



Promoting Swansea

OUR COMMON PURPOSE

**Improvement Plan
(Summary) 2002/03**





INTRODUCTION

This is a summary of the City & County of Swansea's first 'Promoting Swansea Improvement Plan'. A full copy of the Plan is available on request at County Hall and is also displayed on the Council's web-site.

The Plan explains what the Council's main aims are for the next two years, and sets out a number of targets to help show how we are succeeding in achieving the aims we have set for ourselves. As a result of extensive consultations, the Council recognises that we need to work in different ways to provide the services that the public expects in the 21st Century – and to be able to demonstrate publicly how we measure up against the standards we have established.

The plan will also help Councillors and Staff to see how their work can benefit the City & County as a whole. It will give the Council a **Common Purpose** and assist in helping us act in a more co-ordinated way.

It will also help guide the Council when having to make difficult choices when balancing the needs and aspirations of the public with the amount of money that has to be raised from national and local taxation and council house rents. Work has already begun in this respect with the Council looking closely at its budget to see if money should be directed to where the need is greatest.

Equally important is the way we operate as a Council. We are determined to encourage Councillors and officers to

think of the Council as one organisation – not as a collection of separate departments. And for everyone involved in the Council to recognise that the public, 'our customers', are the core of our business. Our customers, quite rightly, hold us to account for the way in which we carry out our duties and responsibilities. Once again, work in changing how we operate has already begun and new approaches are now in the process of being implemented.

We hope that this document will give the public in Swansea a clearer idea of our priorities and the means by which we will measure our success or otherwise. We also believe that it will help all those people involved with the Council – Councillors, Chief Officers, Managers and service providers – to feel part of one organisation committed to delivering high quality services throughout the City and County of Swansea.

Lawrence Bailey

■ LAWRENCE BAILEY – LEADER

Vivienne Sugar

■ VIVIENNE SUGAR – CHIEF EXECUTIVE

PROMOTING SWANSEA ● OUR COMMON PURPOSE

We have set out our **Common Purpose** in the following statement:

We want to be a continuously improving organisation that provides services which meet the social, economic and environmental needs and expectations of the community.

To make this statement meaningful, we have established some general standards, which we are calling our "*Guiding Principles*", which we believe we must follow so that we can achieve our Common Purpose.

These standards are:

- Appreciating that people (our employees) are our main resource.
- Recognising that good Communication, in all its forms, is the key to an effective organisation.
- Promoting the fact that we are a Corporate Entity and one organisation. There is no aspect of this Council that is 'nothing to do with us'.
- Acknowledging that our success as a Council is judged by others. Standards, performance and integrity are our cornerstones. Councillors and staff are the Authority's ambassadors.
- Making effective use of resources by pursuing continuous improvement in the quality and efficiency of all our Services.

Finally, from the consultations we have undertaken, we now have a clear idea of what the most important tasks for the Council to undertake are. We call these our "**Corporate Aims**" and these set out, in very broad terms, what we want to achieve for Swansea. They can't be achieved by individual departments, or even by the Council alone, but we will use these **Aims**, and the more specific **Actions** listed under them, to measure our own progress in becoming a first-class Council. And, because we will publish the results of our monitoring, the people who use our services will be able to judge for themselves our success or failure.



IMPROVEMENT PLAN (SUMMARY) 2002/03

AIM 1 Swansea aims to provide excellent and accessible services to our customers.
Key word: **Customers**

We want Swansea to be well known for the high quality of its services, delivered on time and in a polite and friendly way. We will actively seek partnerships with others to achieve our goals and consult carefully to take people's views into account. We will promote good citizenship and local democracy.

The Council will use a range of measures to monitor that it is achieving this aim. A small sample is attached below.



