to implement the overall objectives and the specific proposals. The Joint Venture option would replicate the arrangements which have already been established between the Council and the Assembly for parts of the City Centre, but would need to be extended to cover all of the City Centre. It would require formal legal agreement between them to cover financial inputs, executive and administrative arrangements, and confirm their commitment and responsibilities in the JV. This option would primarily involve the Council and the Assembly as key partners charged with delivering regeneration over a specified period of years, with attendant requirements in terms of funding and the submission of financial bids. The Joint Venture would work with the private sector and others as necessary in relation to specific projects.
- A “**local delivery vehicle**” (LDV), established as a formally (legally) incorporated organisation. This would normally be a company limited by guarantee, whose Articles and Memorandum of Association define the parties involved in the company, and its powers and responsibilities, along the lines of the Urban Regeneration Companies (URCs) established in England and in Newport. A “LDV” approach would involve establishing an organisation which has the status, resources and direction to lead regeneration in Swansea City Centre for many years, working with its own resources, but also with and through the Council, Assembly and other parties. The board of the company would need substantial private sector representation and an independent chairman, but would include representation of the Council and the Assembly. The company would appoint its own professional team, which would work very closely with the Council, the Assembly and other key stakeholders and interests.

Whichever delivery model is pursued, it will be fundamental to establish funding principles and commitments, and benefit from the significant control of

landholdings. The overall approach should be administered through a rigorous application of the key issues for delivery discussed earlier.

Assessment of Options

Each of the respective delivery options identified above has a number of characteristics which may be considered as advantages and disadvantages. The following assessment comments on a number of parameters relating to the options.

Composition of Body – Normally, the JV only includes the lead partners (CCS and the Assembly), operating mostly through usual processes. They would need to establish a co-ordinating committee or board and may second or define a group of staff to manage the programme. The other approaches – IP and LDV – normally establish a wider partnership group as a Board to oversee the strategy. In the case of an IP, executive and professional responsibilities stay with the lead agencies (CCS, the Assembly) but for an LDV a dedicated team is appointed.

Costs of Body - The LDV is the most demanding in terms of cost, requiring up to £750,000 per year to pay for the professional team, feasibility studies and some limited project costs. Such costs can therefore, be significant over a 10-15 year delivery period. For IP and JV, some of these costs are still incurred but remain within the normal budgets of the lead agencies.

Staff Resources - The LDV requires a dedicated team, which may comprise seven or eight staff, with a focus on managing the implementation of the range of projects in the Strategic Framework. Some administrative and marketing skills are required, and the team needs to co-ordinate with other regeneration and development initiatives across Swansea. An IP is least likely to identify specific staff, though officers within CCS will necessarily have a higher workload in relation to the City Centre. A JV is most likely to be successful if specific officers are identified in CCS and the Assembly, or seconded to a joint team. External expertise commissioned and managed by officers would be a requirement for each approach.

Accountability - The public accountability of an IP remains through normal processes of local authority and Assembly Government, although internal co-ordination and delivery of the Strategic Framework could be more difficult as the individual responsibilities are informally specified. A JV is similar in public accountability, but the legal definition of the JV provides a much firmer and more transparent statement of accountability for action. An LDV is accountable to the partner organisations for its actions, although it is a freestanding body, and also directly to the public in Swansea, as its constitution and actions will be clearly stated and monitored.

Complexity of Arrangements - An IP is the simplest arrangement to establish, but may then be more difficult to administer. Similarly, a JV is simple to establish in theory, but slightly more complicated as it requires legal agreement and formal decisions of the partners. In practice, there are precedents to facilitate clear definition of resources, roles, responsibilities and decision-making processes. An LDV is less simple to establish given the complexities involved in setting up a company, but there are many precedents, ready-made guidelines and models.

Administration and decision-making is streamlined but dependent on good working relationships with partners and other external parties.

