

Service Improvement Plan *(abridged)*

Development and Neighbourhood Services

Regeneration and Economic Development

2007/08 - 2009/10

Service Improvement Plan (*abridged*) – D&NS, Regeneration and Economic Development 2007/08- 2009/10

Theme: Economic Regeneration and Transport		
Development Priority: RED01 – A MORE COHESIVE SOCIETY THROUGH INVESTMENT IN DEPRIVED COMMUNITIES		
Key actions	By when	Outcomes and Success Criteria
1.1 Improve Employability		<p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Increased employment rate through improved employability • Quality wet, dry sports and leisure facilities available in the three main townships of the Borough <p><u>Success Criteria</u></p> <ul style="list-style-type: none"> • Increase the employment rate in the Borough (Baseline – 72.4% in 2004) • Narrow the gap in the employment rate between the neighbourhood renewal areas and the Borough (Baselines – 72.4% Stockton and 53% NR Areas - both 2004) • Increase employment opportunities for residents from regeneration areas from 7 in 2004/05 to 100 by March 2009 • Unemployment rate in the Borough below the regional rate (Baselines – 3.4% Stockton and 3.3% North East – March 2006) • Increased attendance at Leisure facilities Baseline 8029.75, increasing to 8110.05 in 2007/8 and 8,191.15 in 2008/9 (per 1,000 population)
1.1.1 Increase the employment opportunities for residents from regeneration schemes year on year	December 2008	
1.1.2 Support residents to move from benefit into employment in partnership with Job Centre Plus and other public agencies	March 2008	
1.1.3 Co-ordinate and implement the NRF Employment and Worklessness Packages	March 2008	
1.1.4 Bring together Council Services, mainstream providers and the VCS to establish a strategic Employability Consortium	June 2007	

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Theme: Economic Regeneration and Transport		
Development Priority: RED02 – AN ENVIRONMENT WITH AN EFFECTIVE IMAGE		
Key actions	By when	Outcomes and Success Criteria
2.1 Support the Stockton – Middlesbrough Initiative to create a 21st century environment and a high quality place to live, work and visit		<p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Competitive and vibrant Town Centres • Billingham Forum redeveloped to create a modern cultural, sports and leisure centre • Deliver a city-scale riverside environment • Altered perceptions of Stockton and SMI area <p><u>Success Criteria</u></p> <ul style="list-style-type: none"> • Increased attendance at Leisure facilities Baseline 8029.75, increasing to 8110.05 in 2007/8 and 8,191.15 in 2008/9 (per 1,000 population) • Increase number of visitor enquiries to Stockton Tourist Information Centre by 500 per year to 44,000 in 2007/8 and 44,500 in 2008/9. • Implement city scale riverside environment promotion and marketing plan by March 2010 • Green, Blue Heart feasibility study complete by March 2010 • North Shore footbridge complete by 2009 • Identify options for the redevelopment of Billingham Forum and secure funding by August 2008
2.1.2 Produce final version of the SMI Strategic Plan	April 2007	
2.1.4 Further Feasibility Work into the deliverability of the Green Blue Heart	Complete by March 2010	
2.1.5 Development and Implementation of a Promotion and Marketing Plan for SMI	March 2010	
2.1.6 Facilitate the implementation of North Shore through assistance to TVR /AMEC/Urban Splash	March 2010	
2.1.7 Oversee the implementation of the North Shore Footbridge	March 2009 Need to update C/Plan date	
2.2 Revitalise the Borough's Town Centres		
2.2.1 Development of food store at Southern Gateway	March 2010	
2.2.3 Re-alignment of Riverside Road to facilitate private sector development	March 2010	
2.2.4 Complete Phases II and III of Green Dragon Cultural Quarter	March 2008	
2.2.5 Completion of Thornaby Town Centre Regeneration Scheme	March 2009	
2.2.6 Billingham Town Centre Regeneration Scheme agreed	May 2008	
2.3 Production of Development Briefs/Master Plans and Feasibility Work to facilitate high quality sustainable development on key sites	March 2010	