IMPROVEMENT PLAN (SUMMARY) 2002/03

Characteristics that will help achieve these include:

- Continuing commitment to equal opportunities of access, service and employment
- Strategic leadership and effective teamwork
- Customer-focussed planning and service delivery
- Supporting and developing managers and employees
- Setting standards and a clear path for continuous improvement

	INDICATORS	CURRENT PERFORMANCE	TARGET	TIMESCALE	WHAT WE WILL DO
1	The percentage of citizens satisfied with the overall standards of services provided by the authority	56%	66%	2003/4*	<ul style="list-style-type: none"> ■ Develop a Service Improvement Plan for Council Tax collection by March 2003 ■ Develop and deliver a tenant's handbook to all Council tenants by March 2003, which is also available via the Internet ■ Ensure appropriate employees have attended Customer Services training by 2003 ■ Continue with a programme of service reviews through 2002/4
2	The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods	17%	100% where appropriate and required	2005**	<ul style="list-style-type: none"> ■ Develop the strategy for e-government by March 2003 ■ Install a revised computer system in the Council Tax and Housing benefit Sections to enable electronic interactions by February 2003
3	The percentage of people making complaints who were satisfied with how the matter was handled	New Indicator	70%	2005**	<ul style="list-style-type: none"> ■ Carry out a satisfaction survey of complainants whose complaints were referred to Complaints Officers about the service provided by December 2003.
4	The percentage of the Council's buildings open to the public that are suitable for access to disabled people.	10%	30% 50%	2002/3* 2003/4*	<ul style="list-style-type: none"> ■ All public buildings to have been technically assessed for disabled access against the relevant criteria by 2003 ■ A rolling programme of work to improve access to be underway by 2004
5	Average time taken to process new claims for Housing or Council tax benefit	40.94 days	40 days 30 days	2002/3 April 2004	<ul style="list-style-type: none"> ■ By 2003 to have established effective procedures that speed up the collection of information from claimants to reduce processing time.

* Financial year ** By year end

IMPROVEMENT PLAN (SUMMARY) 2002/03

AIM

2

Swansea aims to be recognised as having a clean and attractive environment.

Key word: **Cleanliness**

We will improve and maintain our city centre and other public spaces by making them cleaner, more welcoming and attractive to a standard in which our citizens can take pride.

The Council will use a range of measures to monitor that it is achieving this aim. A small sample is attached below.

IMPROVEMENT PLAN (SUMMARY) 2002/03

Characteristics that will help achieve this include:

- Improving the city centre – our ‘shop window’
- Keeping public areas clean
- Promoting the greening of the city and Swansea In Bloom
- Upgrading and maintaining the housing stock and estates
- Initiating anti-litter and anti-dog fouling campaigns

	INDICATORS	CURRENT PERFORMANCE	TARGET	TIMESCALE	WHAT WE WILL DO
1	The Percentage of people satisfied with cleanliness standards in public areas within the City	80%	90%	2002/3*	<ul style="list-style-type: none"> ■ Carry out three targeted publicity campaigns on improving street cleanliness in the worst affected areas in 2002/3 ■ Institute a policy of enforcement action in 2002/3 in worst affected areas targeted against those who litter. ■ Introduce an initiative to improve the management and control of trade waste contained in pedestrian areas in the City Centre in 2002/3
2	The number of collections missed per 100,000 collection of household waste.	60.3	300	2004/5*	<ul style="list-style-type: none"> ■ Carry out a programme of information and awareness raising for residents on the Council refuse collection arrangements during 2002/3
3	The percentage increase in the number of participants, both private and business, in the Swansea in Bloom initiative.	67	5% increase	2002/3*	<ul style="list-style-type: none"> ■ Develop and extend the existing publicity and awareness campaign for the Swansea in Bloom programme during 2002
4	The number of enforcement notices issued/prosecutions taken regarding dog fouling offences.	New Indicator	40	2002/3*	<ul style="list-style-type: none"> ■ Implement a policy of enforcement for dog related offences during 2002/3
5	The proportion of unfit private sector houses a) made fit or demolished b) returned to occupation if vacant for more than 6 months	6.4% 5.0%	7.0% 5.0%	2002/3* 2002/3*	<ul style="list-style-type: none"> ■ Continue to target resources at renovating unfit houses through programmes of renovation and home repair assistance grants and statutory enforcement during 2002/3.

* Financial Year



IMPROVEMENT PLAN (SUMMARY) 2002/03

AIM

3 Swansea aims to protect and promote the wellbeing and health of all its residents, including vulnerable people, in safe and supportive communities.

Key word: **Communities/Protection**

We will work to make sure that we provide support for our disadvantaged citizens, or those at most risk, and help people to have a greater choice and control over their lives to improve their independence. We will work with others to create a safer, healthier city where people can be without the fear of crime in the city or their communities. We will aim to make Swansea a place for everyone.

