

# Stevenage Regeneration & Investment Strategy & Action Plan 2010-2015

## Portfolio Holder(s) Introduction

**This strategy and associated annual action plan sets out Stevenage Borough Council's aims and objectives for regenerating and growing the Borough. The strategy ensures that there is a synergy with our public sector partners to create improved outcomes for the public, whilst also working with other partners such as local businesses, business forums, community groups and resident associations.**

**The Strategy highlights a series of priorities for investment by the Borough Council in delivering to the community that are identified through consultation and evidenced need. The Strategy also sets out to show how the Council will work in partnership to deliver the growth agenda for Stevenage, and play a part in providing good quality homes, education provision, green space, employment and leisure for Stevenage and Hertfordshire. I look forward to promoting this strategy and working with officers and our partners to deliver lasting improvements to Stevenage.**

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## Profile of Stevenage

Stevenage is an ambitious and high profile town situated in northern Hertfordshire on the A1 (M) and East Coast mainline. Stevenage was built as a new town to provide homes, jobs and a better quality of life for people moving from London after the second world war. The people who designed Stevenage had a powerful vision and the town is regarded as one of the most outstanding achievements in town planning and development of the 20<sup>th</sup> century. Situated 30 miles north of London, Stevenage is now home to approximately 80,000 people. The town offered first class facilities, homes, jobs and a pleasant environment. Stevenage has the first purpose built pedestrian only town centre in the country and the character of the nearby old Town High Street has been retained.

Industrial, commercial and residential areas are segregated, the town is particularly strong in the aerospace and pharmaceutical industries. MBDA, & EADS Astrium are world leaders and Stevenage was chosen by GlaxoSmithKline as the location for their £700 million European research centre. In late 2009, it was announced that this would be further developed through a £36 million pound project to include a bio-science park that would create a further 290 jobs by 2012 in phase one, and a total of 1,500 jobs when all three phases are completed.

The residential areas are centred around the original seven neighbourhoods and developments to the northeast, east and south of the town in the 1980s and 1990s. There are twenty two neighbourhood centres providing local shopping and community facilities plus open spaces and play areas all linked by wide roads and a network of pedestrian and cycle routes.

In common with other early post war new towns, Stevenage is in need of regeneration. The town centre, the main industrial areas, and the local neighbourhood centres are all in need of regeneration. Work has already started on redesigning and rebuilding them. However the regeneration of the town is not just about new buildings. There are a range of social and economic issues that need to be tackled. Although the level of social deprivation in Stevenage is average compared with the country overall. However a significant number of Stevenage people do not enjoy the same quality of life as many people do in the rest of Hertfordshire, particularly poor health, lack of qualifications, low skills and low aspirations.

### **What is Regeneration?**

Regeneration focuses on the physical development of land, buildings and new transport schemes. It also seeks to capture and maximise benefits for the people of the borough through economic and social regeneration in terms of skills, social and economic inclusion, prosperity, education, housing, health, community development and the environment.

Successful regeneration strengthens communities by creating new economic opportunities. It is a time limited investment that transforms places and economies so they do not need long term subsidy. It is not an end in itself. Regeneration is central to create sustainable places where people want to live, work and raise a family.

### **The Regeneration Framework**

Stevenage Borough Council have undergone different changes and adapted to different policies, but have consistently delivered a series of regenerative projects and initiatives with partners including the Business & Technology Centre, the initial work to bring forward the Stevenage Town Centre Project, funding and training courses, enterprise support, community funding support, inward investment and public realm improvements. The objectives of the Regeneration team, which will act as a framework for whether a project or initiative is deemed a 'regeneration project,' is aligned to the priorities of this strategy and the Stevenage Borough Council Corporate Plan, for the service team these are: -

- Develop a strategy & vision for the town centre
- Develop a strategy for the regeneration of the neighbourhood centres
- Facilitate delivery with partners of an improved Town Centre Development, Neighbourhood centres and housing sites
- Co-ordinate economic development activity to focus on social and physical regeneration
- Facilitate business support, development and inward investment
- Support community groups and businesses to access external funding opportunities
- To work with partners and facilitate improved learning and skills for the community

### **Delivering Regeneration**

Stevenage Borough Council is clear that our exciting plans for Stevenage cannot be delivered by the Council alone. The following outlines our understanding of what the council and its partners can contribute to the regeneration of our town.

- The council – will use its substantial range of powers, assets, funding and project management experience. This includes its power as the statutory planning authority to shape the development and use of land, as well as the application of compulsory purchase powers.

- The private sector – will be the biggest contributor to the delivery of projects requiring major investment. For example through planning gain private sector investment can be secured to fund social, economic and physical infrastructure as part of an overall private development.
- The voluntary and community sector – will see a consolidation of its role in delivering frontline services to communities. Stevenage Borough Council therefore needs to support and help develop the voluntary and community sector using the local area agreement, the voluntary sector compact and other methods to strengthen our relationship further. We will move towards a more sophisticated commissioning model with the sector where funding is clearly tied to performance.
- Other partnerships - Stevenage Borough Council will continue to facilitate and be involved in partnerships where these are required to deliver initiatives set out in our regeneration strategy. Importantly we will use this process of partnership working with people from all sectors to generate joint learning and real innovation across the town. Stevenage Borough Council will continue to work with partners from the Local Strategic Partnership to deliver regeneration through the Local Area Agreement and Community Strategy.

Therefore the model proposed is simply articulated in three levels:

1. Direct intervention from Stevenage Borough Council
2. Partnership working with direct resources to deliver
3. Facilitation with limited or no direct resources to deliver

### **Delivery Vehicles**

The council has a range of models at its disposal to help provide cost effective delivery of the major projects in the Regeneration Strategy. The Council could: -

1. Deliver directly through its directorates
2. Enter into joint ventures with partners or developers
3. Create partnership/development agreements with partners
4. Establish Private Finance Initiatives
5. Create arms-length companies or contract with local voluntary organisations to secure best value delivery of local services
6. Create funds for the disbursement of grants and loans, and;
7. Use its physical assets to support effective delivery of regeneration
8. Lobby third parties to encourage delivery of our agenda
9. Work in partnership to deliver common objectives

### **Regeneration Summary**

This Strategy highlights what actions Stevenage Borough Council will undertake in its efforts to Regenerate Stevenage Borough. The Strategy aims to identify how Stevenage Borough Council will work with partners to jointly deliver regeneration, what the key issues are in regeneration, what we will deliver directly to the public, and how this will be measured and evaluated. The report proposes five key priority areas of regeneration for Stevenage, these being:

- 1. Physical Regeneration of the Town & Neighbourhoods**
- 2. Growth of the Area**
- 3. Inward Investment , Business Development & Retention**
- 4. Facilitation of Improved Education & Skills**
- 5. Image & Place Marketing**

### **Vision**

**“By 2015, Stevenage will be an emerging regional centre that is prosperous, healthy, clean, green and safe. It will be a place where people are proud to live, work, visit and do business.”**

The Council's mission reflects this vision; ‘Council and community working together.’

The Council has adopted a framework of values to ensure that it continues to provide high quality services, and to demonstrate its commitment to working in partnership with the community. The values show the Council's community it serves by recognising the importance of:

- Putting people first
- Delivering value for money services; and;
- Working together both as one organisation and in partnership with other agencies as appropriate

In addition the Council has developed ambitions and priorities that reflect what is important to local people. In developing these priorities, the Council has considered national and regional policies relating to education, health, crime and disorder, environment and the economy.

Stevenage Borough Council's 'Making a difference: Corporate Plan 2008-2013' contain ambitions and priorities that set out what the Council wants to achieve to improve the quality of life for the community. The priorities inform the council's budget setting process and the focus of project work in service plans. The ambitions and priorities reflect the Local Government White Paper: Strong and Prosperous Communities (2006). The priorities link to the themes and priorities published in the Community Strategy 'Stevenage 2021: Our Town, Our future,' and reflect the outcome of consultation with residents.

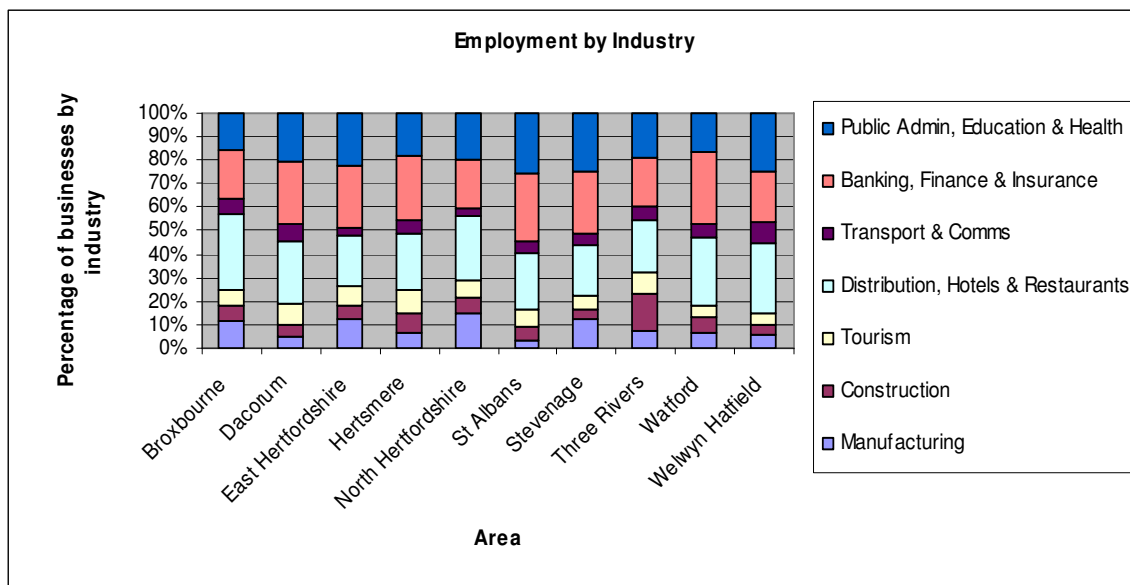
### Economic Profile

Stevenage Borough Council produces an Annual Economic Profile, which includes data on unemployment, employment, qualifications, type of occupation, employment by occupation, employment by industry, VAT registration, job density, and the indices of deprivation. This information can be sourced directly from the National Office of Statistics website and the Annual Business Inquiry. Other information is supplied through the Stevenage Town Centre Management Company, and undertaken directly by Stevenage Borough Council; which includes data on footfall, visitor surveys, shopper surveys, vacant units, car parking and sales.

The information above is consolidated within the economic profile. The data can be supplied quarterly if requested by the reader, however the Strategy will be updated annually with the Economic Profile and Action Plan to ensure that the direction that Stevenage Borough Council undertakes within the regeneration of Stevenage is appropriate given national, regional and local economic circumstances. This will ensure that both policy and local interventions are acute in delivering what is needed and requested by the local populous.

### Key Economic Information

The following information is a brief summary of the economic situation in November 2009, with the most up to date data available from all sources.



**Table 1;  
Employment  
by Industry /  
Area 2007  
data**

	Manufacturing	Construction	Tourism	Distribution, Hotels & Restaurants	Transport & Comms	Banking, Finance & Insurance	Public Admin, Education & Health
Broxbourne	11.2%	7.1%	6.1%	32.5%	6.7%	20.8%	15.6%
Dacorum	5.3%	4.8%	8.8%	26.7%	7.0%	26.8%	20.6%
East Hertfordshire	12.5%	5.8%	8.0%	21.6%	3.5%	26.2%	22.4%
Hertsmere	6.5%	8.0%	10.0%	24.6%	5.5%	27.3%	18.1%
North Hertfordshire	14.6%	7.2%	7.1%	27.0%	3.4%	21.2%	19.5%
St Albans	3.4%	5.4%	7.8%	23.9%	5.3%	28.9%	25.3%
Stevenage	12.4%	4.1%	6.1%	20.8%	5.1%	26.8%	24.7%
Three Rivers	7.1%	16.2%	8.7%	22.6%	5.5%	21.0%	18.9%
Watford	6.8%	6.2%	5.0%	29.2%	5.4%	30.7%	16.7%
Welwyn Hatfield	6.0%	3.9%	4.7%	30.4%	8.5%	21.8%	24.7%

Table one and graph one identifies the employment by industry within the area. For the purposes of this Strategy the data analysed has been extrapolated from the National Office of Statistics datasets for labour market profiling, and compares Stevenage to the other Hertfordshire local authority areas. Stevenage has a predominately strong employment base in Banking, Finance & Insurance and Public Administration, Education and Health, both of which make up 51.5% of the employment. Stevenage has a slightly higher proportion of employment in the Public Administration, Education & Health industry (24.7%) than the average for Hertfordshire at 20.6%, which could, given the recession, have secondary impacts on public services and see a reduction in future years from 2010. Stevenage has a lower than Hertfordshire average in the Construction, and Distribution, Hotels & Restaurants industries.

