

**Service Improvement Plan** (*abridged*)

**Development and Neighbourhood Services**

**Regeneration and Economic Development**

**2008/09 – 2010/11**

# Service Improvement Plan (*abridged*) – 2008/2009 Regeneration and Economic Development

<b>Theme: ECONOMIC REGENERATION AND TRANSPORT</b>		
<b>Development Priority: RED01 - A STRONG LOCAL ECONOMY TO PROMOTE BUSINESS GROWTH AND IMPROVE EMPLOYABILITY</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
<b>1.1 Supporting Business</b>		<p><b><u>OUTCOMES</u></b></p> <ul style="list-style-type: none"> <li>• Increase in total entrepreneurial activity</li> <li>• Support the growth of local businesses</li> <li>• Attract appropriate inward investment</li> <li>• Increased employment rate through improved employability</li> <li>• Increase Stockton's share of tourism expenditure</li> <li>• Increase the competitiveness of Stockton Town Centre</li> </ul> <p><b><u>SUCCESS CRITERIA</u></b></p> <ul style="list-style-type: none"> <li>• NI 151 Overall employment rate</li> <li>• NI 152 Working age people on out of work benefits</li> <li>• NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods</li> <li>• NI 163 Working age population qualified to at least Level 2 or higher</li> </ul>
1.1.1 Achieve more business start ups in the Borough	31st March 2009	
1.1.2 Support the growth and survival of existing businesses and inward investment	31st March 2009	
<b>1.2 Improve Employability</b>		
1.2.1 Increase training and employment opportunities for residents from regeneration schemes year on year	31st December 2009	
1.2.2 Support more residents to move from benefit into employment in partnership with Job Centre Plus and other public agencies	31st March 2009	
1.2.3 Support the Employability Consortium in the development of an Employability Strategy for the Borough	30th September 2008	

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<b>1.3 Tourism Promotion</b>		<ul style="list-style-type: none"> <li>• NI 164 Working age population qualified to at least Level 3 or higher</li> <li>• NI 165 Working age population qualified to at least Level 4 or higher</li> <li>• NI 170 Previously developed land that has been vacant or derelict for more than 5 years</li> <li>• NI 171 VAT registration rate</li> <li>• NI 172 VAT registered businesses in the area showing growth</li> <li>• NI 173 People falling out of work and on to incapacity benefits</li> <li>• NI 174 Skills gaps in the current workforce reported by employers</li> <li>• Increase the footfall in Stockton Town Centre's 2 main shopping centres year on year (baselines December 2005 Castlegate 768114, Wellington Square 577214)</li> </ul>
1.3.1 Increase visitor length of stay	31st December 2010	
1.3.2 Support the development of marketing to promote the SMI Partnership, in conjunction with the Tees Valley Tourism Business Plan	31st March 2009	
1.3.3 Encourage further take-up throughout the private sector to buy into the Desti-ne e-business platform	31st March 2009	
1.3.4 Establish a local baseline for a tourism measure	31st March 2009	
<b>1.4 Stockton Town Centre Management</b>		
1.4.1 Achieve strong engagement with all sectors to deliver Town Centre Action Plan through partnership working	31st March 2010	
1.4.2 Maintain customer satisfaction with Stockton Markets	31st December 2008	
1.4.3 Improve safety and reduce crime in Stockton Town Centre	31st March 2009	
1.4.4 Deliver events to raise the profile of Stockton Town Centre	31st March 2009	

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<b>Theme: ECONOMIC REGENERATION AND TRANSPORT</b>		
<b>Development Priority: RED02 – A QUALITY ENVIRONMENT WITH AN EFFECTIVE IMAGE</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
<b>2.1 Support the Stockton-Middlesbrough Initiative (SMI) to create a 21st century environment and a high quality place to live, work and visit</b>		<p><b><u>OUTCOMES</u></b></p> <ul style="list-style-type: none"> <li>• Competitive and vibrant Town Centres</li> <li>• Billingham Forum refurbished to create a modern cultural, sports and leisure centre</li> <li>• Deliver a city-scale riverside environment</li> <li>• Altered perceptions of Stockton and SMI area</li> </ul> <p><b><u>SUCCESS CRITERIA</u></b></p> <ul style="list-style-type: none"> <li>• Implement city scale riverside environment promotion and marketing plan by March 2010</li> <li>• Facilitate the implementation of the North Shore Development scheme by March 2010</li> <li>• Commence redevelopment works at Billingham Forum by May 2009</li> <li>• Further Feasibility Work into the Deliverability of the Green Blue Heart by March 2010</li> <li>• Oversee the implementation of the North Shore</li> </ul>
2.1.1 Produce final version of the SMI Strategic Plan	30th April 2008	
2.1.2 Commence implementation of projects as identified in the SMI Strategic Plan	30th April 2010	
2.1.3 Commence the implementation of projects as identified in the Green Blue Heart (GBH) Masterplan	30th April 2008	
<b>2.2 Facilitate and assist Tees Valley Regeneration (TVR) with strategic projects</b>		
2.2.1 Facilitate the commencement of North Shore phase 1	30th April 2009	