Finance/Funding Arrangements - An IP normally has very loose financial arrangements, and commitments to individual projects or the overall programme are budgeted as and when required. This can prove difficult to convert into a “business plan”. A JV normally includes very strong commitment to individual schemes specified at the outset, and may include binding commitments from partners. Preparation of a Business Plan is, therefore, straightforward. Similarly, an LDV normally requires binding commitments from partners to revenue budgets on a three-year rolling basis, with capital funding programmed for individual schemes on a planned basis subject to resources.

Precedents in Swansea - The Swansea City Centre Partnership is an example of an Informal Partnership. It has demonstrated potential by establishing a profile for strategic priorities for the City Centre, helping to co-ordinate project delivery, and building capacity for partnership working. CCS and the Assembly have experience of a JV approach in the City Centre. This has successfully delivered development and environmental enhancements, building on the more informal processes of officer and member/Board co-operation and co-ordination of organisational programmes and budgets. There is no precedent for an LDV in Swansea.

Clarity of Purpose - An IP tends to have poor clarity of purpose, as its remit is too wide with a consequent lack of focussed action, and responsibility too dispersed. A JV is better if the scheme or schemes for which it is responsible can be well specified. It may suffer somewhat in terms of overall strategic direction in the long term, unless it is clear at the outset that it exists for long term implementation. An LDV has a very clear purpose and can translate strategy into policy and action, delivering projects across the range of responsibilities.

Linkages with other Projects - An IP can be good at linking with other projects arising from related initiatives such as Communities First or Swansea Futures, but may be less effective in delivering the consequential required actions. A JV approach would need to specify a wider remit to avoid a “silo” approach with a focus on individual projects, and may only be able to link where the other projects can contribute to specific schemes. An LDV would similarly have greater potential subject to remit. It could create very strong linkages between projects and lead integrated, holistic regeneration across the City Centre and into adjacent areas.

Timescale - An IP can be established for as long as necessary, though is likely to evolve as organisations and circumstances change. A JV normally moves quickly once schemes are ready to be implemented, has a finite life attached to specific achievements, and can be established for a 10 year period, with options to extend with the agreement of all parties. An LDV is normally established for the long-haul, in excess of 10 years, with the intention of working to achieve the full Strategic Framework, and accepting the implications arising from such a long term commitment.

Communications - Communication within and around an IP depends on the willingness, policy approach and corporate requirements of the partners. A JV is normally concerned mostly with communication between the partners, then reporting through the normal local authority and Assembly Government processes, complying with corporate requirements to engage. An LDV would normally

establish its own communications processes. Internally these are simple as it is a small focussed organisation. Externally there would be a focussed approach defined, promoting open, transparent processes and public relations effort.

Conflict Resolution - An IP can be a poor mechanism for conflict resolution as there are no formal processes or rules to guide negotiations. A JV and an LDV are usually good, providing a clear set of strategic objectives and partnership arrangements with a focussed commitment to delivering solutions.

Branding/PR/Marketing - An IP is generally poor, often inadequately resourced and affected by the public perception of the partner organisations, and of their other activities. Unless actively addressed, a JV tends to have a narrow, project-based image, whose profile is, thus, very dependent on the success and popularity of the specific projects. Its remit can include a wider branding/PR approach. An LDV usually commits resources to PR and to establishing a positive set of brand values, thus gaining support.

Investor/Occupier Confidence – Normally, an IP generates little investor confidence, as it provides very little extra security regarding the delivery of the strategic objectives and proposals. A JV provides high levels of confidence in relation to the specific schemes within its remit, but will require specific activities to ensure confidence to achieve the overall vision and other schemes. An LDV provides higher levels of confidence, both because of its over-arching responsibilities and from the positive experience achieved elsewhere.

Policy and Delivery – Only limited policy will arise from delivery through an IP, and such discussions could be little more than a “talking shop”, unless partners integrate with others within their organisations. A JV’s focus is to deliver individual schemes within a policy context. It is less well-equipped to co-ordinate and deliver an overall regeneration strategy, but again, useful integration through contact with others can be ensured. An LDV is good at developing internal policy and delivering through its dedicated team. Influencing policy to facilitate its agenda will be closely dependent on effectiveness of co-operation with partners.