The dataset for construction may radically change in future years given the potential growth agendas and priorities that the local authority has identified, and whilst this data set is from 2007, when the further information is released in 2010 for 2008/9, Stevenage may identify an upward trend. The percentage of industry in Distribution, Hotels and Restaurants may offer an opportunity towards calculating inward investment at certain industry sectors against the Hertfordshire average. This maybe undertaken through a dual approach, of either (a) identifying businesses that are within this sector, and within Hertfordshire that are seeking to grow, and be attracted to the Stevenage area as part of a relocation, or (b) companies and businesses that are within this sector and could be attracted into the Stevenage area due to the identified gap within the market.

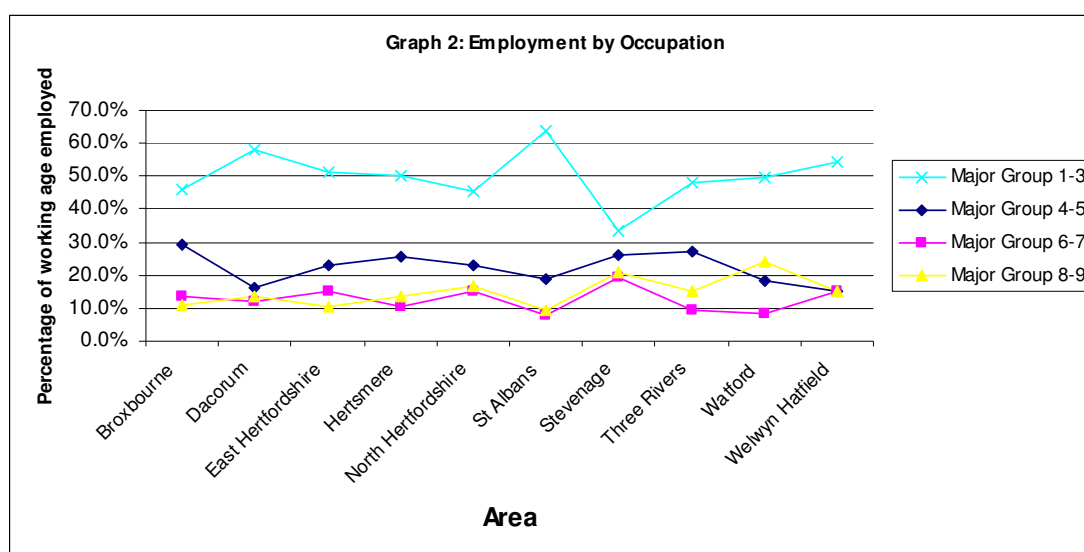


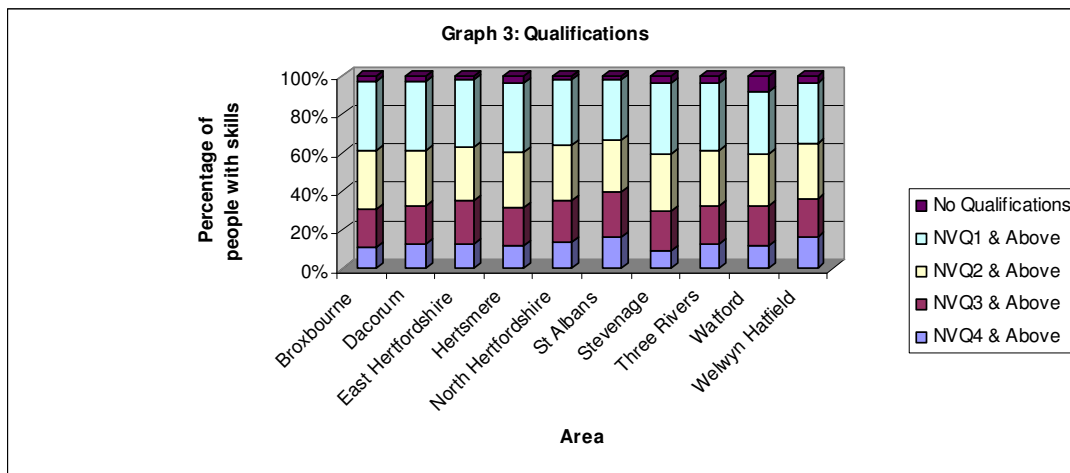
Table 2 and Graph 2 both identify the employment by occupation within the Hertfordshire area. For the purposes of this Strategy the data analysed has been extrapolated from the National Office of Statistics datasets for labour market profiling, and compares Stevenage to the other Hertfordshire local authority areas. The major groups of employment by occupation are defined as:

- Major Group 1-3: This includes managers and senior professionals, professional occupations, and associate professional and technical occupations
- Major Group 4-5: This includes administrative and secretarial occupations, and skilled trade occupations
- Major Group 6-7: This includes personal service occupations, and sales and customer service occupations
- Major Group 8-9: This includes process, plant and machine operatives, and elementary occupations

**Table 2: Employment by Occupation / Area**

2009 data	Major Group 1-3	Major Group 4-5	Major Group 6-7	Major Group 8-9
Broxbourne	45.9%	29.5%	13.8%	10.8%
Dacorum	57.9%	16.4%	12.2%	13.5%
East Hertfordshire	51.0%	23.1%	15.3%	10.6%
Hertsmere	50.3%	25.7%	10.4%	13.6%
North Hertfordshire	45.2%	23.0%	15.2%	16.6%
St Albans	63.8%	18.6%	8.0%	9.6%
Stevenage	33.4%	26.1%	19.5%	21.0%
Three Rivers	48.0%	27.4%	9.4%	15.2%
Watford	49.6%	18.4%	8.1%	23.9%
Welwyn Hatfield	54.1%	15.4%	15.1%	15.4%

The data identifies a significant reduction within Stevenage in the major group 1-3 range which is nearly half that of St Albans, and significantly less than the other Districts and Boroughs within Hertfordshire. This socio-economic data will reason for and against certain developers, retailers and businesses being attracted or otherwise to Stevenage. To ensure a balanced economy this information will need to inform and guide other policies in the local and sub regional partner's priorities and statutory documents. Comparatively the number of people employed within the major group 6-7 and 8-9 categories is significantly higher at 40.5% than any other area of Hertfordshire. Further analysing this data with local qualifications and skills sets may identify an abundance of lower qualified employees and a significantly higher proportion of lower paid industry employment. This provides an opportunity to increase and upgrade skills levels within the Borough.



**Table 3:**

Qualifications / Area 2008 data	NVQ4 & Above	NVQ3 & Above	NVQ2 & Above	NVQ1 & Above	No Qualifications
Broxbourne	25.9%	45.3%	71.5%	84.5%	7.0%
Dacorum	30.7%	45.5%	68.1%	85.3%	6.3%
East Hertfordshire	33.1%	55.9%	71.0%	88.4%	6.1%
Hertsmere	28.7%	44.8%	67.3%	85.2%	9.0%
North Hertfordshire	32.9%	52.5%	70.1%	82.8%	5.7%
St Albans	46.2%	64.0%	75.0%	87.9%	6.2%
Stevenage	21.7%	47.5%	66.6%	83.3%	9.5%
Three Rivers	31.0%	46.2%	68.3%	81.3%	9.5%
Watford	26.0%	43.8%	58.8%	70.8%	17.5%
Welwyn Hatfield	39.4%	49.9%	68.4%	77.5%	9.6%

Table 3 and Graph 3 both identify the qualifications of residents within Hertfordshire. For the purposes of this Strategy the data analysed has been extrapolated from the National Office of Statistics datasets for labour market profiling, and compares Stevenage to the other Hertfordshire local authority areas. The data shows the percentage of people who are qualified to a particular level or above. Trade apprenticeships are split 50/50 between NVQ level 2 and 3. The definitions for each level are: -

- NVQ4 equivalent and above; e.g. HND or degree level qualification
- NVQ3 equivalent; e.g. 2 or more A levels, advanced GNVQ, 2 or more higher national certificates
- NVQ2 equivalent; e.g. 5 or more GCSEs at grade A-C, intermediate GNVQ, 2 national qualifications
- NVQ1 equivalent; e.g. fewer than 5 GCSEs at grades A-C, foundation GNVQ, 1 national qualification
- Other qualifications – includes foreign qualifications and some professional qualifications
- No qualifications – no formal qualifications held

The data does identify that Stevenage has only 21.7% of its resident population with an NVQ4 or above, this is lower than the Hertfordshire average of 31.6%. Comparatively over 30% of the resident population have skills within the NVQ1-2 types, which is marginally higher than other areas within Hertfordshire. A more comprehensive skills and qualifications assessment could give improved clarity as to the skills deficits and needs of local businesses and the types of skills and training offered by local education establishments in meeting the needs of current local businesses and evidencing a unique selling point to potential inward investors in attracting new industry to Stevenage.

In October 2005 Stevenage Borough Council completed a Skills & Employment Study, which identified the following issues:

- An increase in Service sector growth
- Identified a need for more employment land allocations in Stevenage
- Identified issues on quality of existing provision of employment sites
- That of the proportion of total workers in Stevenage 54% are residents and 46% are in commuters
- The main subset of associate professional and technology jobs are in the science & technology, business to business and public services
- A need to up skill current residents qualification levels to NVQ level 4
- That the targeted opportunity sectors for growth over the next ten years would be retail, ICT, Hotels and Leisure, Advanced manufacturing, finance and business services, and research & development.
- There is a greater need for transferability and flexibility as soft skills within the Stevenage workforce

The study proposed some key recommendations being;

- Facilitate the regeneration of Gunnels Wood and Stevenage Town Centre; attracting new investment
- Support development of premises to support economic development; including small business units, grow on space, incubation and innovation
- Undertake marketing and inward investment activities
- Utilise planning policy to influence development
- Focus on NVQ level 4 skills training
- Raise aspirations
- Enhance service orientated skills and workforce development

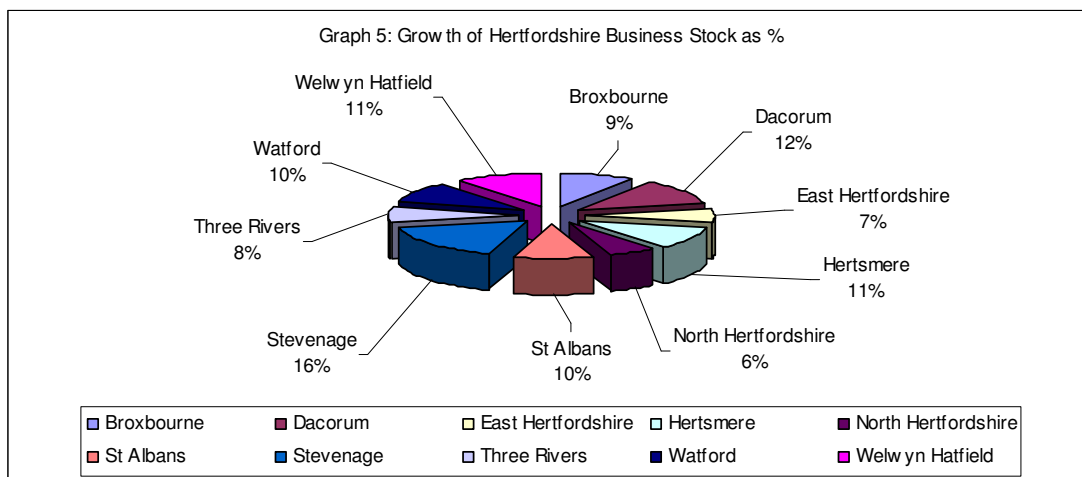
**Table 4: Weekly Pay / Area 2008 data**

	By Residence	By Workplace	Difference
Broxbourne	£510.40	£473.40	£37.00
Dacorum	£554.30	£524.10	£30.20
East Hertfordshire	£590.10	£478.80	£111.30
Hertsmere	£548.10	£484.30	£63.80
North Hertfordshire	£559.10	£506.70	£52.40

St Albans	£649.20	£499.30	£149.90
Stevenage	£476.20	£499.90	-£23.70
Three Rivers	£582.80	£580.30	£2.50
Watford	£583.60	£515.10	£68.50
Welwyn Hatfield	£551.40	£541.00	£10.40

Table 4 identifies the earnings per week in Hertfordshire. The earnings data is titled under two systems; 1) earnings by residence; which is based on people who live and work within the Borough, and 2) earnings by workplace; which is based on people who live within the Borough but work outside the Borough boundaries. The figures show the median earnings in pounds for employees living in the area who are on adult rates of pay, and whose pay was not affected by absence. The earnings information collected relates to gross pay before tax, national insurance or other deductions, and excludes payments in kind. As the data shows, Stevenage is the only area in Hertfordshire that has a higher salary for people living in the Borough but working outside of the Borough. When analysing the reasons for this, there are a number of possible issues, including (a) the east coast mainline and A1 offer a significant opportunity for out commuting, with more affordable housing being another strengthening factor, (b) there are more businesses paying smaller salaries within Stevenage, this could be argue at certain industry sectors. (c) the offer of housing stock controls the salary bracket of the buyer or social rented sector with table 2 and graph two making representations of more major group 5-7s than elsewhere in Hertfordshire. When concluding these issues, a strong argument suggests that interventions to either retain the out commuting, attract higher paid employment, or increase the number of larger executive homes presents itself.