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2.2.2	Facilitate the commencement of Durham Tees Valley (DTV) Airport Southside Business Park development	31st October 2008	<p><b>Footbridge by March 2009</b></p> <ul style="list-style-type: none"> <li>• <b>Increase the footfall in Stockton Town Centre's 2 main shopping centres year on year (baselines December 2005 Castlegate 768114, Wellington Square 577214)</b></li> <li>• <b>Commencement of infrastructure works at Durham Tees Valley Airport Southside Business park by October 2008</b></li> <li>• <b>A 10% reduction in void units in Stockton Town Centre by 2010/11</b></li> </ul>
<b>2.3</b>	<b>Revitalise the Borough's Town Centres</b>		
2.3.1	Completion of the Riverside site Economic Appraisal	30th April 2009	
2.3.2	Development of a food store at the Southern Gateway end of Stockton Town Centre	31st March 2010	
2.3.3	Site assembly at the Southern Gateway completed	31st March 2010	
2.3.4	Re-alignment of Riverside Road to facilitate private sector development at Southern Gateway and along the Riverside	31st March 2010	
2.3.5	Develop s strategy for Phase 4 of Green Dragon Cultural Quarter	31st March 2009	
2.3.6	Completion of all phases of Thornaby Town Centre Regeneration Scheme	31st July 2009	
2.3.7	Thornaby Town Hall regeneration completed on site	31st March 2010	
2.3.8	Start on site for the confirmed refurbished option for Billingham Forum	30th January 2009	

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2.3.9	Billingham Town Centre Regeneration Scheme agreed	31st July 2009
2.3.10	Demolition of Billingham House	31st December 2008
<b>2.4</b>	<b>Major Regeneration Schemes brought forward for development to secure private sector investment</b>	
2.4.1	Production of 3 no. Development Briefs/Master Plans and Feasibility work to facilitate high quality sustainable development on key sites	31st March 2010
2.4.2	Measure to be established for previously developed land that has been vacant for more than 5 years (LAA indicator NI 170)	30th April 2008
<b>2.5</b>	<b>Reduction in CO<sup>2</sup> Emissions through the Local Authority Carbon Trust Programme</b>	
2.5.1	The Service to establish its contribution to the 25% reduction target by 2013	31st March 2009

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<b>Theme: COUNCIL ORGANISATIONAL DEVELOPMENT</b>		
<b>Development Priority: RED03 – TO IMPROVE THE ORGANISATIONAL DEVELOPMENT OF THE SERVICE</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
<b>3.1 Joint Working</b>		<p><b><u>OUTCOMES</u></b></p> <ul style="list-style-type: none"> <li>• Budget and service delivery risks minimised</li> <li>• Efficient and effective use of resources</li> <li>• Sickness absence levels reduced or maintained</li> <li>• Increased customer satisfaction levels</li> <li>• Amount of forecast total external funding spent</li> <li>• Improved accessibility of services to all people and improved community cohesion</li> </ul> <p><b><u>SUCCESS CRITERIA</u></b></p> <ul style="list-style-type: none"> <li>• 97% for 'on contract' spend for corporate procurement</li> <li>• 85% of invoices paid within 30 days</li> <li>• Reduction of at least 0.5 days lost per FTE due to sickness</li> <li>• 90% of staff appraisals held</li> <li>• Total amount of forecast external funding spent +/- 10%</li> </ul>
3.1.1 Effective spending of external funding	31st March 2009	
3.1.2 Undertake Economic Regeneration and Transport Partnership health check	31st March 2009	
3.1.3 To continue to work in partnership with key stakeholders to build upon economic growth in the Borough and sub region, e.g. TVR, Business Link, SMI, Government Office-North East, One North East, Learning and Skills Council, JobCentre+, Tees Valley Unlimited	31st March 2009	
<b>3.2 Service Delivery</b>		
3.2.1 Strategic regeneration projects delivery Steering Groups held	% of Level 1 and 2 projects at green or amber rating	
3.2.2 LAA Review meetings held	> 70% of targets on track	