The Council will use a range of measures to monitor that it is achieving this aim. A small sample is attached below.



IMPROVEMENT PLAN (SUMMARY) 2002/03

Characteristics that will help achieve this include:

- Improving social care
- Promoting independence
- Protecting children in need
- Supporting young people leaving care and carers
- Promoting social inclusion
- Promoting health and well-being and encouraging healthy lifestyles

	INDICATORS	CURRENT PERFORMANCE	TARGET	TIMESCALE	WHAT WE WILL DO
1	The percentage of residents who said they feel "fairly safe" or "very safe" after dark: a) in their own neighbourhood b) in the city centre	77% 28%	80% 40%	2003/4* 2003/5*	<ul style="list-style-type: none"> ■ Develop a new crime reduction strategy and local action plan in 2002 ■ Implement a cyclical 3 year programme for changing street lamps during 2002/2004 ■ Increase the number of pedestrian crossings with facilities for disabled people through 2002/4, from 69% to 80% ■ Implement a marketing campaign to raise awareness of the Council's Neighbourhood Support Unit during 2002/3 ■ Provide a minimum of two additional CCTV cameras in the City Centre by 2004
2	The percentage of car parks with Secured Car Parks under the 'Secure by Design' Banner.	2.3%	13.6%	2002/3*	<ul style="list-style-type: none"> ■ Implement a rolling programme of improvement to 5 Council owned car parks with a view to achieving Secure by Design Status through 2002/4.
3	The number of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	169.45	169.45	2002/3*	<ul style="list-style-type: none"> ■ Implement a Joint Health-Social Care Strategy to promote the independence of older people in 2002 ■ Produce a Commissioning Strategy for older people's services to improve the range and availability of community based services by 2003
4	To ensure that the percentage of children looked after who had more than two placements in the year is below the target of 10% defined by the NAW.	7.92%	7%	2002/3*	<ul style="list-style-type: none"> ■ Create another 15 foster placements by April 2003
5	The total number of users of healthy lifestyle activities provided by the Authority.	4,800,000	4,900,000	2002/3*	<ul style="list-style-type: none"> ■ Produce and launch the Cultural Strategy for the City and County of Swansea in 2002 ■ Implement the Corporate Occupational Health Service in 2002/3. ■ Open the Wales National Pool Swansea to the public by January 2003 ■ Open the new Swansea Centre of Sporting Excellence by January 2004

* Financial Year



AIM

4

Swansea aims to sustain and safeguard our future generations.

Key word: **Sustainability**

We will work to ensure a good quality of life for everyone as well as contributing to promoting the global sustainable development agenda. We will promote development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

The Council will use a range of measures to monitor that it is achieving this aim. A small sample is attached below.

Characteristics that will help achieve these include:

- Ensuring "sustainability" forms a key element in our community plan
- Engaging in partnerships with a wide variety of individuals and organisations to move towards a more sustainable community
- Playing a key role in regeneration partnerships
- Ensuring the Council itself acts in an environmentally responsible way
- Encouraging best practice in design and use of materials and energy in the built environment

	INDICATORS	CURRENT PERFORMANCE	TARGET	TIMESCALE	WHAT WE WILL DO
1	The percentage of municipal waste recycled or composted	10.4%	15%	2004	<ul style="list-style-type: none"> ■ Increase the number of dwellings served by kerbside recycling collections through a rolling programme during 2002/4 from 28,000 to 48,000 ■ Providing an additional 10 mini recycling centres across the City and County for recyclable and green waste by 2003/4 ■ Provide recycling facilities at Civic Amenity Sites by March 2003 for household hazardous waste and cardboard ■ Introducing an "In-Vessel" composting system for green and kitchen waste by January 2004.
2	The increase in the number of young people travelling to and from schools in the Safe Route to School Project by cycle or walking	741	841	2002/3*	<ul style="list-style-type: none"> ■ To submit bids to the National Assembly for Wales for an additional 2 'Safe Routes to School' schemes in 2002/3. ■ Appoint a Child Pedestrian Safety Co-ordinator to develop road safety awareness skills in young children in 2002, subject to NAW funding.
3	The increase in the energy efficiency of houses owned by the Council (SAP Rating**)	38	43 46	2002/3* 2003/4*	<ul style="list-style-type: none"> ■ To undertake a Council housing stock condition survey to understand future maintenance and energy efficiency requirements by March 2003
4	The production of a Bio-Diversity Action Plan	New Indicator	To have established a credible set of baseline indicators within the Bio-diversity Action Plan	2002/3	<ul style="list-style-type: none"> ■ To have established a credible set of baseline indicators within the Bio-Diversity Action Plan.
5	Compliance with all the Air Quality Objectives set nationally to protect health and the environment in the City and County of Swansea	71%	100%	2002/6*	<ul style="list-style-type: none"> ■ Increase the number of vehicles in the Council fleet which use "greener" forms of fuel by an average of 10% per year through to 2004. ■ Produce an Air Quality Statutory Action Plan, including an Implementation programme, by 2006. ■ Plant 200 new trees in Swansea by March 2003.