Table 5 and Graph 5 highlights the number of VAT registered businesses within the Hertfordshire area. The table is structured to show the number of registrations, the number of de-registrations and the amount of VAT stock each area has at the end of the year. The table also identifies the number increased or decreased, and the growth as a percentage of stock. Clearly all areas in 2007 had growth, with Stevenage increasing its VAT stock by 120 businesses which represented the highest growth in Hertfordshire at 5.7% growth. A VAT business has to have a turnover in excess of £65,000 to be statutorily obliged to register. This means that a business with a turnover of less than £65,000 do not have to register for VAT, but yet could be economically prosperous and support between 1-3 families.



Area 2007 data	Registrations	De-Registrations	VAT Stock	Growth or Decline (Numbers)	Growth as % of Stock
Broxbourne	335	240	3090	95	3.1
Dacorum	655	410	6115	245	4.0
East Hertfordshire	630	475	6355	155	2.4
Hertsmere	505	340	4550	165	3.6
North Hertfordshire	515	410	5425	105	1.9
St Albans	760	540	6440	220	3.4
Stevenage	270	150	2100	120	5.7
Three Rivers	395	295	3775	100	2.6
Watford	400	295	3175	105	3.3
Welwyn Hatfield	395	265	3610	130	3.6

Table six identifies the job density for each area in Hertfordshire. Job density is defined as the number of jobs per resident of working age (16-64). For example, a job density of 1:1 would mean that there is one job for every resident of working age. The number of jobs is a workplace based measure and comprises employee jobs, self-employed, government supported trainees and HM forces. This has been measured against the number of unfilled job centre vacancies (JC) per 10,000 population. The data shows that in 2007 there was 0.98 jobs for the working age population in Stevenage. It is important to note, that when data for 2008 and 2009 is released in 2010, the impact of the recession will likely have lowered this further. In 2007 the only two Hertfordshire areas with more jobs than residents were Watford and Welwyn Hatfield. The number of vacancies per 10,000 population is based on September 2009 data and shows that there is still employment within the Borough, however there is no current way of determining the level of employment by skills or salary basis. Therefore some employment may stand vacant due to a lack of the appropriate skills within the area, or that some employment does not re-numerate sufficiently for a local unemployed resident to undertake the work.

<b>Table 6: Jobs Density / Area 2007 data</b>	Numbers	Density	Unfilled JC Vacancies per 10,000 pop
Broxbourne	39,000	0.71	150
Dacorum	70,000	0.82	529
East Hertfordshire	68,000	0.81	358
Hertsmere	50,000	0.85	276
North Hertfordshire	55,000	0.73	305
St Albans	72,000	0.89	596
Stevenage	49,000	0.98	298
Three Rivers	38,000	0.72	178
Watford	59,000	1.15	518
Welwyn Hatfield	77,000	1.13	400

Chart 7: GVA per capita in 2007

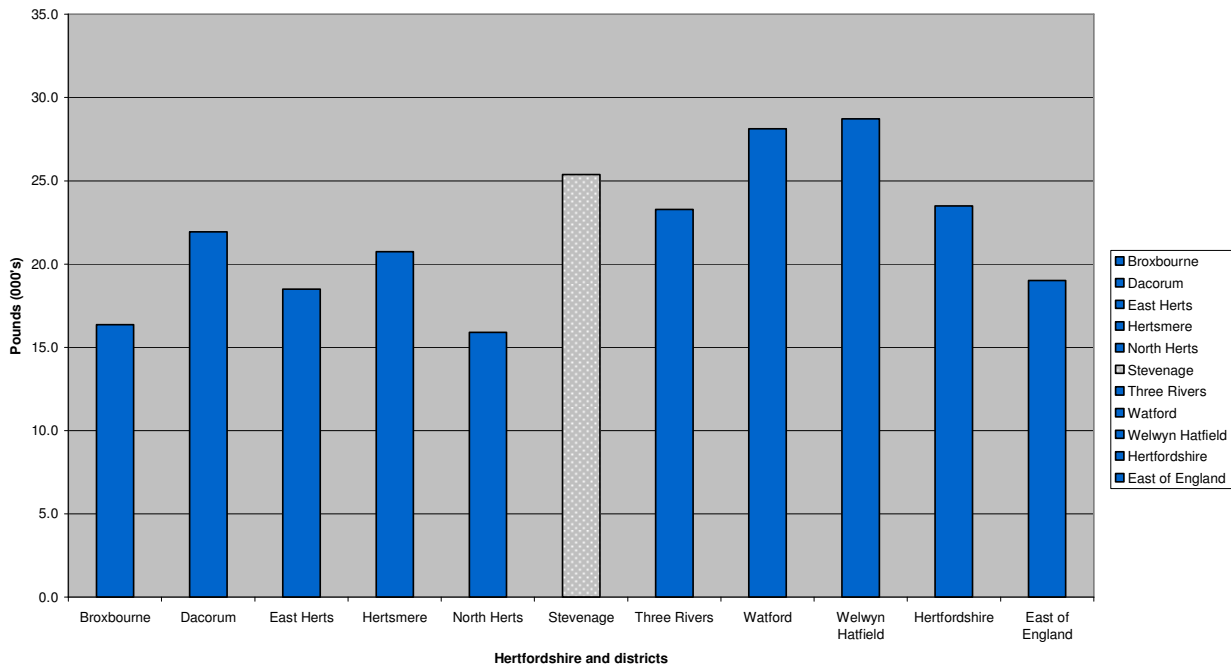


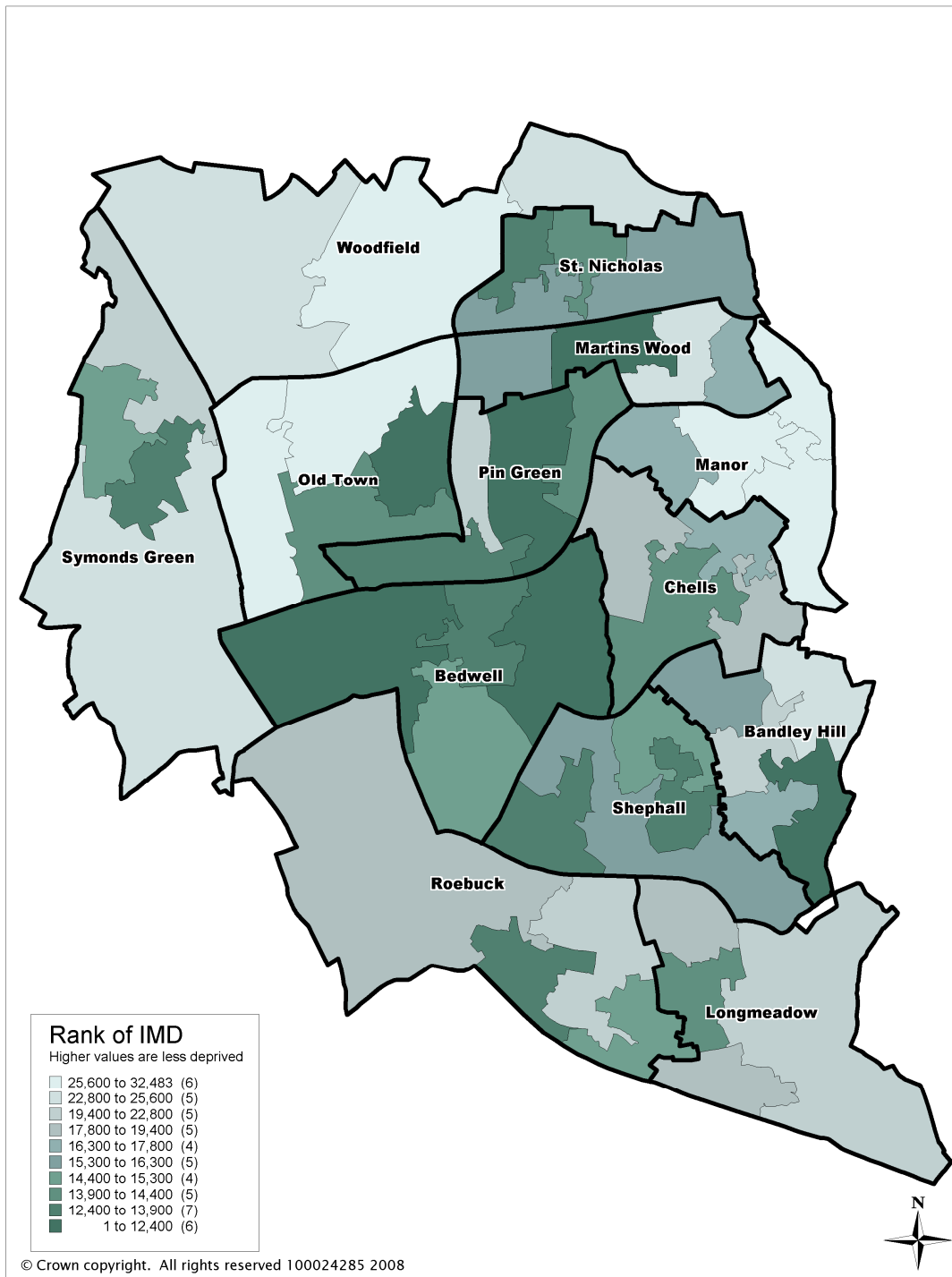
Table 7:

<b>GVA PER CAPITA</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Broxbourne	12.6	13.5	14.4	16.1	17.2	17.2	16.4
Dacorum	21.5	21.1	21.3	21.6	22.1	21.1	21.9
East Herts	17.2	17.3	17.6	17.9	18.7	19.4	18.5
Hertsmere	24.2	21.1	20.7	19.5	19.3	18.9	20.7

North Herts	16.9	16.2	16.4	16.5	17.3	16.2	15.9
Stevenage	19.7	20.1	22.1	23.7	26.8	23.4	25.4
Three Rivers	17.2	17.1	20.3	24.2	25.7	24.6	23.3
Watford	29.1	25.5	24.2	24.0	25.0	25.5	28.1
Welwyn Hatfield	25.7	26.3	27.9	31.9	29.6	29.5	28.7
Hertfordshire	18 486	18 890	19 258	20 599	22 070	22 339	24
East of England	14 080	14 801	15 721	16 659	17 249	18 160	19

Chart 7 and Table 7 identify the Gross Value Added (GVA) for the Districts and Borough's of Hertfordshire. GVA is the difference between output and consumption for any given area. That is the difference between the value of goods and services produced against the cost of inputs. Stevenage has had consistently higher GVA per capita than most of the other areas within Hertfordshire and is higher than the Hertfordshire and East of England average. Most areas of Hertfordshire identified decline in GVA from 2005 to 2006 but then growth once again occurred in 2007. The effects of the recession are not yet fully known for figures from 2008-2009, however it can be assumed that a decline will have occurred which should be noted for the purposes of review of this strategy and specifically action plan in 2011.