Flexibility - An IP is very flexible and can easily change its agenda, or respond to external influences. Change is more difficult with a JV, but with the agreement of partners, external demands and amendments to reflect business plan requirements can be accommodated. An LDV can change direction or priorities reasonably quickly, through streamlined decision-making, subject to the discussion and agreement of Board members.

In simplified, summary terms, these considerations suggest that -

- an Informal Partnership is simple to establish, demands few additional resources, and can be very flexible, but is least likely to deliver strategic direction or project success
- a Joint Venture is relatively straightforward to establish, will require the commitment of some dedicated resources, requires formal decisions of the two lead parties, is likely to deliver effectively on individual (key) projects defined in the Strategic Framework, and subject to remit, could adopt an effective holistic approach
- A Local Delivery Vehicle is the most expensive and complex to establish,

requires a strong partnership structure with a dedicated professional team, is most likely to be successful in delivering the overall regeneration objectives and individual projects, and will adopt a higher profile to generate investor and public confidence.

Application to Swansea

In applying this analysis to Swansea, there are a number of determinant factors that will influence a decision as to the most effective way forward.

- there is a strong trade-off between the differing approaches (IP, JV and LDV) in terms of cost and effectiveness
- the core priorities of the Strategic Framework are a number of development and infrastructure projects, which could effectively be delivered by either a JV or LDV
- the local authority and the Assembly have clear public responsibilities and accountability, but a number of other important potential strategic partners with interests in the City Centre could also play a significant role
- there is an existing City Centre Partnership and a recently-formed BID company, which have defined responsibilities at present, and which need to be considered in terms of their relationship with the Strategic Framework delivery mechanism.

Any proposed mechanism to deliver the Strategic Framework will need to effect implementation through the most appropriate approach, delivering core priorities in a holistic manner, using the skills, attributes and resources of a wide range of organizations and partners, and reflect current relationships. A key practical issue is the ability of the two lead partners – CCS and the Assembly – to combine their resources and powers most effectively, along with other partners, and build on the experience and capacity developed already through the City Centre Partnership.

Preferred Delivery Mechanism

Under the auspices of the City Centre Partnership, an “informal partnership”, supported by the commitment of the City and County of Swansea and the Assembly to deliver and coordinate individual projects, has existed and been successful in the past. However, the scale of the task involved in delivering the Strategic Framework, and the prospects for success over a lengthy period of activity suggests that an Informal Partnership is not an acceptable Delivery Mechanism for the future. If promoted, it would suffer from the lack of a prioritized, focused approach to delivery, inadequate dedicated resources, and an inability to commit to the long term, all of which are needed.

Local Delivery Vehicle - The preferred option for the Strategic Framework Delivery Mechanism is a Local Delivery Vehicle (LDV). This would bring high level public/private sector commitment to the City Centre, a dedicated professional team, clarity of purpose aimed at delivering the strategic objectives over the long term, and a new profile for the City Centre through branding, PR, improved networking and renewed confidence.

Operating as “The Swansea City Centre Regeneration and Development Company”, the LDV should be established as a company limited by guarantee. Its

Board membership should comprise Member-level representation from CCS and the Assembly, along with direct representation of Education, Health, Housing, Transport and Community sectors. Crucially, it should include significant representation from the private sector, specifically with development and investment experience, and be chaired by a high profile private sector individual.

The Company should be supported by a Chief Executive and a team of around seven or eight dedicated professional officers with specialist skills and experience. It should operate from a dedicated office in the City Centre and have a distinctive branding peculiar to the City Centre. A revenue budget commitment should be made by CCS and the Assembly on a three-year rolling basis, subject to normal budgetary considerations. Some capital projects would be delivered through the Company, subject to identification of capital budgets on a scheme-by-scheme basis by CCS, the Assembly, European Convergence Funding, private sector, and other sources. Several projects will be allocated for delivery through one of the lead partners (particularly CCS or the Assembly) having been defined and designated as such by the Company, and particularly where there are advantages in terms of use of powers, resources, and VAT.