* Financial Year ** SAP Rating (Standard Assessment Procedure) awards up to 100 for the energy conservation measures incorporated in a dwelling

IMPROVEMENT PLAN (SUMMARY) 2002/03

AIM 5 Swansea aims to continue to develop as a City and County of Learning
Key word: **Learning**

We will promote the fullest possible educational achievement and attainment for all our citizens. We will aim to improve opportunities for all learners from the very young to elderly persons by providing access to learning throughout life.

The Council will use a range of measures to monitor that it is achieving this aim. A small sample is attached below.

IMPROVEMENT PLAN (SUMMARY) 2002/03

Characteristics that will help achieve this include:

- Developing a culture of learning
- Improving the opportunities for all learners
- Increasing the facilities and activities available in schools, libraries and other community venues
- Providing learning experiences in public galleries, museums, parks, and leisure complexes and through sporting activities

	INDICATORS	CURRENT PERFORMANCE	TARGET	TIMESCALE	WHAT WE WILL DO															
1	All schools inspected each year under Section 10 (Education Act 1996) that are judged to have made progress since their last inspection.	94%	100%	2001-2004**	<ul style="list-style-type: none"> ■ Establish a Council policy for Education Inclusion by April 2003 so that all schools develop inclusive cultures, policies and practices and appropriate learning opportunities are offered to all children and young people ■ Provide support and guidance to schools to help raise standards especially for children in the age range 9-13 and at transfer from primary to secondary school as evidence by the Core Subject Indicator <table border="1"> <thead> <tr> <th colspan="3">Core Subject Indicator</th> </tr> <tr> <th></th> <th>2001</th> <th>2004</th> </tr> </thead> <tbody> <tr> <td>Key Stage 2</td> <td>69</td> <td>76</td> </tr> <tr> <td>Key Stage 3</td> <td>49</td> <td>53</td> </tr> <tr> <td>at 15</td> <td>36</td> <td>44</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ■ Progressively modernise the ICT infrastructure to meet ICT for learning and e-community demands. The first phase will be installed in secondary schools and learning centres by March 2003. 	Core Subject Indicator				2001	2004	Key Stage 2	69	76	Key Stage 3	49	53	at 15	36	44
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2	Percentage leaving with some form of recognised Qualification at 16 (exams + other)	95.5%	97.4%	2001-2004**	<ul style="list-style-type: none"> ■ Encourage take-up of further education, training or employment by young people in the age range of 16 – 19 years by reducing the number of young people not in education training or employment from 4.3% in 2001 to 2.5% in 2004 and also the young people where destination post-16 is unknown from 7% in 2001 to 1% in 2004 ■ Improve learning and leisure opportunities for children and young people when they are not in school by increasing the number of out of school activities in communities across Swansea through 2002-2004 by establishing 30 meeting places and 3 mobile youth projects and by youth workers making contact with 500 young people 															
3	The total number of beneficiaries to have been supported through the Swansea Skills Service by the Community Education Service	920	1712	2002-2004**	<ul style="list-style-type: none"> ■ Work with partners in the Community Consortium for Education and Training (Post-16) on an ongoing basis to continuously <ol style="list-style-type: none"> increase provision of lifelong learning opportunities in all the communities across Swansea increase the number of opportunities for skills and work-based training ■ Implement a corporate Training Strategy for Council employees through 2002/4 															
4	The number of visits to public libraries.	868,530	924,000	2002/2003*	<ul style="list-style-type: none"> ■ To deliver new learning and access opportunities in the area of multi-media and Information Communication Technology throughout the library services by the end of 2003. 															