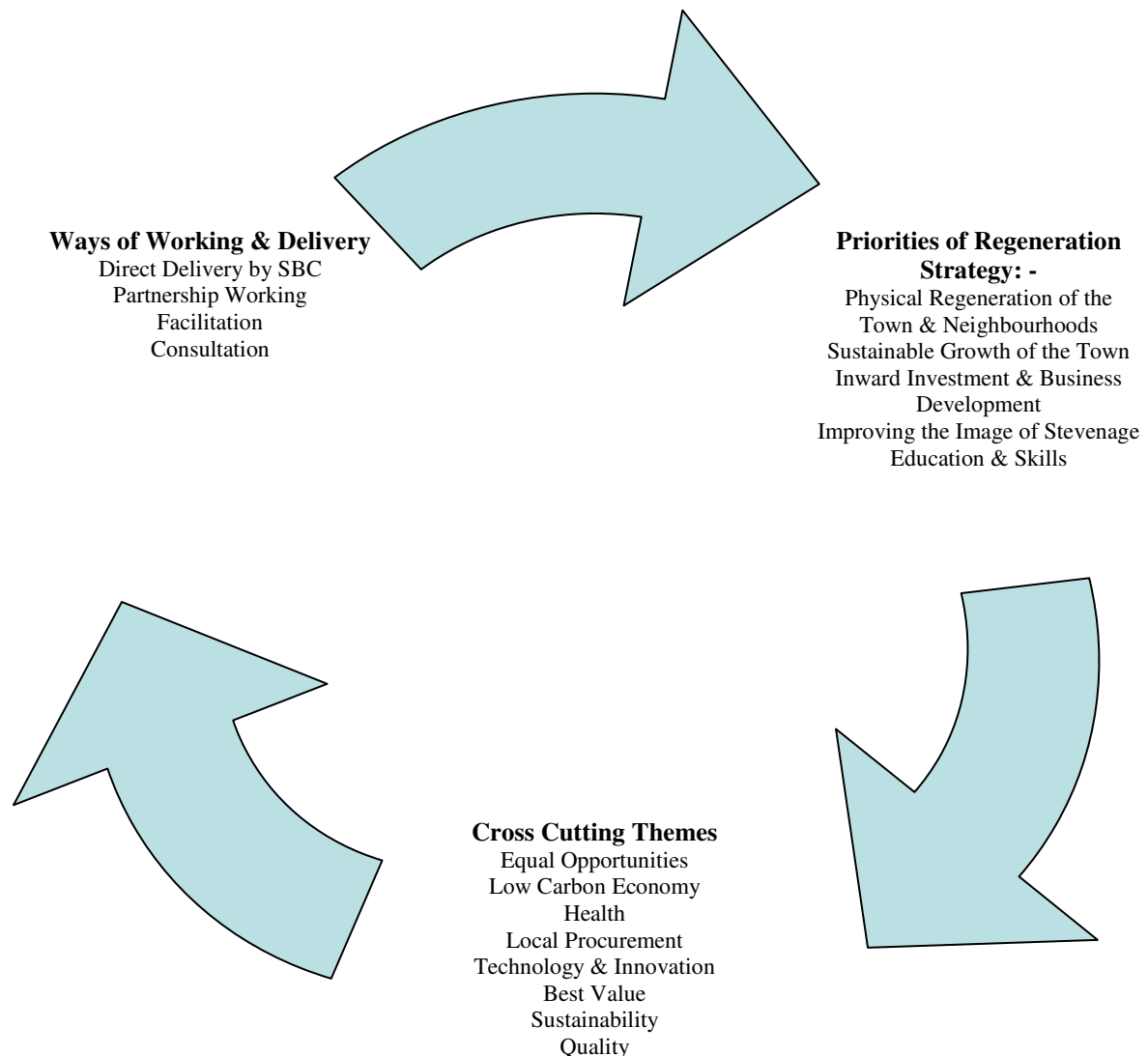
# IMD 2007 – Stevenage District



The above picture highlights the ward and super output area deprivation scores. Although Hertfordshire is generally viewed as a relatively affluent county, the overall picture can mask significant deprivation affecting sections of its population. Stevenage is one of three local authorities in Hertfordshire which experiences such pockets of deprivation. Levels of deprivation vary across the town, the highest recorded in Bedwell and the lowest in the Old Town and Chells Manor.

## Key Priorities of the Stevenage Regeneration Strategy 2010

The chart below identifies the framework model used for delivery of the regeneration priorities and projects. This model identifies how the Borough Council and Partners can deliver to the community, listen to its needs and link in national and regional policies through direct alignment to local priorities or through cross cutting themes such as climate change or equal opportunities.



### 1. Physical Regeneration of the Town & Neighbourhood Centres

Stevenage town centre today, like most other new towns is in need of rejuvenation. Much of its original infrastructure is looking tired, and the urban realm worn. Competing centres have benefited from significant investment in modern retail and leisure facilities, whereas Stevenage has not kept pace. There has been some quality investment in Stevenage centre since its original construction, such as the Plaza, Westgate and the Forum, but this has not been sufficient to overcome the rest. This priority is highlighted as a need that has not yet been fully addressed. Stevenage Borough Council has been working with a preferred developer to undertake a town centre regeneration scheme since 2004, and will continue to work towards the creation of a new centre with flagship department store, new retail units and improved public realm.

Stevenage Borough Council has also started master planning and initial works on Neighbourhood centres, which will be further progressed as a priority to the Council. This priority is key to delivering a more prosperous and vibrant Town, and as such the Action Plan gives significant focus to work needed to achieve this. The strategy aims to achieve the following objectives as identified within the masterplan: -

- Objective 1.1: Raise design and quality of the built environment
- Objective 1.2: Manage the growth of the town centre and improve the retail offer

- Objective 1.3: Improve accessibility, connectivity and design quality to the town centre
- Objective 1.4: Promote sustainable forms of development promoting energy efficient buildings, maximising the use of renewable energy, facilitating more sustainable forms of transport, designing in recycling, and waste reduction
- Objective 1.5: Support provision of services through built environment

## **2. Sustainable Growth of the Town**

The 2001 Sustainable Communities Plan set out four growth areas in south east England, where significant levels of housing growth were to be accommodated; the Thames Gateway, Milton Keynes/South Midlands; Ashford and London, Stansted, Cambridge, and Peterborough. In 2003 the government announced that both Stevenage Borough and North Hertfordshire District Councils were to be included within the growth area. Since 2004 the Department for Communities & Local Government has administered the Growth Areas Fund (GAF) and the regeneration team has successfully bid for approximately £13,000,000 for the period 2004-2011. This priority is delivered through the programme of development outlined as a bid submission to the Department for Communities & Local Government, and will be key to delivering additional housing, infrastructure, employment and high quality public space. The growth area designation in the Communities Plan is given effect through the adopted East of England Plan and the Local Development Framework. The Stevenage & North Hertfordshire Action Plan (SNAP) forms part of the Stevenage Borough Council Local Development Framework, which has a priority for the development of Stevenage West, and the creation of additional housing in the affordable, social and executive home classes. This policy can be found within the Stevenage and North Hertfordshire Action Plan (SNAP). The objectives identified for Stevenage are to:

- Objective 2.1: Develop sites for housing and mixed use development in line within the LDF, including provision for affordable housing and executive homes
- Objective 2.2: Ensure all housing development includes the required infrastructure
- Objective 2.3: Provide good quality homes in clean, safe and well maintained neighbourhoods
- Objective 2.4: Improve the affordability of housing and peoples living conditions
- Objective 2.5: Allocate, provide and promote employment areas within Stevenage; including Gunnels Wood, Pin Green & Chells Enterprise areas
- To promote and develop housing sites as allocated within the Site Specific Policies Document on Policy SSP01

## **3. Inward Investment, Business Development & Retention**

Stevenage offers good opportunities for inward investment and growth. Stevenage also has a strong cluster of existing businesses that require support, especially through the recent national economic decline. Stevenage Borough Council will aim to support and encourage the retention of existing businesses as well assist them to become more resilient to economic cycles. Stevenage is well connected by road and rail connections which only accentuate its location to potential inward investors. The area possesses a number of key assets as a location for business. It has a strong manufacturing sector and a flexible workforce that can support future growth. There is a good supply of labour, however there is a lack of local highly skilled labour to fill higher value paid jobs. The higher skilled labour that Stevenage does have tends to commute out for employment. Conversely we also see significant intake of higher skilled labour from other areas for employment in the science parks and out of town office locations. Stevenage therefore needs to provide opportunities for highly skilled people to live locally, as well as to grow and attract higher knowledge and value paid businesses to the area. There is also a need for re-skilling local people to equip them to take higher value jobs within the economy.

Entrepreneurship is a key driver of productivity growth in the economy. The challenge is to increase the number of new businesses in the Borough, but also to encourage the development of small/micro businesses and social enterprises that could play a key role in a 'sustainable business development' approach and diversification of the local economy. The objectives include: -

- Objective 3.1: Provision of commercial and employment land
- Objective 3.2: Provision of suitable and various commercial premises including provision of office, light industrial, retail and 'live/work' units
- Objective 3.3: Provision of supportive planning policies

- Objective 3.4: Attract inward investment from both foreign , national and regional companies; particularly in the life sciences, environmental, advanced engineering standard business classifications
- Objective 3.5: Supporting enterprise activity through advice, information, financial support and training
- Objective 3.6: Listening to businesses needs and responding to them
- Objective 3.7: Supporting the retention and growth of local SMEs
- Objective 3.8: Encourage graduate retention
- Objective 3.9: Implementing measures to tackle worklessness
- Objective 3.10: Implementing and supporting measures for a low carbon economy, including the resource efficiency programme
- Objective 3.11: Support the life sciences, environmental, social enterprise and higher knowledge based industry sectors

#### **4. Facilitation of Improved Education & Skills**

This strategy has identified a qualifications & skills shortage within the Borough in comparison to Hertfordshire and the UK, and as such to create a versatile and adaptable workforce the Regeneration Strategy seeks to prioritise education and skills. This cannot be solely achieved by Stevenage Borough Council, and will require partners from the County Council, Schools, Colleges and other education providers to deliver interventions that will improve the skills and education of the local workforce. To this end, Stevenage Borough Council will undertake more of a facilitation role, in efforts to respond to the rapidly changing economy, so that a first class local labour force can exist within the Borough. This will include working through the planning policy and regeneration service delivery units, and with partners to deliver the Building Schools for the Future Programme, the creation of a new secondary school at Stevenage West, and the expansion of North Hertfordshire College. Stevenage Borough Council will aim to: -

- Objective 4.1: Work to promote continued learning
- Objective 4.2: Raise self esteem and achievement within the workforce by improving skills
- Objective 4.3: Promote and support our learning institutions within the Borough such as the schools, colleges and technical learning establishments
- Objective 4.4: Promote and work with partners to deliver the young enterprise and princes trust programmes
- Objective 4.5: Nurture the skills required for entrepreneurship and innovation
- Objective 4.6: Encourage graduates to harness their skills and potential locally

#### **5. Image & Place Marketing**

Stevenage has an opportunity to market itself and create a new image through its unique history and location. The town has an opportunity to develop unique selling points to visitors, new businesses, tourists and its people by providing both a sense of place for its population and creating a brand for its identity to others. This priority is highlighted as it connects with both inward investment & business development, community cohesion and the physical development of the town centre and neighbourhood centres. To deliver this Stevenage Borough Council will undertake a range of initiatives and work with partners to develop an improved branding shell for Stevenage, measures to be undertaken include: -

- Objective 5.1: Promote Stevenage as a place to do business through attracting foreign direct investment and regional investment from the private sector
- Objective 5.2: Promoting the history and cultural advantages of Stevenage
- Objective 5.3: Create high quality pubic spaces (including high streets, street markets, shopping precincts, community centres, parks, playgrounds and neighbourhood spaces in residential areas) which will play a vital role in the social life and economic wellbeing.
- Objective 5.4: Encourage good quality education and a diverse offer of skills and training within Stevenage
- Objective 5.5: Build confidence and a sense of belonging about living in Stevenage
- Objective 5.6: Enhance the thriving third sector to meet local community needs through collaboration
- Objective 5.7: Support the social integration of communities in Stevenage

There are also wide economic benefits of creating a new image that evidence suggests include:

- Attracting investment
- Increasing land and property values
- Attracting visitors
- Increasing tourism
- Improving productivity

Stevenage Borough Council recognises the benefits of the image of the town and borough, and therefore as part of the Regeneration Strategy for the area has prioritised it for investment.

