

**FAMILY BENCHMARKING EXERCISE – 2008**

**APPENDIX C**

Question No. 1	Authority Name	Response
<p><b>Where do the regeneration and economic development functions sit within your organisation?</b></p> <p><b>If you can provide an organisational structure diagram please do so either by adding it at the end of this questionnaire or by separate e mail</b></p>	<p><b>Amber Valley Borough Council</b></p>	<p>Within the Regeneration &amp; Sustainability Business Unit, which sit within the Chief Executive's Department</p> <p>See Appendix A</p>
	<p><b>Carlisle City Council</b></p>	<p>ED is within Development Services, as is regeneration generally although there is no separate team entitled 'regeneration'. The Business and Employment team within ED includes rural support/regeneration, economic regeneration, external funding and business development. The City Council and Cumbria County Council have just set up a new private sector chaired regeneration partnership Board to oversee the Carlisle Renaissance programme, with a dedicated team to manage the programme. The team is employed by the City Council but answerable to the Board. It mirrors a UDC type operation but is not a stand alone company. The staff are on 3 year fixed term contracts.</p> <p>Structure of Development Services, ED Service and Carlisle Renaissance Team Structure attached (See Appendix B). Separate page on Carlisle Renaissance figures (See Appendix C)</p>
	<p><b>Erewash Borough Council</b></p>	<p>The Council Economic Development, Regeneration and Funding functions are combined with each other and sit with the Planning Policy Section of Development &amp; Regulatory Directorate.</p>
	<p><b>Kettering Borough Council</b></p>	<p>Within Community Services (which also covers town centre, community development, sports, leisure, culture, open spaces, Tourist Information Centre and community safety)</p> <p>Attached as appendix</p>
	<p><b>Malvern Hills District Council</b></p>	<p>ED is part of the Community and Economic Development Service within the Chief Executives Department</p>
	<p><b>Newark &amp; Sherwood District Council</b></p>	<p>Planning &amp; Regeneration Directorate</p>
	<p><b>Redditch Borough Council</b></p>	<p>Economic development sits within the Environment &amp; Planning Directorate under the Head of Planning &amp; Building Control. (Organizational structure – See Appendix D).</p>

Question No. 2	Authority Name	Response
<p><b>Does your Tourism function sit with regeneration and/or economic development? If not, where does it sit?</b></p>	<p><b>Amber Valley Borough Council</b></p>	<p>This sits alongside the regeneration/economic development function within the regeneration &amp; sustainability business unit (see attached)</p>
	<p><b>Carlisle City Council</b></p>	<p>Within Economy, Property and Tourism Service, one of 2 services within Development Directorate. The other service is Planning and Housing.</p>
	<p><b>Erewash Borough Council</b></p>	<p>No, the Tourism function is located within the Culture &amp; Leisure Directorate</p>
	<p><b>Kettering Borough Council</b></p>	<p>The Tourist Information Centre does but tourism is delivered through a countywide organization, 'Explore Northamptonshire'</p>
	<p><b>Malvern Hills District Council</b></p>	<p>Tourism is part of the ED Service</p>
	<p><b>Newark &amp; Sherwood District Council</b></p>	<p>It is part of Economic Regeneration Service</p>
	<p><b>Redditch Borough Council</b></p>	<p>Business tourism is one of Redditch Borough Council's draft Economic Development priorities and therefore sits within Economic Development. However leisure tourism falls within Cultural and Leisure Services.</p>

Question No. 3	Authority Name	Response
<p>Within the Principal team carrying out regeneration and/or economic development, how many FTE staff do you employ in:</p> <p>1. Professional roles (e.g. Regeneration Officer, Economic Development Officer)</p> <p>2. Technical roles (e.g. Research Officer)</p> <p>3. Admin/Support roles (e.g. Secretarial)</p>	<p><b>Amber Valley Borough Council</b></p>	<p>3.1 - 4 3.2 - 2 3.3 - 0.5</p>
	<p><b>Carlisle City Council</b></p>	<p>3.1 – 4 (Incl 1 fixed term externally funded post) Business &amp; Telecentre tutor 1 FTE 3.2 – 1 ( fixed term externally funded 3.3 – 2 FTE - Enterprise Centre - 2 FTE – Business &amp; Telecentre - No dedicated gen admin staff, share of Director’s secretary (1 FTE) plus 1 FTE Service Admin support.</p>
	<p><b>Erewash Borough Council</b></p>	<p>3.1 - 1 professional officer responsible for Economic Development 3.2 - 0 3.3 - 0</p>
	<p><b>Kettering Borough Council</b></p>	<p>3.1 - 3 (1 Economic &amp; Community Development Manager, 1 Senior Economic Development Officer, 1 Town Centre BID co-coordinator) 3.2 - 0 3.3 - 2.5 (members of staff covering whole of community services)</p>
	<p><b>Malvern Hills District Council</b></p>	<p>3.1 - 3.4 FTE (1 EDM, 1EDO, 1Toruism Officer, 0.4 Town Centre) 3.2 - 0 3.3. - 0.25 FTE</p>
	<p><b>Newark &amp; Sherwood District Council</b></p>	<p>3.1 - 4 3.2 - 1 3.3 - 2</p>
	<p><b>Redditch Borough Council</b></p>	<p>3.1 - 1 FTE – Economic Development Manager (vacant since May 2007) 3.2 - 0.68 FTE 3.3 - 0</p>