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Theme: Economic Regeneration and Transport		
Development Priority: RED03 - AN ECONOMY THAT IS ATTRACTIVE TO INVESTMENT AND PROMOTES BUSINESS GROWTH		
Key actions	By when	Outcomes and Success Criteria
3.1 Supporting Business		<p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Increase total entrepreneurial activity • Support the growth of local businesses • Attract appropriate inward investment • Increase Stockton's share of tourism expenditure • Increase the competitiveness of Stockton Town Centre <p><u>Success Criteria</u></p> <ul style="list-style-type: none"> • Increase number of visitor enquiries to Stockton Tourist Information Centre by 500 per year to 44,000 in 2007/8 and 44,500 in 2008/9. • Increase the number of VAT registrations from 3130 (in 2005) to 3165 by April 2008 • Increased VAT registrations – 323 average for 5 years to 2005, to increase to 353 by 2007/8 • Reduced VAT de-registrations - 337 average for 5 years to 2005, to reduce to 332 by 2007/8 • Increase customer satisfaction with Stockton Markets from 52% to 57% by December 2007 • Develop a programme of events on and around the high street by March 2008
3.1.1 Encourage residents to consider going in to business	March 2008	
3.1.2 Increase the number of businesses in the Borough	March 2008	
3.1.3 Support the growth and survival of existing businesses and inward investment	March 2008	
3.1.4 Round 3 LEG1 bid submitted	September 2007	
3.2 Tourism Promotion		
3.2.1 Increase visitor length of stay to 3 nights or more	December 2007	
3.2.2 Increased bookings and sales through the Tourist Information Centre (TIC) year on year	March 2008	
3.2.3 Develop SMI partnership around themed / lifestyle packages	March 2008	
3.2.4 Encourage take-up throughout the private sector to buy onto the Desti-ne e-business platform	March 2008	
3.3 Stockton Town Centre Management		
3.3.1 Establish partnership working with key stakeholders to attract visitors to Stockton Town Centre as a lively and safe destination to shop and visit	December 2007	
3.3.3 Improve safety and reduce crime in Stockton Town Centre	March 2008	

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Theme: Organisational Development		
Development Priority: RED04 - TO IMPROVE THE ORGANISATIONAL DEVELOPMENT OF THE SERVICE		
Key actions	By when	Outcomes and Success Criteria
4.1 Joint Working		<p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Budget and service delivery risks minimised • Efficient and effective use of resources • Sickness absence levels reduced or maintained • Increased customer satisfaction levels • Amount of forecast total external funding spent <p><u>Success Criteria</u></p> <ul style="list-style-type: none"> • Finalise Service structure by July 2007 • Performance Improvement Clinics held quarterly • LAA Review meetings held six-monthly • 97% for 'on contract' spend for corporate procurement • 85% of invoices paid within 30 days • Reduction of at least 0.5 days lost per FTE due to sickness • 90% of staff appraisals held
4.1.1 Improve partnerships with funding organisations to achieve amount secured	March 2008	
4.1.2 Effective spending of external funding	March 2008	
4.2 Service Delivery		
4.2.4 Undertake research to establish what defines an 'excellent' regeneration service	March 2008	
4.3 Operational Efficiency		
4.3.1 Continued compliance with the JE process	Ongoing to March 2008	
4.3.2 Monitor payment of invoices performance via quarterly reports and identify areas for improvement	Quarterly	
4.3.3 Continue the implementation of the new sickness absence process	2007/2008	
4.4 People Development and Learning		
4.4.1 Evaluate the 'added value' of training	Monthly	
4.4.2 Investors in People gap analysis findings and staff meetings feedback fed into service improvements	April 2007	
4.4.3 Implement new appraisal scheme	2007/2008	
4.5 Resource Management		
4.5.1 Identify targets (both financial and quality cross checks) for the forward looking Gershon Annual Efficiency Statement	2007/2008	

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4.5.2	Business Continuity Plan refreshed	July 2007	
4.5.3	Monitor 'on contract' spend performance on major schemes via quarterly reports and identify areas for improvement	2007/2008	

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Theme: Organisational Development		
Development Priority: RED 05 Undertake all relevant actions within the Council's Equality Plans and other cross-cutting strategic plans		
Key actions	By when	Outcomes and Success Criteria
5.1 Involve BME communities at the design stage of new developments	Ongoing up to March 2010	Outcomes relating to the improved accessibility of services to all people and improved community cohesion.
5.2 Identify barriers to training and employment using the results of the skills audit	Ongoing up to March 2010	
5.3 Support business start-ups including enterprises created by BME communities	March 2008	
5.4 Involve people with a disability problem in the design stage of the new Billingham Town Centre	August 2007	
5.5 Involve people with a disability problem through a steering group in the design stage of the Thornaby Pavilion and Library refurbishment	Summer 2008	
5.6 Ensure that the design of the new leisure features of Billingham forum meet the needs of disabled people and those with long term health problems	Summer 2008	