## What does success look like?

### What success looks like -

Indicator	Indicator reference to Action Plan	Baseline 2009/10	Target 2015
Increase in residents qualified to level 4	RQ1	22.90%	24.50%
Increase in residents qualified to level 2	RQ2	72.50%	77%
Reduction in unemployment rate	UR1	6.70%	5%
Increase in total jobs in Borough	TJ1	49,000	52,000
Reduction in NEET	NEET1	6.30%	5%
Increase in median F/T gross weekly wage (residence)	GWW1	£479	£550
Increase in GVA per head	GVA1	£24,917	£26,500
Increase in new business registration per 10,000 pop	BR1	68.3	70
Increase in small business showing employment growth	SBE1	0.10%	1%
Increase in FDI and Regional Investment in Herts	FDI1	8pa	10pa
Reduction in vacant commercial premises	VCP1	12%	8%
Improvement in business satisfaction with area	BS1	Unknown	80%
Improvement in resident satisfaction with area	RS1	Unknown	60%
Increase in Housing	IH1	233	275

## Key Performance Framework

Regeneration is a non statutory local authority service and as such there are limited formal key performance measures that are attributed to it. However for the purposes of this strategy and action plan the following indicators, measures and targets with definitions have been proposed: -

- **Business enquiries:** The number of business enquiries for advice and information received per annum. A business enquiry is a request for advice or information by mail, telephone, email or face to face contact on a business issue from a business or an individual. To be counted, an enquiry must result in specific advice or information being provided. Each enquiry will be counted even where it is on the same business issue as subsequent enquiries may be more detailed, involve more work and achieve a bigger outcome.
- **Businesses assisted:** The number of businesses assisted through business support initiatives and services during the year. Businesses assisted should be counted as equal regardless of differences in size and can include sole traders and the self employed. Assistance is that provided through individual officer contact or through seminars, conferences, networking groups etc. Individual businesses can be counted each time they receive assistance.
- **Business start up supported:** The number of new business start ups supported in the local area per annum. A business start up is a new business set up by a sole trader, a partnership, company or as a social enterprise. It can include taking on a new franchise, starting a referral marketing operation, a management buy out/ins. It does not include buying an existing business or franchise or a subsidiary/associated operations set up by existing companies.
- **Business unit occupancy rate:** The proportion of local authority provided managed workspace units that have been occupied on average during the year under review. To assist comparison the

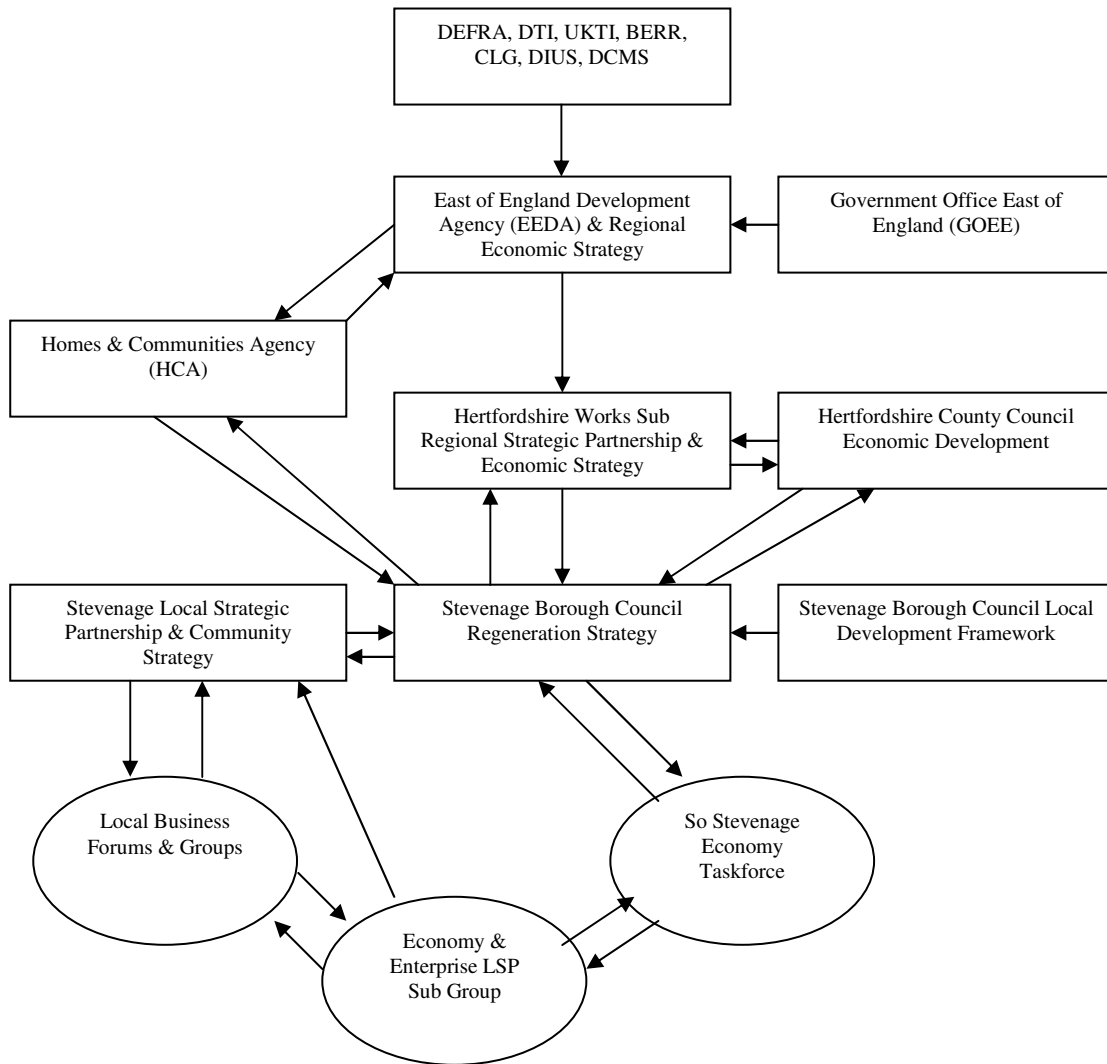
following information will be provided: number of units provided; and; workspace area (sq.m) provided.

- **Jobs created or safeguarded:** The number of jobs that have been created or safeguarded per annum to which the business support provided has made a significant contribution. Jobs created and safeguarded will be recorded separately
- **Leverage of external funding:** An important aspect of a local authority's leadership role in the provision of business sites and premises is the extent to which its investment is instrumental in leveraging in funding from other sources, both public and private sector. This indicator seeks to capture this aspect. The extent to which the local authorities investment in bringing forward the development of land and premises for economic development purposes has been instrumental in leveraging funds from other public and private sector sources, including EU grant aid. For measurement, this should be expressed as a leverage index of X i.e. £X of external funding for every £1 put in by the authority. Leverage will only be claimed where the authority has taken a lead or very significant role in securing the external funding.
- **Customer satisfaction:** The percentage of people expressing satisfaction with the training and employment programmes they have participated in. Trainees will be asked for satisfaction ratings at the conclusion of each course and the results aggregated to provide an overall satisfaction rating for training and employment programmes at the year end.

Other potential performance indicators or measures to be considered: -

- Improved perception of the urban environment?
- Number of businesses taking up carbon reducing activities
- Take up of sustainable form of transport
- Number of new buildings that obtain quality standards
- Number of new buildings that the Council partly/fully funds

## Strategic Context



This context aims to identify which partners are involved in delivering the regeneration and growth of Stevenage, and therein what their remit is, what their priorities are, what they will deliver, and how we at Stevenage Borough Council will aim to work with them. In some cases the stakeholder or partner is national, regional or sub regional and their involvement in capacity and resource will be variable. The Regional Economic Strategy is the document that all public sector partners are signed up to, after a detailed consultation period, and therefore is not the ownership and deliverability of just the East of England Development Agency (EEDA) but that of all public partners and stakeholders. This Strategy describes the following partner organisations, strategies and frameworks, from this position Stevenage Borough Council can show what we will do locally for regeneration: -

1. Transforming Places; Changing Lives & the Sub National Review
2. Home & Communities Agency
3. Regional Economic Strategy and the Business Support Strategy
4. Hertfordshire Works – the County Economic Partnership
5. Hertfordshire Forward – the County LSP
6. Urban Transport Plan & Utilities Infrastructure
7. The Regional Spatial Strategy & Local Development Framework
8. The Local Strategic Partnership
9. Stevenage Growth Point

## **Transforming Places – Changing Lives ‘Taking Forward the Regeneration Framework’ & The Sub National Review for Economic Development**

Government published the National Strategy for Neighbourhood Renewal in 2001 to focus on deprived neighbourhoods, to ensure that within ten to twenty years no one would be seriously disadvantaged by where they live. It was based on a holistic approach covering physical environment, public services and partnership working. Within the 2008 policy document ‘Transforming Places; Changing Lives – A framework for Regeneration’ the government proposes three priority outcomes for regeneration: -

- Improving economic performance in deprived areas
- Improving rates of work and enterprise in deprived areas
- Creating sustainable places where people want to live and can work, and businesses want to invest.

In May 2009 the government published a second document titled ‘Transforming Places; Changing Lives – taking forward the regeneration framework’. This paper highlighted the impacts of the economic situation facing Britain and proposed targeting regeneration investment in the right places. The paper set out four factors that would help partners analyse, prioritise and target investment, these were: -

- The level of deprivation
- The strength of the wider sub regional economy
- The economic and social characteristics of the area, and;
- The dynamics of the area (whether it is getting better or worse)

The government therefore proposed to spend more than £6.5bn over the next two years to promote growth and regeneration of our cities, towns and communities. Stevenage was successful in receiving a grant from the Growth Area Fund over three years in excess of £4,000,000, which was awarded for Stevenage Growth. This would see the creation of an additional houses, improved infrastructure, and additional services.

The Review of Sub National Economic Development and Regeneration (SNR) was published in July 2007. It is recommended that Local Authorities be given new powers and incentives to drive local prosperity, economic growth and regeneration, tackle social deprivation and inequality and set out how government can best build on steps already taken to devolve powers and resources to the most appropriate levels. It forms part of governments drive to promote greater devolution in line with the Constitutional Green Paper also published in July 2007 to ensure regions and local areas can play a greater strategic role in tackling the challenges they face. Under the Sub National Review there is a statutory responsibility for undertaking a Local Economic Assessment which is placed with the County Council. As part of the process the County Council has a duty of responsibility to work with the District and Borough Councils to complete a robust and comprehensive assessment of the area. Stevenage Borough Council will need to ensure that it takes up the opportunity presented and ensures active participation in the creation of the Hertfordshire Local Economic Assessment.

### **Home & Communities Agency**

The Homes & Communities Agency (HCA) is the national housing and regeneration agency for England, with an annual investment budget of more than £5bn. The HCA was formed on the 1<sup>st</sup> December 2008 through the transfer of the functions and assets of English Partnerships; the investment functions of the Housing Corporation, a number of delivery programmes from Communities & Local Government and the transfer of the Academy for Sustainable Communities. The statutory objects of the HCA as listed in the Housing and Regeneration Act 2008 are to:

- Improve the supply and quality of housing in England
- Secure the regeneration or development of land or infrastructure in England
- Support in other ways the creation, regeneration or development of communities in England to their continued wellbeing
- Contribute to the achievement of sustainable development and good design in England, with a view to meeting the needs of people living in England

The HCA has the power to “do anything it considers appropriate for the purposes of its objects or for purposes incidental to those purposes.” The HCA also has a wide range of powers relating to the provision,

facilitation and acquisition (including compulsory purchase, regeneration, development of effective use of land) of housing and infrastructure, establishing companies, providing financial assistance, providing or facilitating services for communities, and undertaking advisory, training, research and information services. The HCA cooperates with the Tenant Services Authority (TSA), the new social housing regulator, regarding the provision of social housing. The HCA has also released a statement of joint working with the Regional Development Agencies which articulates how the agencies will work together, this includes joint cooperation on the development of the Regional Strategy, regional investment planning, place investment planning, learning networks and regional governance.

### **East of England Development Agency – Regional Economic Strategy & Business Support Strategy**

The Regional Economic Strategy 2009 expresses a clear direction of travel for the region: By 2031 the East of England will be:

- Internationally competitive with a global reputation for innovation and business growth
- A region that harnesses and develops the talents and creativity of all
- At the forefront of the low carbon and resource efficient economy

Also known for:

- Exceptional landscapes, vibrant places and quality of life
- Being confident, outward looking region with strong leadership and where communities actively shape their future

The Economic Priorities for EEDA are: -

- Supporting sustainable growth
- Supporting growth of high value, knowledge based businesses
- Supporting inward investment
- Ensuring a high quality business support offer

Setting a target date of 2031 brings the global economic forces faced by the East of England economy sharply into focus. The region operates in an increasingly competitive marketplace, where knowledge, ideas and networks are the currency as the global economy is being reshaped. The vision also emphasises other major drivers:

- That developing, attracting and retaining talent drives economies, and as people are more mobile they increasingly make choices on the basis of the vitality, environments and the quality of life offer of places
- Leadership in transforming to a low resource use and low carbon economy, and success in adapting to climate change is both an environmental necessity and a major opportunity for business growth.

The Regional Economic Strategy identifies a series of ambitions for sustainable economic development, these being:

- Productivity & prosperity – ‘If growth in output per worker increased to just 2.1 per cent each year, by 2031 real GVA per head would be over 70 per cent higher than today’
- Employment – ‘If the employment rate of 16-74 year olds in the region reached 70 per cent by 2031 there would be 424,000 more residents with jobs than today’
- Skills – ‘If the RES skills targets are achieved by 2020 and maintained to 2031, there will be 643,000 more adults qualified to at least level 4, 1.1 million more adults qualified to at least level 3 and 1.2 million more adults in the region qualified to at least level 2 than today’
- Inequality – ‘by more effectively harnessing the talents of all, raising lower quartile gross earnings to 60 per cent of the regional average would reverse the rise in wage inequality seen in recent years and promote economic inclusion’
- Greenhouse gases – ‘Reducing CO<sub>2</sub> emissions to 60 per cent below 1990 levels by 2031 would put the region at the forefront of tackling climate change and in a prime position to exploit the global commercial opportunities of the \$548 billion environmental goods and services market’

- Water resources – ‘Reducing the per capita consumption of water by 20 percent by 2030 would support the RES ambitions on GVA, housing and employment’

The EEDA Business Support Strategy 2009-2012 sets out the following objectives to support businesses:

- To provide those businesses with growth potential with the knowledge, guidance and methods needed to compete in, and respond quickly to market opportunities and changing technological environments
- To direct support to those businesses which can achieve the greatest sustainable increases in productivity, growth and economic performance
- To achieve higher rates of business creation with strong prospects of growth and high survival rates
- To foster more effective working relationships between brokers, advisors, solution providers and business clients, where this can lead to greater business productivity, growth and performance
- To ensure that businesses are fully aware of the services available to them and that they find it easy to access the support they need
- To ensure that the maximum level of resources are directed toward business support activities with the greatest impact on economic performance at local and sub regional level, while meeting regional economic objectives

Stevenage Borough Council has worked, and will continue to work with the East of England Development Agency, to deliver the shared goals and objectives of both organisations to deliver economic prosperity and regeneration locally. The Regional Development Agencies are currently expected to have a degree of change in their structure and delivery function post 2010, and this could deliver further opportunities to both the Borough Council and Sub Regional Economic Partnership in the services offered to local communities.