Question No. 4	Authority Name	Response
<p><b>What are the main regeneration and economic development (and tourism if included) roles that your Council undertakes?</b></p>	<p><b>Amber Valley Borough Council</b></p>	<p>See Attached Service Proformas (Sub-Heading: 'Outline of service provided')</p>
	<p><b>Carlisle City Council</b></p>	<p>The main roles are:  Economic Strategy  Business liaison and development – includes running managed workspace and a training 'telecentre'  Rural support  External funding  Economic Regeneration  Tourism Strategy  Tourist Information, 2x TICs  Conference Desk  City Centre partnership activity  Market Towns Initiative programme (ended 31 Mar 2008)  [included for purposes of budget info below]</p>
	<p><b>Erewash Borough Council</b></p>	<p>The main roles are:</p> <ul style="list-style-type: none"> <li>- The production and delivery and review of the Erewash Economic Regeneration Strategy.</li> <li>- Design, secure funding for the delivery of Economic Development &amp; Regeneration projects.</li> <li>- Improves the look and vitality of Erewash high streets through the delivery of the Ilkeston town centre Masterplan.</li> <li>- Improve the look and vitality of Erewash high streets through the delivery of the Long Easton town centre Masterplan.</li> <li>- Secure funding for and assist in the delivery of the Long Eaton Townscape heritage Initiative.</li> <li>- Bring forward the development of the former Stanton Ironworks Brownfield Site.</li> <li>- Promote and encourage inward investment and business relocation.</li> <li>- Secure funding for Erewash Borough Council strategic projects.</li> <li>- The strategic economic reuse of derelict and vacant land and properties.</li> <li>- Supporting the social regeneration and engagement of the boroughs most deprived communities.</li> <li>- Working with partners, such as the Erewash partnership, to assist in the wider development of Erewash and the region.</li> <li>- Advising and implementation of planning policies and planning applications.</li> <li>- The marketing and promotion of the Borough as a business location.</li> <li>- Supporting partnerships in Erewash including town centre forums and Chamber of Trades.</li> </ul>

Question No. 4	Authority Name	Response
Continued/.....	<b>Kettering Borough Council</b>	Not filled in
	<b>Malvern Hills District Council</b>	<ul style="list-style-type: none"> <li>- Development and strategic management of workspace and ED projects i.e. MHSP</li> <li>- Leading on Development team approach around ED and Job creation projects</li> <li>- Development of ED policy and support for Related Council policy such as Planning.</li> <li>- IAG for businesses on funding, sites and premises (evolutive), expansion, market research, recruitment and training, Planning, etc..</li> <li>- Promotion and marketing of the area</li> <li>- Partnership working in Market Towns, Town Centres, Business Parks and with specific interest Groups</li> <li>- Managing Malvern and Upton TIC's and delivery of Tenbury Volunteer run TIC</li> <li>- Working with Destination Worcestershire to support and promote the tourism offer</li> </ul>
	<b>Newark &amp; Sherwood District Council</b>	<ul style="list-style-type: none"> <li>- Provision of business support inc start-up grants</li> <li>- Information and data management/sign-posting businesses</li> <li>- Promotion &amp; Marketing of the District</li> <li>- Inward Investment handling</li> <li>- Management of Council's Business Centre</li> <li>- Budget responsibility for other property portfolio</li> <li>- Provision of Tourism services inc TIC management (2)</li> <li>- Partnership working on range of strategic projects</li> <li>- Area specific regeneration projects</li> <li>- Preparing &amp; Implementing Econ Regen Strategy</li> <li>- Securing external funding support as appropriate</li> <li>- Supporting local market towns</li> </ul>
	<b>Redditch Borough Council</b>	<p>Currently, due to limited staff, we offer:</p> <ul style="list-style-type: none"> <li>• Commercial Property Database</li> <li>• Signposting Service for business support services</li> <li>• Strategic overview of the economic well-being agenda within the Council</li> <li>• Partnership and networking activities</li> <li>• Labour market policies / skills issues</li> <li>• Liaison regarding the development and application of policies relation to employment land</li> <li>• Marketing economic development services and promoting Redditch as a business location</li> </ul> <p>However, the Council has recently agreed new draft economic development priorities for the Borough for the purposes of consultation and for inclusion in the Worcestershire Economic Strategy and Joint Investment Plan. It is anticipated that the implementation of the economic development priorities will increase the number of officers employed and the workload of the team. The draft economic development priorities are attached.</p>

**Question No. 5**

**What are your regeneration and economic development (and tourism if included) gross budgets for the last 3 years (please separate out figures for tourism from regeneration/economic development)**