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<b>3.3 Operational Efficiency</b>		
3.3.1 Monitor payment of invoices performance via quarterly reports and identify areas for improvement mid year	1st July 2008	
3.3.2 Monitor sickness absences	Monthly	
<b>3.4 People Development and Learning</b>		
3.4.1 Develop a framework to evaluate the 'added value' of training	1st July 2008	
3.4.2 Annual staff appraisals held	30th June 2008	
<b>3.5 Resource Management</b>		
3.5.1 Identify targets (both financial and quality cross checks) for the forward looking Gershon Annual Efficiency Statement	30th April 2008	
3.5.2 Business Continuity Plan refreshed to reflect changing business needs	31st July 2008	
3.5.3 Monitor 'on contract' spend performance via quarterly reports and identify areas for improvement mid year	1st July 2008	
3.5.4 Undertake value for money reviews (where programmed)	As per agreed timetable	



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3.5.5	Regularly monitor Service budgets to maintain below high risk (revenue/capital)	Monthly	
<b>3.6</b>	<b>Equality Standards and Community Cohesion</b>		
3.6.1	Undertake all relevant in year actions within the Council's Single Equality Scheme and other cross-cutting strategic plans	March 2010	
<b>3.7</b>	<b>Data Quality</b>		
3.7.1	Implement the actions highlighted within the Data Quality Strategy	31 <sup>st</sup> March 2009	
<b>3.8</b>	<b>Customer First</b>		
3.8.1	Customer First Stage 2 evaluation completed	31st October 2008	

# Service Improvement Plan (*abridged*) – 2008/2009 Regeneration and Economic Development

**THEME: ORGANISATIONAL DEVELOPMENT – ALL THEMES**

**DEVELOPMENT PRIORITY: ORGANISATIONAL DEVELOPMENT – CORPORATE HEALTH**

## **SICKNESS ABSENCE**

Sickness absence remains high across the Council compared to other local authorities and therefore it is imperative that sickness is targeted for reduction. Sickness absence is measured via ex-BVPI12 and all services need to contribute to the corporate target of a reduction of at least 0.5 days lost per FTE due to sickness.

## **ON CONTRACT SPEND**

All services contribute to making savings via better procurement. Value for money contracts have been arranged for areas of corporate spend such as mobile phones and stationery. In order to maximise savings, services have been set a target of 97% for 'on contract' spend for these contracts.

## **PAYMENT OF INVOICES**

The Council is measured for the time taken to pay invoices. Prompt payment is important to our supply base and helps improve their cash flow, which in turn keeps them profitable and helps economic development of the locality. Payment of invoices is measured by ex-BVPI8 and all services contribute to the corporate target of at least 85% of invoices paid within 30 days, by Q4.

## **APPRAISALS**

Highly trained and motivated employees are necessary for the delivery of modern, effective and efficient services. Consequently the employee appraisal scheme has been revised and improved to ensure staff have the relevant skills and development opportunities. All services have been set a target of undertaking appraisals for at least 90% of employees.

## **GERSHON EFFICIENCY SAVINGS**

The Council is subject to an annual 3% cashable efficiency target and many services contribute in one way or another. Services will set their targets via the forward looking Annual Efficiency Statement (April) which includes both the financial targets and any associated quality cross checks.

## **VALUE FOR MONEY REVIEWS**

Council services are subject to the requirement to demonstrate value for money in order to show the public that money is spent effectively. The process also feeds into the Use of Resources service block in CPA. Services subject to reviews are those with

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apparent high costs compared to other local authorities and the initial focus of reviews is to determine why this is the case.

### **PARTNERSHIP HEALTHCHECKS**

New government policies and legislation frequently involve partnership working. The major policy initiatives for local government all depend for their success on effective joint working. There is a growing policy focus on area governance and service delivery at regional, sub-regional and the neighborhood level; this may involve local authorities and a variety of partners at each level. Consequently, well-developed and effective partnerships are becoming an essential feature for Stockton Borough Council's success.

### **DATA QUALITY**

The council is assessed against its corporate management arrangements for Data Quality. Good quality data is essential in supporting effective decision making at all levels across the organisation. All services are working towards improving data quality further by responding to the recommendations made following the Data Quality Audit 2007 and implementing the actions highlighted within the Data Quality Strategy.

### **CUSTOMER FIRST**

Customer First Stage II launched in June 2007 aims to encourage services to strive for excellence in customer service. The programme requires every service to adopt the latest service standards and compare how it measures up against five key components. All services should aim reach the Stage II standard by March 2009.

### **DIVERSITY**

#### Equality Impact Assessment

- Ensure all appropriate reports submitted to Cabinet have been subject to Equality Impact assessment.
- Carry out Equality Impact Assessments of existing services. 50% in 2008/9 and 50% in 2009/10.
- Include actions developed as a result of Equality Impact Assessments in SIP or BUP as appropriate.

#### Training

- Ensure all employees attend corporate diversity training, in line with Council Plan targets.

#### Single Equality Scheme

- Achieve all relevant targets within the Race, Gender and Disability action plans.

#### Procurement

- Utilise new procurement procedures to ensure that equality is embedded in procurement activities.