### **Hertfordshire Works – the Sub Regional Economic Partnership**

Hertfordshire Works is the Sub Regional Economic Partnership, created in 2009 to drive the Regional Economic Strategy for Hertfordshire. The Partnership consists of a board and five topic groups; namely: -

- Strategy Development, Economic Intelligence and Performance Management
- Skills & Economic Participation
- Recession Task Force
- Inward Investment & Business Support
- Vibrant Towns

Compared to the rest of the region, Hertfordshire has a strong, diverse economy and is seen by EEDA as the economic engine house of the region. However this is not the case, the early 1990s saw the demise of the major defence and engineering sectors and unemployment rose by 10%. After a sustained period of economic growth, once again Hertfordshire is facing recession. Key partners in Hertfordshire have agreed the terms of reference for the partnership, and have brought together relevant organisations to provide strong leadership for the future prosperity and economic development of Hertfordshire. The Partnership aims to champion sustainable economic growth for all communities of Hertfordshire by developing a vision and strategy for the future economic prosperity of Hertfordshire, and overseeing the implementation of the actions recommended.

A key objective of the new partnership is to develop stronger links with business. Hertfordshire needs to promote itself as a good place for business, encouraging appropriate inward investment, business retention, growth and entrepreneurship. The new partnership is output focussed and is aiming to demonstrate that it is making a difference in supporting Hertfordshire business and residents through the recession and in laying the foundations for a sustainable recovery. The Partnership has recently developed a Strategy for Hertfordshire that aims to achieve the following Vision and strategic objectives: -

“By 2021, Hertfordshire will have a resilient and low carbon economy characterised by quality jobs, innovative and dynamic business, supported by a well skilled workforce and an entrepreneurial culture, where everyone has the opportunity to prosper and fulfil their ambitions.”

- Creating a vibrant, low carbon economy
- Stimulating enterprise, innovation and inward investment
- Developing a well skilled workforce
- Providing quality locations and infrastructure

- Creating Vibrant Towns and Vibrant Communities

## **Hertfordshire Forward**

Hertfordshire Forward is the countywide Local Strategic Partnership bringing together leaders of local government and the public, private and voluntary sectors. The sustainable community strategy 'Hertfordshire 2021: A brighter future' sets out the challenges facing the county both now and in the future. The strategy has identified the following as key areas of concern for improvement:

- Jobs, prosperity and skills
- Safer and stronger communities
- Children and young people
- An ageing population
- Health and wellbeing
- Housing, affordable housing and quality neighbourhoods
- Transport and access
- Sustaining Hertfordshire unique character and quality of life
- Promoting sustainable development

The partnership also aims to deliver the Local Area Agreement Economic Objectives, and had taken responsibility for the following performance management indicators:

- Percentage of small business showing growth
- Increase in NVQ level 2 skills
- Increase in NVQ level 4 skills
- Working age people on out of work benefits

## **Urban Transport Plan**

The Stevenage Urban Transport Plan (UTP) needs to support the wider policy context for transport set at the national and regional levels, together with the local policy context as identified in the Hertfordshire County Council Local Transport Plan and the local policy context of Stevenage Borough Council. They objectives sought are:

- To improve safety for all by giving the highest priority to minimising the number of collisions and injuries occurring as a result of the transport system
- To obtain best use of the existing network through effective design, maintenance and management
- To manage the growth of transport and travel volumes across the borough
- To develop an efficient, safe, affordable and enhanced transport system which is attractive, reliable, integrated and makes best use of resources
- To develop a transport system which provides access to employment, shopping, education, leisure and health facilities for all
- To ensure that the transport system contributes towards improving the efficiency of commerce and industry and the provision of sustainable economic development in Stevenage
- To mitigate the effect of the transport system on the built and natural environment and on personal health
- To raise awareness and encourage the use of alternative modes of transport through effective promotion, publicity and information
- To reduce the need for movement of people and goods through integrated land use planning, the promotion of sustainable distribution and the use of telecommunications.

Existing findings from the UTP for Stevenage include:

- Accessibility – to the rail station, hospital, buses, walking and cycling routes
- Walking – gaps in the network, lack of crossings, poorly maintained and safety issues
- Cycling – gaps in network, poor access to the station and lack of facilities
- Public Transport – overcrowding, lack of bus priority, lack of platform space at rail station
- Congestion – A1 (M), key junction issues at peak hours, cumulative effects of housing development

- Highways – rat running through town, speeding, lack of east-west rail links, over priority of mode
- Parking – perceived lack of parking, poor signage, problems with illegal parking obstructions
- Environmental – air quality issues, sustainable modes should have greater priority

There are a number of schemes proposed for Stevenage which include small scale pedestrianisation crossings, a change to highways markings / priority, travel plans and mode promotion. There are larger projects that include link roads, improved standards, realignment of networks and new signalling. The UTP will need to be considered when undertaking regeneration projects and programmes as capital projects and public realm projects could have impacts that will assist in delivering the objectives outlined within the UTP. There would also be infrastructure issues regarding business growth and development that may assist in promoting employment, and commercial sites for Stevenage.

### **Regional Spatial Strategy & Local Development Framework**

The Regional Spatial Strategy also referred to as the East of England Plan, and adopted in May 2008 identifies Stevenage as a key centre for development and change (policies SS3 & SV1) and as a priority area for regeneration (policy SS5), a regionally strategic employment location (policy E3), a strategically important town centre (policy E5), and an area for significant housing growth (policy H1), a focus for inter urban public transport (policy T5), and a priority area for transport investment (policy T15). One key objective for Stevenage as a key centre of development and change is to deliver employment and housing growth within and adjoining the town. The plan states that the minimum of 16,000 new homes are to be provided between 2001 and 2021. 6,400 of these are to be provided within Stevenage borough and a further 9,600 homes in new neighbourhoods outside the borough boundary. The population of the town is anticipated to increase by 25% up to 2021. The corresponding job creation target for Hertfordshire (policy E1) is 68,000 to 2021.

Planning policies for Stevenage are contained in a set of plans called the Local Development Framework (LDF). These plans identify the main issues that are likely to affect Stevenage and set policies to deal with them. In early 2010 Stevenage Borough Council began a consultation period on its LDF Core Strategy. The Core Strategy says how the Council wants Stevenage to change in the future, it sets out how the Council will deal with proposals for new development and the use of land. Stevenage Borough Council's Core Strategy provides policies for the period to 2026. The key objectives with the SBC Core Strategy are:

- SO01 Sustainable Development; To make Stevenage a balanced and more self contained community and ensure that development contributes to local, national and global sustainability
- SO02 Well Being from Regeneration & Growth; To make sure all residents can share the experience of a higher quality of life through a combination of physical, social and economic regeneration and growth in both the older and new parts of the town.

### **So Stevenage – the Local Strategic Partnership (LSP)**

A wide range of public, private, voluntary and community organisations have come together to form our local strategic partnership called 'So Stevenage'. The partnership is responsible for producing a Community Strategy which sets out a long term vision of how we want Stevenage by 2021. The vision for Stevenage is "To create a town that is prosperous, healthy, clean, green and safe. We want Stevenage to be a town with a strong sense of community in which people are proud to live, work, visit and do business. We want Stevenage to grow in a sustainable way and to be an important regional centre looking ahead and building on its new town heritage." The Vision is delivered through four key priorities being:

- Children & Young People
- Healthier Communities & Older People
- Safer Stronger Communities
- Economic Development & the Environment

Clearly 'Regeneration' impacts on all of these priorities, but is perhaps best articulated within the Economic Development & Environment Priority, whereby the targets for the partnership are aligned to Stevenage Borough Council's corporate priorities and are stated as:

- Increasing the range of employment opportunities
- Regenerate the town centre and the neighbourhood centres
- Create cleaner and greener communities
- Provide a better image for the town ‘Stevenage: a great place to be’
- Provide better transport

The priorities are performance measured through the Partnership and have been aligned to the Regeneration Action Plan within this Strategy.

### **Stevenage Growth Point**

In 2004, Stevenage was included in the London, Stansted, Cambridge, and Peterborough Growth Area. In 2007 the Government set out a programme of growth, that allowed areas to bid for resources to assist in the delivery of infrastructure, facilities and initiatives to address the population increase and housing need. Stevenage Borough Council & North Hertfordshire District Council submitted a Programme of Development bid to deliver to this issue. The Programme of Development sets out the joint ambition of both North Hertfordshire District Council and Stevenage Borough Council to grow over the period to 2021 into an emerging regional centre that is prosperous, healthy, clean, green and safe. The partners want to see a confident town with a strong sense of purpose, a place in which people are proud to live, work, visit and do business. In order to grow, Stevenage needs to expand outwards as well as intensifying land uses within the borough boundary. To this end Stevenage Borough Council and North Hertfordshire District Council are now working in partnership to deliver sustainable communities to the west and the north of the existing town. The provision of new homes for all sectors of our community, regeneration of the original new town and economic development will be achieved by working towards the aims of sustainable growth through targeted interventions tackling constraints, and supporting the potential catalyst for change.

Stevenage Borough has significant aspirations for growth and development over the planned period to 2026. Thus it is important to ensure that a co-ordinated approach is adopted towards regeneration development of housing, employment & commercial development and the public realm. Stevenage Borough Council has already undertaken a watercycle study that identifies the infrastructure required for water supply, sewerage, wastewater treatment and flood risk. This research has identified resources and priorities for investment in bringing forward sites for development within the Borough. Stevenage Borough Council will also consider compiling information on other issues pertinent towards the development of land for regenerative purposes, including gas, electricity, road infrastructure and telephone and broadband services.

#### **Stevenage Neighbourhood Centres Investment & Renewal Programme:**

The Neighbourhood Centres Investment & Renewal Programme is intended to be targeted and action orientated, focusing on the delivery of specific projects that address the centres most pressing needs. The projects are to be part funded through the Department for Communities & Local Government (DCLG) Growth Area Fund resources. Stevenage Borough Council appointed consultants in 2007 to undertake the ‘investment and renewal’ programme for the 21 neighbourhood centres. The programme looked at the projects inception, the evidence base, strategy development, preferred options and investment framework with action plans. The action plan suggested the delivery options for some of the neighbourhood centres. Within the Action Plan (Appendix 1) the Regeneration Team aim to prioritise which neighbourhood centres will be regenerated first, and what the proposed timetable for delivery is.