* Financial Year / ** Academic Year



IMPROVEMENT PLAN (SUMMARY) 2002/03

AIM 6 Swansea aims to be known as an innovative and prosperous place where people choose to live, work and visit.
Key word: **Prosperous**

We will help to develop a strong and varied local economy, encouraging business and investment in the city. We will explore new opportunities for funding, and maximise existing opportunities, to develop tourism and work with others to reduce unemployment.

The Council will use a range of measures to monitor that it is achieving this aim. A small sample is attached below.



IMPROVEMENT PLAN (SUMMARY) 2002/03

Characteristics that will help achieve these include:

- Promoting and enhancing Swansea as a regional capital
- Revitalising the city centre
- Developing and promoting cultural and recreational attractions for both visitors to and residents of, the City & County of Swansea
- Creating investment opportunities and supporting innovation
- Improving public transport and easing traffic congestion
- Encouraging the development of diverse housing options
- Facilitating community, economic and social regeneration

	INDICATORS	CURRENT PERFORMANCE	TARGET	TIMESCALE	WHAT WE WILL DO
1	The increase in the number of overnight and day visitors to the City and County of Swansea	3,117,000	3,896,250	2005	<ul style="list-style-type: none"> ■ Implement the Strategic Tourism Growth Area Action Plan in 2002. ■ Carry out a marketing campaign in 2003/04 to promote the Area as a short break and 'additional' holiday destination to extend the season and attract new business. ■ Open the National Waterfront Museum in 2006
2	Unemployment rates in Swansea compared to the Welsh average.	+0.4% (Jan-02)	To be equal to, or less than, the Welsh average	2005	<ul style="list-style-type: none"> ■ Promote inward investment and site development by arranging 12 events for Key Business Intermediaries in the Midlands, South-East England, the M4 Corridor and Ireland, with an additional 8 visits to telemarketing contacts by 2004. ■ Assisting indigenous industries and commerce through specific activities such as implementing the "Swansea Business Interactive" website during 2002. ■ Assist local business to export by developing initiatives such as "Friend in Denmark" with a minimum of two business exchange visits between Swansea and Denmark by 2003.
3	The ranking of Swansea City Centre as measured by the Experian Vitality Index**	56	To be in top 50	2005	<ul style="list-style-type: none"> ■ Create a competitive City Centre with a wide range of attractions and raise its profile by implementing to City Centre Action Plan in 2002.
4	The number of Community First Action Plans approved by the Welsh Assembly Government	New Indicator	2	2003	<ul style="list-style-type: none"> ■ Achieve 80% of the annual targets to be delivered within the approved Community First Action Plans in 2003/04

*Financial Year

**The Experian Vitality Index measures the success of City areas.



IMPROVING SERVICES

This Council's common purpose is "to be a continuously improving organisation that provides services which meet the social, economic and environmental needs and expectations of the community".

We know that this will not happen by accident. We have to work both at a corporate and service level to achieve improvements and to ensure that these are built upon year on year. The Council has already undertaken a review of its central services to strengthen its strategic planning and support functions and ensure that mechanisms are in place to monitor and improve performance.

Over the next few years, the Council will continue to review services, analyse performance, listen and act upon the views of the local community and service users and work with other organisations to develop a Community Plan for Swansea. Whilst some of this activity is based in statute, much of it is determined locally and, in particular, in response to views of users.

Whole Authority Analysis

The Wales Programme for Improvement, replacing Best Value in Wales, requires each Authority to conduct a Whole Authority Analysis with the results being reported in the 2003/04 Improvement Plan.

The Whole Authority Analysis, which is undertaken once every 5 years, is a comprehensive assessment of how the authority handles the strategic and operational management of both its corporate and services functions.

The purpose of conducting the Whole Authority Analysis is to identify the areas where the authority most needs to focus its attention to achieve improvement, and this will inform its Service Review programme.

Service Reviews

Reviews of service have a main aim – to achieve improvements to service delivery. In January 2002, Council agreed to a programme of themed service reviews that directly linked to the Council's Corporate Objectives and also met many of the desired outcomes of the national agenda. Some of the themes have a precise content, whilst others will be informed and developed over time.