CCS and the Assembly will need to define specific officers, constitutional and governance arrangements, support functions and mechanisms to work with the Company.

The Local Delivery Vehicle option will result in the establishment of a brand new mechanism in Swansea as a freestanding company driving its own agenda in accordance with the Strategic Framework and the wishes of key stakeholders. As such it will have some considerable autonomy. Experience demonstrates that it also needs a substantial budget of around £750,000 per annum to operate effectively.

Swansea may consider that such a company is difficult to justify in the present financial climate, with the strength of partnership working demonstrated in the city, and with a considerable momentum building for regeneration and development. It may, therefore, be appropriate to consider an alternative delivery vehicle, based on tried and tested approaches within the Swansea and South West Wales area.

Joint Venture - An alternative option for the Strategic Framework Delivery Mechanism is a Joint Venture (JV). This could be established quickly and would build on a strong local foundation based on previous experience. It could incorporate many of the characteristics of the LDV option, particularly the clarity of purpose in its defined long term remit, the partnership based approach, and with support, the profile and confidence boost that focused attention would bring.

The JV would be established between CCS and the Assembly, with a specific remit to work closely with other stakeholders in a variety of sectors, covers a geographical area extending across the City Centre as a whole, and adopts a holistic approach to delivery of the Strategic Framework in its entirety. Working with the private sector would be a fundamental principle, but as with the LDV, many of the individual projects would be delivered through the lead partners. Whilst not employing dedicated professional officers, designated officers should be seconded from or nominated within CCS and the Assembly, with additional external support made available to expedite delivery and bring added value.

Financial and governance arrangements would need to be put in place, with a

clear emphasis on continuity of funding, additional internal and external sources available, and streamlined decision-making devoid of unnecessary bureaucracy.

The JV option will not result in a new freestanding body delivering city centre regeneration, but it will provide a mechanism for delivery and coordination of the wide range of activities included in the Strategic Framework. The revenue requirements would be minimized as a result of explicit commitments from the lead partners, which would in turn allow administrative and management costs to be deferred. There would be a need for corporate internal commitments to be made, and for external support to be available to ensure that the broad range of benefits afforded to an LDV are available to the JV.

Option and Remit - It will be essential to take an early decision as to which approach to adopt, Local Delivery Vehicle or Joint Venture, and to establish the relevant mechanism as soon as possible. In either event, the remit will be clear – to work with the private sector and others across all of the City Centre to deliver the Strategic Framework on an integrated basis, through discrete projects and tasks, as identified in the Action Plan.

Other City Centre Delivery Vehicles

The Strategic Framework sits side by side with a number of other work streams in the City Centre, each of which has one or more delivery mechanisms of its own. Their remit does not essentially include the projects and tasks of the Strategic Framework, but they are important components in the overall picture addressing role, vitality, performance and appearance. For this reason, they are clearly inter-related, and need to fit into an overall structure for managing change within and the operation of the City Centre. The key vehicles involved are –

- **Swansea Business Improvement Ltd** – the City Centre Business Improvement District company, established to deliver a programme of improvements by and on behalf of City Centre businesses and landowners, with a designated budget and an action plan which complements the more strategic proposals of the Strategic Framework
- **Communities First Partnership** – the Assembly’s vehicle to allow communities within the Castle Ward to identify and deliver their aspirations for the areas in which they live, and extending beyond the City Centre into surrounding residential areas
- **City Centre Operational Group** – largely facilitated by the local authority and the City Centre Partnership, and focusing specifically on operational, maintenance, and marketing activities
- **Representative Groups** within the City Centre business community, providing a focus for specific thematic activity, as with for example, Pub and Club Watch or Multiple Retailers, or with a spatial remit, as with for example the High Street Traders Association.