### **Stevenage Borough Council Housing Strategy 2009-2012**

The regeneration of the town can only be taken by closely linking in with the delivery of housing for growth, coupled with the delivery of housing for local need. To this end we need to ensure that the Regeneration Strategy & Housing Strategy are compatible for delivering to our customers. The Stevenage Borough Council Housing Strategy identifies four main priorities being:

- a. Understanding our housing market
- b. Future homes & sustainable development
- c. Inclusive communities
- d. Strengthening the private sector

These priorities are underpinned by objectives –

- a. Access & pplan for housing needs across all tenures
- b. Make best use of housing stock
- c. Aim to provide good quality homes in clean, green, safe and well maintained neighbourhoods
- d. Plan & commission homelessness prevention and housing support service
- e. Ensure effective housing & neighbourhood management through partnership working & community engagement
- f. Develop a strategic approach to private sector housing
- g. Help tackle poor housing conditions in the private sector

The housing allocations identified through the site specific policies document 2009 of the Local Development Framework identified the following sites for development: -

Phase one; deliverable housing sites 2009-2016:

- SSP01/1: Land at Almonds Lane – 20 homes
- SSP01/2: Archer Road Neighbourhood Centre – 25 homes
- SSP01/3: Land south of A602, Bragbury End – 400 homes
- SSP01/4: Land west of Bragbury Lane – 5 homes
- SSP01/5: Used car lot, Broadwater Crescent – 13 homes
- SSP01/6: Land at Edmonds Drive – 89 homes
- SSP01/7: Land at Ferrier Road – 40 homes
- SSP01/8: Land at Hertford Road – 80 homes
- SSP01/9: 12 North Road – 6 homes
- SSP01/10: Shephall View – 30 homes
- SSP01/11: Land at Vardon Road – 29 homes
- SSP01/12: Weston Road Garage Court – 14 homes

Developable Housing Sites 2011-2021

- SSP01/13: Barnwell East Campus – 89 homes
- SSP01/14: Broad Hall Centre & Adjoining Land – 32 homes
- SSP01/15: Chells Manor Neighbourhood Centre – 65 homes
- SSP01/16: Hertford Road Neighbourhood Centre – 20 homes
- SSP01/17: The Lonsdale School Site – 92 homes
- SSP01/18: The Oval Local Centre – 169 homes
- SSP01/19: Ex-play Centre, Scarborough Avenue – 11 homes
- SSP01/20: The Valley School Site – 130 homes

Developable Housing Sites after 2021

- SSP01/21: Canterbury Way Neighbourhood Centre – 72 homes
- SSP01/22: Scout Hut, Drakes Drive – 14 homes
- SSP01/23: The Glebe Local Centre – 45 homes
- SSP01/24: The Hyde Local Centre – 73 homes
- SSP01/25: Longfield Fire & Rescue Centre – 107 homes
- SSP01/26: Vincent Court – 50 homes

These sites identified with the SNAP programme have identified our housing and mixed use investment programme for up to 2026.

## **Definitions / Glossary**

### **Include; what is the public realm? What is good design?**

- **What is a recession?**

A recession is where an economy that had previously been growing slows down. The level of production declines, unemployment rises and consumer spending dries up. In the worst case scenarios, as happened in the 1930s and the 1980s so few people are spending money that businesses sack staff to

cut costs. In January 2009, England formally entered into a recession, which subjectively started with a credit crisis in late 2007, and a lack of available money to businesses and consumers through credit facilities. The current policy by the Bank of England & government is that the country is in recession when three continuous months see no economic growth.

- **What is Inflation?**

Inflation is a sustained rise in prices across an economic area, it is literally the cost of living. In Britain it is calculated by monthly measuring the percentage rise in price of a weighted sample or basket of goods and services that a typical household buys compared to the year before. What causes inflation? In classical terms it is caused by demand exceeding supply, in other words, too much money is chasing too few goods and services, so they begin to command higher prices. What can be done about inflation? No one can get rid of inflation permanently. It will always rise and fall with the economic cycle, but government policies to manage this will also affect inflation. Increasing interest rates, interest rates and cutting back on public spending to take the heat out of the boom will also damp down inflation to an extent. However in the long term, sound economic policies may reduce a country's average rate of inflation. Creating conditions for investment, long term growth and currency stability, so that the economy cannot overheat easily and so confidence in the currency remains high, are the best way to achieve the goal of low average inflation.

- **What is GDP?**

Gross Domestic Product (GDP) is a measure of the total economic activity occurring in the UK. It can be measured in three ways: Production, which measures the Gross Domestic Product as the sum of all value added by all activities which produce goods and services (See Gross Value Added). Income, which measures the Gross Domestic Product as the total of incomes earned from the production of goods and services. Expenditure' which measures the Gross Domestic Product as the total expenditure made either in consuming finished goods and services or adding wealth, less the cost of imports. A common equation for GDP is  $(GDP = Consumption + Investment + Exports - Imports)$ .

- **What is GVA?**

Gross Value Added (GVA) is the difference between output and immediate consumption for any given sector / industry. That is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production.

- **What is RPI?**

Retail Price Index is an important domestic indicator of inflation in the UK. It measures the average change from month to month in the prices of goods and services purchased in the UK. In addition there are two commonly used RPI aggregates; RPIx all items excluding mortgage interest payments; and RPIy all items except mortgage interest payments and indirect taxes.

- **What is a Social Enterprise?**

The official definition of a social enterprise is "a business or service with primarily social objectives whose surpluses are principally reinvested for that purpose in the community, rather than being driven by the need to maximise profit for stakeholders and owners." The characteristics of a social enterprise are; they trade i.e. sell goods and/or services and any profit or surplus made as a result of their trading activities is either ploughed back into the business or distributed to the community they serve. They have a clear social purpose, this may include job creation, or the provision of local facilities e.g. a nursery, community shop or social care for the elderly. Thirdly they are owned and managed by the communities they serve.

- **Knowledge based industry**

High Technology industries (such as software engineering, pharmaceuticals, or professional offices based) and knowledge based services (for example telecommunications, information technology, finance, insurance and business services) which are important to economic development through increased GVA.

- **Intermediate Labour Market Schemes (ILMs)**

A combination of training and employment which aims to move people off income support and into employment.

- **Local Development Framework (LDF)**

The Local Development Framework is a non-statutory term used to describe a folder of documents, which includes all the local planning authorities local development documents (comprised of development plan documents, which will form part of the statutory development plan, and supplementary planning documents, area action plans). The local development framework will also comprise the statement of community involvement, the local development scheme and the annual monitoring report.

- **Local Transport Plan (LTP)**

The LTP sets out the main proposals for achieving an integrated transport system, to make it easier for people to travel between locations with public transport and to tackle the adverse impacts of traffic growth. The plans will normally encourage greater use of public transport, walking or cycling by making these more attractive.

- **Local Strategic Partnership (LSP)**

The LSP is a partnership between different parts of the public sector with the private business, community and voluntary sectors in order to deliver services more effectively. They are expected to prepare and implement a community strategy and in areas that receive neighbourhood renewal funding, it is a condition of the funding that a partnership is developed.

- **Mixed use area**

Provision of a mix of complimentary uses, such as residential, community and leisure uses, on a site or within a particular area.

- **Multiple deprivation**

The Index of Multiple Deprivation (IMD) measures deprivation for every Super Output Area (SOA) and local authority area in England. It combines indicators across seven domains into a single deprivation score and rank. The analysis helps to highlight the most deprived areas in the towns and cities. The domains are; income deprivation, employment deprivation, health deprivation, education skills and training deprivation, barriers to housing and services, living environment deprivation, and crime.

- **Outcomes**

The wider effects or impact on an area of a scheme or project. Outcomes should be measured against defined baselines and linked directly to the strategic objectives of the strategy, plan or bid. Sometimes used interchangeably with impact. In regeneration terms and outcome is usually the result of an initiative. E.g. 'as a result of an initiative the crime rate dropped by 15%'

- **Performance management framework**

A framework of strategies, plans, policies and indicators, both national and local that enables the performance of the council and its partners to be effectively and efficiently monitored in an open and transparent manner.

- **Regional Spatial Strategy (RSS)**

A strategy for how the region should look in 15-20 years time and possibly longer. It identifies the scale and distribution of new housing in the region, indicates areas for regeneration, expansion or sub regional planning and specifies priorities for the environment, transport, infrastructure, economic development, agriculture, minerals and waste treatment and disposal.

- **Stakeholders**

Every person and organisation that has a stake in a project, that is, who feels that they are committed to, can contribute to, or will gain from the project.

- **Worklessness**

An expanded definition of unemployment that also includes those who are economically inactive. The economically inactive are people of working age who are not working, are not in full time education or training and are not actively seeking work. Many are outside the labour market voluntarily because of family responsibilities or early retirement for example. There is evidence that many people want a job

and would work if they had the right opportunity, incentive or path back into employment. Therefore when thinking about target groups for local initiatives it is important to consider different groups of the 'workless' as well as the 'unemployed.'

- **Community Infrastructure Levy**

Community Infrastructure Levy is a charge which local authorities will be empowered to charge on most types of new development. This charge will be spent on local and sub regional infrastructure to support the development of the area.

- **Managed Office Space**

Managed Office Space is essentially a hybrid of serviced office space and conventional office space fully managed by outside companies. It goes beyond the standard serviced office contract and is usually on a large scale for large companies, often the entire office block, business centre or complex. It is assumed most companies looking for managed offices are occupiers looking for available space from 3,000 up to 150,000 sq ft or more, also it is generally assumed that companies require flexible terms from six month up to five years plus.

- **Business Incubator**

An organisation designed to accelerate the growth and success of entrepreneurial companies, with services that includes physical space, capital, coaching, common services and networking.

- **Section 106**

Section 106 allows for local planning authorities and persons interested in land to agree contributions, arrangements and restrictions as Planning Agreements or Planning Obligations. Applicants can offer such agreements unilaterally or negotiate and agree them as support for their application to make it accord with local planning requirements but without some of the rigorous controls of planning conditions. It relates to monies paid by developers to local planning authorities in order to offset the costs of the external effects of development. For example, if a developer were to build 100 new houses, there would be effects on local schools, roads etc, which the local authority would have to deal with. In that situation there might be a section 106 agreement as part of the granting of planning permission.

## **Marketing & Communication**

Stevenage Borough Council Regeneration Service will ensure that as part of marketing and communication with our customers and the public that the following key principles is delivered: -

- To promote the diversity of approach and effectively use resources through established networks/partner organisations
- To promote services in a unified, branded and exciting way
- To ensure quality, innovation and accessibility in the production and dissemination of materials; and
- To actively engage businesses, community groups, providers and partners in promoting available services and disseminating materials

## **Web Addresses**

The following web addresses may be suitable in the reference to documents and strategies stated within this Regeneration Strategy: -

- Stevenage Borough Council - <http://www.stevenage.gov.uk>
  - Regional Spatial Strategy - <http://www.stevenage.gov.uk/planningandregeneration/planningregulationsandpolicy/regionalplanning>
  - Local Development Framework - <http://www.stevenage.gov.uk/planningandregeneration/planningregulationsandpolicy/statutorydevelopmentplans>
  - Regeneration - <http://www.stevenage.gov.uk/planningandregeneration/regeneration>
- Hertfordshire County Council - <http://www.hertsdirect.org>
- East of England Development Agency - <http://www.eeda.org.uk>
  - Regional Economic Strategy - <http://www.eeda.org.uk/res.asp>

- Business Support Strategy - <http://www.eeda.org.uk/4436.asp>
- Home and Communities Agency - <http://www.homesandcommunities.co.uk>
- National Office of Statistics - <http://www.statistics.gov.uk>

### **Regeneration Key Lines of Enquiry (KLOES)**

The Audit Commission published its Key Lines of Enquiry for Regeneration in June 2006. This document sets out the key questions the commission will ask and seek evidence for when undertaking a judgement and critical friend analysis of the regeneration services that the local authority undertakes. Key to this the commission assesses whether the regeneration service is a silo into one service delivery unit or is considered as part of the corporate picture when delivered by other services such as housing, finance, planning, estates and development. The key questions asked are: -

1. What does the service aim to achieve?
2. Is the service meeting the needs of the community and or users?
3. Is the service delivering value for money?

The review proceeds to offer a judgement on prospects for improvement. There has been some changes in 2009 to the Audit review of an area, with the establishment of Comprehensive Area Assessment (CAA) for both the County and the Borough. The CAA reviews different key lines of enquiry but regeneration and economic development are considered as part of the process, therefore it is imperative that the Council and the Regeneration Service Delivery Unit consider the work it undertakes and challenges both delivery, priority setting, the customer, outputs and outcome achievements.

### **Contact Details**

The Regeneration Team is at January 2010:

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### **Equal Opportunities Impact Assessment**

**A detailed Equal Opportunities Impact Assessment has been undertaken; and is attached as appendix 3 of this strategy**

### **Action Plan**

The attached action plan aims to provide SMART targets that are aligned to both this Strategy and the associated stakeholder objectives and priorities to deliver both regional, sub regional and local improvements at the local level.

## Regeneration Action Plan 2010-2015 (annually reviewed)

### HEALTH WARNING

The Stevenage Borough Council Regeneration Strategy Action Plan identifies and states the actions that Stevenage Borough Council Officers will undertake to implement for the regeneration of the Borough. This Action Plan is annually reviewed and updated to ensure that it is kept current with what our customer wants and needs. The Action Plan will also take into account prevailing economic and social issues that arise, including economic turbulence, policy change and social need. The Action Plan will also allow officers of Stevenage Borough Council to undertake all measures to achieve outcomes required by the Borough Council, this includes; bidding for opportunistic grant funds, minor project implementation due to public demand and request, and resource targeting. Before undertaking any project the Council will ensure that the project fits with the Regeneration Framework and Priorities of the Strategy. In all cases local authority officers will ensure that either a foundation, intermediate or comprehensive Project Implementation Document (PID) is developed. Where a major capital project is proposed a detailed business case, risk assessment and timeline will be developed according to the Stevenage Borough Council Corporate Project template.