The Review Themes that the Council will concentrate on over the next 2 years are outlined below:

- Access to Council services
- Access to Swansea as a place of employment, business, tourism and entertainment
- Waste Management, which includes refuse collection, street sweeping and waste disposal
- City Centre, as the powerhouse of local regeneration
- Housing
- Lifelong Learning
- Culture & Recreation
- Community Health

By establishing "themes" for reviews, it will be possible to link together smaller, more service based reviews. This will help our employees to understand how they contribute to the bigger picture at the same time as encouraging as wide an involvement as possible in the review process.

Consulting with service users.

For any improvement to be effective, the people who actually make use of the services provided must inform it. To ensure that the Council gathers these views and acts accordingly, the Council has established a Consultation Strategy, Consultation Database and Consultation Guidelines.

Consultation is undertaken in a wide variety of ways to ensure that they are appropriate for the particular circumstances.

In the last 12 months the subject areas of consultation have included: Leisure Centres and other facilities, Trading Standards, Licensing, Traffic Management, Implementing Electronic Government, modernising local government, customer service, Welsh language, City Centre issues, visitors to Gower, nature conservation, tenants issues, specialised events, services to older people, etc.

In the next 12-18 months, consultations undertaken will include issues around Customer Service and Access to Services, the future of the City Centre and the Council's Corporate Plan. A face-to-face tenants survey is starting in June, special events consultations are planned, as is consultation on the Gower and Common Land initiatives and as part of Local Democracy Week.



A Community Plan for Swansea

The Community Plan will set a Vision for Swansea that will cover the next 10-15 years. It isn't just about local government services; it is much wider than that. The Plan will aim to ensure that the health, social, economic and environmental well-being of all citizens is improved.

The Council has statutory responsibility for ensuring that the Community Plan is produced and for monitoring its implementation. This will entail working with local communities and partners from other public sector organisations and the private and voluntary sectors.

Local authorities are expected to have the key components in place by the time of the next local election in 2004.

Preparatory work by the Council has been taking place. Meetings with key partner agencies such as the WDA, Police, Health, local colleges, voluntary sector etc have occurred regularly.

A new cabinet portfolio has been identified which will take political responsibility for all aspects of the Council's community regeneration and community planning activities.

Managing Performance

A key component to achieving improvement in services is effective measurement of current performance, which is then translated into practical activities to improve services. This process is easier to say than do, but the Council is in the process of redeveloping corporate planning and performance management approaches.

Whilst much has been achieved to date which has already resulted in the Corporate Plan for 2002-2004, translating this into effective action is now a priority. This will involve all departments in producing Service Delivery Plans and Departmental Delivery Contracts each containing performance measures and targets. These will then be translated into Team Plans and targets, which will be delivered by teams and/or individuals.

Monitoring of performance against targets will be undertaken at both a service and corporate level. Over the next two years, systems will be developed and enhanced to ensure that measuring performance becomes automatic and information is fed quickly to those who need it most. In particular, this means getting relevant performance information to frontline managers and their team members speedily.



Performance Data

This year, we reported 156 performance indicators, of which 97 were required by the National Assembly, and 59 were local performance indicators.

So how is the Council doing?

Three quarters of the performance indicators showed an improving or steady performance compared to the previous year.

Two thirds of the indicators show that Swansea is better than, or equal to, the Welsh average performance.

Comparison with English authorities shows a similar picture, with two thirds of Swansea's indicators better than, or equal to, the English average performance.

In terms of the targets we set for ourselves, almost 6 out of 10 hit the target or exceeded it.

Overall, the Council regards its performance to be good or satisfactory in almost three quarters of its performance indicators.

However, we are not complacent about those areas where performance is unsatisfactory. As part of the Whole Authority Analysis, this information will be taken into account in deciding which services should be reviewed.

If you would like more detailed information on performance indicators, please refer to the full "Promoting Swansea" Improvement Plan. Copies of this can be obtained at:

County Hall Reception

Guildhall Reception

Alternatively, you can view the document on-line at the Council's web-site:

www.swansea.gov.uk

PROMOTING SWANSEA ■ OUR COMMON PURPOSE



IMPROVEMENT PLAN (SUMMARY) 2002/03

COMMENTS

If you have any comments or enquiries about the content of this Improvement Plan, please write to:

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