City Centre Partnership

It will be important that all of these groups understand the agenda set by the Strategic Framework, and that their remits are respected as Strategic Framework proposals are implemented. This provides a clear opportunity for a revitalized City Centre Partnership, following a review of its remit and membership.

The relationship between the City Centre Partnership and the Local Delivery Vehicle/Joint Venture is fundamental to effective delivery of the Strategic Framework, and to the wider engagement necessary to achieve success. Its future role and remit will need to be considered in detail by the Partnership and by key stakeholders, but this should not be allowed to preclude early action in respect of the LDV/JV.

Recommendations and Next Steps

In order to deliver the City Centre Strategic Framework effectively over the next 10-15 years, it is recommended that CCS and the Assembly immediately consider the preferred and alternative delivery mechanisms presented above, with a view to establishing an agreed approach early in 2007, in advance of a launch event for the Framework.

At the same time, discussions with and within the Swansea City Centre Partnership should consider how the Partnership could adapt its role, remit and composition to support delivery of the Strategic Framework, the work of the new delivery mechanism, and that of other delivery vehicles in the City Centre.

While these internal discussions are undertaken, key proposals from the Strategic Framework are already being implemented. These are consistent with the Action Plan included later in this report, and which will be an important context for the work of the new delivery mechanism.

ACTION PLAN

This report concludes with an Indicative Action Plan which includes all of the proposals identified in the Strategic Framework. Some will involve further research, investigation or design work, but others are currently being implemented or the subject of discussions with public and private sector partners.

The Strategic Framework will take 15-20 years to deliver, and will clearly be dependent on public sector commitment, the availability of funding, and on the investment decisions of landowners, developers, investors and occupiers. It is anticipated that there will be substantial change over that period, and the Framework is sufficiently flexible to adapt to that change, with monitoring and review of its proposals and performance to be undertaken at regular intervals.

Notwithstanding this flexibility, it is essential that the Indicative Action Plan is used as the basis for progressing with implementation, and to that end it identifies a programme of work which could generate over £1 billion of investment over 15-20 years, with public sector funding requirements in the region of £150 million.

The Indicative Action Plan Schedule on the following pages is supported by more detailed information in the Strategic Framework itself.

CITY CENTRE STRATEGIC FRAMEWORK - INDICATIVE ACTION PLAN SCHEDULE

Project / Task No.	Project / Task	Lead Agencies	Partners	Timeline (5 year phases)		
				Short Term	Medium Term	Long Term
1	FRAMEWORK DELIVERY ORGANISATION					
1.1	Establish Delivery Organisation (LDV Option)	CCS	WAG, CCP, CCBID			
2	LAND USE PLANNING					
2.1	Prepare CCSF as Supplementary Planning Guidance	CCS				
3	STRATEGIC GUIDANCE					
	Public sector investment/phasing strategy	CCS				
3.1	Public Realm Design Guide	CCS	WAG			
3.2	Public Art Strategy	CCS	WAG			
3.3	Tall Buildings Strategy	CCS	WAG			
3.4	Building Enhancement Register	CCS	WAG			
3.5	Investment Guide	CCS	WAG			
4	ACCESSIBILITY PROJECTS					
4.1	Feasibility Studies - Metro 2, Park & Ride, Parking	CCS	WAG			
4.2	Metro Route 2 Implementation	CCS	WAG/First Cymru			
4.3	3rd Park & Ride Site	CCS	WAG			
4.4	4th Park & Ride Site	CCS	WAG			
4.5	Car Park Enhancements	CCS	WAG/Private			
4.6	Decriminalisation of Parking	CCS	WAG/Police			
4.7	Bus Infrastructure (excl Metro)	CCS	WAG/First Cymru			
4.8	Cycling/Pedestrian Routes (excl schemes)	CCS	WAG			
4.9	Strategic Multi-storey Parking	CCS	WAG/Private			
	PRIORITY AREAS					
	Vibrant Mixed Use Heart					
5	St David's					
5.1	St David's Quadrant Scheme	Private	CCS/WAG			
6	Oxford Street / Castle Square					
6.1	Former House of Fraser Store	Private	CCS			
6.2	Feasibility Study for Market	CCS				
6.3	Market Scheme	CCS	Private			
6.4	Public Realm Enhancement	CCS	WAG/WEFO			
6.5	Building Frontage Enhancements	CCS	WAG/Private			
7	Oxford Street West/West Way					
7.1	Design Studies	CCS	WAG			
7.2	Arcade Refurbishment	Private	CCS/WAG			
7.3	Public Realm for Plas Grand Theatre	CCS	WAG			
7.4	Retail, Residential & Theatre Development	Private	CCS/WAG			
7.5	Building Frontage Enhancements	CCS	WAG/Private			
7.6	Oxford Street West Public Realm	CCS	WAG			
7.7	Quadrant Interchange	CCS	WAG/First Cymru			
8	Wind Street/Princess Way/Strand					
8.1	Public Realm Enhancements	CCS	WAG			
8.2	Castle Square Development	Private	CCS/WAG			
8.3	Redevelopment of Princess Way Triangle	Private				
8.4	Building Frontage Enhancements	CCS	WAG/Private			