The action plan below also states the proposed timetable for delivery; it must be noted, that where Stevenage Borough Council is working in partnership, such as the Town Centre Scheme or Neighbourhood Centres Programme; the timetable is INDICATIVE due to a reliance in the timetable of other partners in both the private and public sector. Therefore Stevenage Borough Council will ensure that where a project is delayed or not achieved a reason is stated for this.

Programme Title	<b>Stevenage Town Centre Development</b>			
Strategic Alignment	Regeneration Strategy Priority 1: Physical Regeneration of the Town & Neighbourhood Centres Regeneration Strategy Priority 4: Community Engagement and Cohesion LSP Community Plan Priority: Economic Development & the Environment Hertfordshire Works Priority: Providing quality locations and infrastructure Hertfordshire Works Priority: Creating Vibrant Towns & Vibrant Communities			
Key Partners	Stevenage Regeneration Ltd			
<b>Activities</b>	<b>Performance Outputs</b>	<b>Timetable</b>	<b>Performance Indicator Key</b>	
Agree Heads of Terms with Developer	Completed Heads of Terms	December 2010	TJ1, VCP1, BS1	
Investigate/lobby potential of TIF, ADZ and Enterprise Zones for Stevenage	Correspondence from Government indicating way forward	March 2011	TJ1, GVA1, BR1, SBE1, BS1	
Agree Development Agreement	Completed Development Agreement	April 2011	TJ1, VCP1, BS1	
Stevenage Town Centre Area Action Plan completed	Completed AAP	April 2011	TJ1, VCP1, BS1	
Work with developers to deliver the Park Place Project	Support given to developers to deliver high quality design	March 2011	TJ1, VCP1, BS1	

Programme Title	<b>Regeneration of Neighbourhoods</b>			
Strategic Alignment	Regeneration Strategy Priority 1: Physical Regeneration of the Town & Neighbourhood Centres Regeneration Strategy Priority 4: Community Engagement and Cohesion LSP Community Plan Priority: Economic Development & the Environment LSP Community Plan Priority: Safer Stronger Communities Hertfordshire Works Priority: Providing quality locations and infrastructure Hertfordshire Works Priority: Creating Vibrant Towns & Vibrant Communities			
Key Partners	Residents Association, Preferred Developer, Home & Communities Agency, Stevenage CVS			

Activities	Performance Outputs	Timetable	Performance Indicator Key
Undertake ongoing informing/consultation with Archer Rd & Oval Communities	2 consultations pa programmes & attendance area forums	March 2011	RS1, VCP1, SBE1, IH1
Undertake site owner discussions and acquire key sites within Archer/Oval Centres	5 sites acquired and discussions with stakeholders documented	March 2011	RS1, VCP1, SBE1, IH1
Complete specification of works for Archer/Oval Projects	Full OJEU Specification sent to Executive	September 2010	RS1, VCP1, SBE1, IH1
Undertake 'competitive dialogue' process with developers for Archer/Oval Centres	Completed discussions with 5 developers	July 2011	RS1, VCP1, SBE1, IH1
Deliver the Archer Rd Squares Project	3 public realm areas completed & improvement in satisfaction	September 2010	RS1
Assist in funding application for Children's Centre at the Hyde	Funding bid submitted and approved	September 2010	RS1
Implement the Neighbourhood Centres Public Realm Programme	2 neighbourhood centres completed & 1 underway	March 2011	RS1, VCP1, SBE1, IH1
Provide advice & support to community groups on external funding opportunities	100 community groups supported per annum	March 2011	RS1
Assist community groups with writing external funding bids	20 external funding bids completed per annum	March 2011	RS1, BS1
Undertake funding workshops to community groups and organisations	2 funding workshops undertaken per annum	March 2011	RS1, BS1
Investigate and apply for external funding for the Play Scheme in Stevenage	Complete External funding bid to Big Lottery Fund & submit	December 2010	RS1

Programme Title	Growing Investment and Image
Strategic Alignment	Regeneration Strategy Priority 3: Inward Investment & Business Development & Support LSP Community Plan Priority: Economic Development & the Environment LSP Community Plan Priority: Children & Young People Hertfordshire Works Priority: Providing quality locations and infrastructure Hertfordshire Works Priority: Stimulating enterprise, innovation & inward investment
Key Partners	Hertfordshire Forward, Hertfordshire Works, Hertfordshire County Council, East of England International (EEI), Renewable East, Hertfordshire Chamber of Commerce & Industry

Activities	Performance Outputs	Timetable	Performance Indicator Key
Create branding shell & marketing campaign aimed at inward investment businesses	25 inward investment enquiries per annum	March 2011	FDI1, SBE1, BS1, BR1
Provide two newsletters pa to local businesses	Provision of information to 2,000 businesses per annum	March 2011	BS1, SBE1
Provide an online business directory	300 web hits per annum	March 2011	BS1, SBE1, FDI1
Create & maintain a commercial property page on website with database	150 web hits per annum	March 2011	FDI1, BS1
Provide aftercare process for business enquiries	75% of businesses enquiries receive aftercare support	March 2011	BS1, GVA1, TJ1
Research and provide up to date information on socio-economic demographic	2 Economic profiles completed per annum	March 2011	BS1, RS1
Create Inward Investment Packs for promoting Stevenage	1 completed marketing document created per annum	March 2011	FDI1, TJ1, BS1, SBE1
Explore improvement to ICT infrastructure for the town – wireless	Correspondence from utilities indicating way forward	March 2011	BS1, RS1
Undertake Economic Assessment for Stevenage feeding into Hertfordshire EA	Hertfordshire Economic Assessment Completed with SBC	March 2011	BS1, RS1
Promote the Resource Efficiency Programme with Renewable East	2 businesses engaged with SBC & Renewable East per annum	March 2011	BS1, SBE1, TJ1
Develop an Action Plan for Low Carbon local economy	Completed Low Carbon Action Plan for Stevenage 2011+	March 2011	BS1, RS1

Programme Title	Business Development Stevenage
Strategic Alignment	Regeneration Strategy Priority 3: Inward Investment & Business Development & Support LSP Community Plan Priority: Economic Development & the Environment Hertfordshire Works Priority: Providing quality locations and infrastructure Hertfordshire Works Priority: Stimulating enterprise, innovation & inward investment Hertfordshire Works Priority: Creating a vibrant low carbon economy

Key Partners	Enterprise Agencies, Federation of Small Businesses, Stevenage Business Club, Hertfordshire Chamber of Commerce & Industry			
<b>Activities</b>	<b>Performance Outputs</b>	<b>Timetable</b>	<b>Performance Indicator Key</b>	
Manage the SLA for the Btc and Innovation Centre	Achieve 50% occupancy at Btc and support to 40 businesses	March 2011	TJ1, BS1, BR1, GWW1, SBE1	
Manage the SLA for enterprise support	Achieve 50 business start ups & 200 businesses supported	March 2011	TJ1, BS1, BR1, GWW1, SBE1	
Set up and maintain Local ED Partnership as sub group of LSP	10 businesses engaged with LA and LSP	March 2011	BS1, GVA1	
Provide Test Trade Grant for local start up businesses	20 businesses providing new products	March 2011	BS1, SBE1, GVA1	
Provide procurement advice with partners to local businesses	25 business engaged	March 2011	BS1, GVA1, SBE1, BR1	
Investigate potential for open source software with IT service	Feasibility known & bid written	March 2011	RS1	
Provide & promote commercial premises as part of the SBC commercial premises stock	75% occupancy and 25 business enquiries responded to	March 2011	VCP1, SBE1, BS1, BR1	
Manage the SLA with Stevenage Town Centre Management Company	Shopper satisfaction & footfall increase by 5% YOY	March 2011	RS1, BS1, TJ1, SBE1	
Promote vacant retail units to potential retailers	3 new retailers per year, and 30 enquiries recorded	March 2011	VCP1, SBE1, TJ1, BR1, RS1	
Promote the shop wrap scheme for vacant retail units	3% increase in improved town centre satisfaction	March 2011	BS1, RS1	
Investigate/lobby potential of BIDS, ADZ and Enterprise Zones for Stevenage	Correspondence from Government indicating way forward	March 2011	BS1, RS1	
Work with owners to promote & provide projects for the shopping centres	2 new retailers per annum	March 2011	VCP1, BS1, RS1	
Work with owners to promote & provide projects for the Neighbourhood centres	2 new retailers per annum	March 2011	VCP1, BS1, RS1	
Undertake the Market Regeneration Project as part of the Vibrant Towns Programme	2% increase occupancy, 5% footfall increase, 4 new businesses	March 2011	BS1, RS1, SBE1	

Programme Title	<b>Stevenage Growth</b>			
Strategic Alignment	Regeneration Strategy Priority 2: Sustainable Growth of the Town LSP Community Plan Priority: Economic Development & the Environment LSP Community Plan Priority: Safer Stronger Communities Hertfordshire Works Priority: Providing quality locations and infrastructure Hertfordshire Works Priority: Creating Vibrant Towns & Vibrant Communities			
Key Partners	Hertfordshire County Council, North Hertfordshire District Council, Registered Social Landlord (RSL), Hertfordshire Chamber of Commerce & Industry			
<b>Activities</b>	<b>Performance Outputs for Year</b>	<b>Timetable</b>	<b>Performance Indicator Key</b>	
Ensure alignment of Masterplan to SNAP, RSS, Regeneration Strategy and LDF	Strategies aligned	September 2010	IH1, RS1, BS1	
Negotiate delivery of Stevenage West with Landowners, Developers & HCA	5 landowners engaged; and PID updated stating delivery time	March 2011	IH1, RS1, BS1	
Facilitate neutral carbon housing programme at Pear Tree Way & Courtney Croft	First lvl6 social rented house in the UK provided at Stevenage	December 2010	IH1, RS1	
Deliver affordable housing at Oakfield and Haycroft Road	29 new affordable housing units delivered	December 2010	IH1, RS1	
Start discussions with utilities providers for SNAP land	All utilities providers engaged for delivery of Stevenage West	March 2011	BS1	
Promote the 'buildings for life' programme to developers as SBC accredited assessor	2 developments completed assessments	March 2011	BS1, RS1	
Encourage new rail franchise to maintain or increase level of service to Stevenage	Rail service provision at Stevenage increased from 18 stops	March 2011	BS1, RS1	
Deliver the Cycle ways Signage Project	Agree system of signage to existing cycle network	March 2011	RS1	
Promote Green Travel Plans, Car Share Schemes and Transport Management Schemes	3 businesses engaged with schemes	March 2011	BS1, RS1	
Deliver the Edmonds Drive & Hertford Road Projects with Housing Teams	Planning permission for 200 housing units of mixed use/tenure	March 2011	IH1, RS1	

Programme Title	<b>Local Employment Plan</b>			
Strategic Alignment	Regeneration Strategy Priority 2: Facilitate Improved Education & Skills LSP Community Plan Priority: Economic Development & the Environment Hertfordshire Works Priority: Developing a well skilled workforce			

Key Partners	Stevenage College, Hertfordshire County Council, Sector Skills Councils, Learning & Skills Council, Enterprise Agencies, Young Enterprise, Princes Trust, Local Schools, Hertfordshire University, Business Clubs & Forums, Hertfordshire Chamber of Commerce & Industry		
Activities	Performance Outputs for Year	Timetable	Performance Indicator Key
Undertake a skills audit focusing on employers and required skill shortages	Completed audit with recommendations for delivery	March 2011	BS1
Work with Princes Trust & Young Enterprise to deliver training to young people	20 young people involved in training or in employment	March 2011	RQ2, NEET1, RS1
Undertake a Jobs Fair / Skills Fair within the Borough	20 people accessing employment and 100 people attending	March 2011	RQ1,RQ2, NEET1, TJ1, RS1
Develop a redundancy action plan for loss of Major employers	Completed action plan to assist with redundancy losses	December 2010	BS1, RS1
Facilitate & provide basic skills training packages with partners	30 people gaining new skills	March 2011	RQ2, RS1, GWW1
Deliver apprenticeship schemes such as Future Jobs Fund & Job 565 with local partners	30 people on apprenticeship programmes and 15 securing jobs	March 2011	RQ2, RS1, BS1, NEET1
Investigate the provision of a HE (University) provider operating within Stevenage	Correspondence from a University indicating way forward	March 2011	RQ1, RS1, BS1, GWW1
Work in partnership to deliver the Building Schools for the Future Programme with HCC	Identified need and project plan completed	March 2011	RQ2, BS1, GWW1, NEET1
Promote the Train to Gain Programme	10 businesses engaged with the Train to Gain Programme	March 2011	RQ1, BS1, GWW1, RS1
Promote the LEONARDO Programme to local Colleges and undertake as SBC	2 New learning initiatives implemented in Stevenage	March 2011	RQ2, RQ1, BS1
Promote Social Enterprise opportunities through 3 <sup>rd</sup> Sector Partners	1 event per annum, and 1 new Social Enterprise in Stevenage	March 2011	RS1, BS1