CITY CENTRE STRATEGIC FRAMEWORK - INDICATIVE ACTION PLAN SCHEDULE

Project / Task No.	Project / Task	Lead Agencies	Partners	Timeline (5 year phases)		
				Short Term	Medium Term	Long Term
European Boulevard						
9	Oystermouth Road/Victoria Road/Quay Parade					
9.1	Museum Green/Wind Street Crossing Square	CCS	WAG			
9.2	Feasibility Studies	CCS	WAG			
9.3	West Way Gateway	CCS	WAG/Private			
9.4	Princess Way Crossing Square	CCS	WAG/Private			
9.5	St David's Footbridge Enhancements	CCS	WAG/Private			
9.6	Tawe Bridges Gateway	CCS	WAG			
9.7	Building Frontage Enhancement	CCS	WAG/Private			
Connecting City to Waterfront						
10	Paxton Street					
10.1	Paxton Street Mixed-use Development	Private	CCS/WAG			
11	Sailbridge Site					
11.1	Design Study	CCS	WAG			
11.2	Phase 1- Public Square	CCS	WAG			
11.3	Phase 2 - Development of Car Park Site	Private	CCS/WAG			
11.4	Phase 3 - Redevelop Sainsbury's Site Area	Private	CCS/WAG			
12	Maritime Quarter					
12.1	Maritime Quarter Enhancements	Private	CCS			
Complementary Districts						
13	Mansel Street/Alexandra Road					
13.1	Design/Feasibility Studies	CCS	WAG/Education			
13.2	Building Frontage Enhancements	CCS	WAG/Private			
13.3	Historic Buildings Refurbishment	CCS	WAG/Education			
13.4	Public Realm Enhancement	CCS	WAG			
14	Kingsway/Orchard Street					
14.1	Building Frontage Enhancements	CCS	WAG/Private			
14.2	Health Sector Project	CCS/Health	WAG			
14.3	Design/Implement Environmental Schemes	CCS	WAG			
15	High Street					
15.1	Rail Station Enhancement/Development	Private	Rail/train Operators			
15.2	Problem Buildings - Redevelop/Refurbish	CCS	Private/WAG			
15.3	Urban Village	H Assoc	Private/WAG/CCS			
15.4	Alexandra Road Car Park Development	Private	CCS			
15.5	Building Frontage Enhancements	CCS	WAG/Private			
15.6	Design/Feasibility Studies	CCS	WAG			
15.7	Design/Implement Environmental Schemes	CCS	WAG			
16	Parc Tawe					
16.1	Parc Tawe Phase 1 Scheme	Private	CCS/WAG			
16.2	Parc Tawe Phase 2 Scheme	Private	CCS/WAG			
	aplan070119					