		A. Revenue			B. Income			C. Employee Costs			D. Capital		
		06/07	07/08	08/09	06/07	07/08	08/09	06/07	07/08	08/09	06/07	07/08	08/09
<b>Amber Valley Borough Council</b> Figures not available for 06/07 & 07/08	<b>Regen &amp; Economic Dev</b>			345,100			0			182,500			
	<b>Tourism</b>			487,700			16,400			20%			
	<b>TOTAL</b>												
<b>Carlisle City Council</b> Business & Emp Team Enterprise Centre Business & Telecentre Tourism Strat/City Centre TIC Conference Grp MTI	<b>Regen &amp; Economic Dev</b>	465,300	444,200	419,500	102,100	104,700	114,900	215,200	186,200	179,100	-	-	-
		216,100	238,100	239,100	134,300	135,100	142,000	44,800	46,100	49,200			
		287,500	299,100	316,800	114,900	117,100	69,000	82,900	84,900	77,800			
		24,100	307,600		8,500	291,500		15,400	94,200				
<b>Tourism</b>	296,000	265,700	282,300	0	0	0	97,700	99,500	102,800	-	-	-	
	195,800	283,300	184,000	62,100	138,800	51,800	128,000	138,800	139,500				
	63,800	56,400	40,600	16,400	11,700	12,100	33,100	28,600	29,800				
<b>TOTAL</b>	1,548,800	1,895,000	1,482,300	438,300	798,900	390,600	617,100	678,300	587,200	-	-	-	
<b>Erewash Borough Council</b>	<b>Regen &amp; Economic Dev</b>	8,465	20,810	24,710	0	0	0	22,194	23,460	24,800	0	0	0
	<b>Tourism</b>	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>	8,465	20,810	24,710	0	0	0	22,194	23,460	24,800	0	0	0



**Question No. 6**

What is the total value of grant assistance your Council has made available to businesses in support of regeneration and economic development over the last 3 years?

	2006/07	2007/08	2008/09
Amber Valley Borough Council	38,680	-	-
Carlisle City Council	-	10,000	30,000
Erewash Borough Council	50,000	51,500	76,500
Kettering Borough Council	30,000	30,000	30,000
Malvern Hills District Council (Externally funded)	-	-	-
Newark & Sherwood District Council	38,000	38,000	10,000
Redditch Borough Council	-	-	-

**Question No. 7**

How much external funding has your Council levered in over the last 3 years to support the regeneration and economic development functions?

a) From the Regional Development Agency:	2006/07	2007/08	2008/09
Amber Valley Borough Council	235,818	133,754	54,373
Carlisle City Council	436,000	2,151,750	1,560,000
Erewash Borough Council	98,000	310,000	1,135,000
Kettering Borough Council	0	0	200,000
Malvern Hills District Council	245,000	200,000	0
Newark & Sherwood District Council	3,250,000	0	4,000,000
Redditch Borough Council	0	0	0



Question No. 7 – Continued/.....						
b) From other external sources (please identify them):	2006/07		2007/08		2008/09	
<b>Amber Valley Borough Council</b>	407,267		434,972		54,615 (up to end of July 2008)	
<b>Carlisle City Council</b>	40,000 (Other)		177,500 (Other)		200,000 (Other)	
	3,000 (European)		90,000 (European)		4,000 (European)	
	10,000 (Private)		10,000 (Private)		10,000 (Private)	
	Total = 53,000		Total = 277,500		Total = 214,000	
<b>Erewash Borough Council</b>	5,000 (Private)		310,000 (Section 106)		957,000 (Heritage Lottery)	
	25,000 (Groundwork SLA)		25,000 (Groundwork SLA)		215,000 (Private)	
<b>Kettering Borough Council</b>	0		0		0	
<b>Malvern Hills District Council</b>	143,000 (ERDF)		50,000 (ERDF)		60,000 (Better Welcome)	
<b>Newark &amp; Sherwood District Council</b>	750,000 (Notts CC)		25,000 (NCC)		0	
<b>Redditch Borough Council</b>	0		0		15,000 (from WCC)	

<b>Question No. 8</b>		
<b>a) How do you monitor your performance in delivering regeneration and economic development (National Indicators and/or Local PIs)? Please list them.</b>	<b>Amber Valley Borough Council</b>	Up to and including 2007-08: - see attached list of local performance measure (x9) –includes tourism (See Appendix E) From 2008-09: N1 153, N1 172, plus attached list of local performance measures (x11) – includes tourism (See Appendix F)
	<b>Carlisle City Council</b>	- Revenue generated into Conference Group LPI - Visitors to TICs – LPI Additional PIs being developed for Economic Strategy Action Plan. Also targets set for grant funded projects by funding organisations
	<b>Erewash Borough Council</b>	Local – Erewash Regeneration Strategy & Erewash Borough Council Corporate
	<b>Kettering Borough Council</b>	No official indicators but monitor against Community Plan, Local Economic Development Strategy, Community Services Annual Service Plan and Service Level Agreements.
	<b>Malvern Hills District Council</b>	Performance management via in house database called TEN Local indicators are- CEDLPI 19 % of traders feeling confident about business CEDLPI 20 Number of businesses supported through the small business service CEDLPI 21 Pedestrian footfall in the town centre CEDLPI 22 Number of visitors to Malvern TIC CEDLPI 23 Number of visitors to Upton TIC EDLPI 17 User satisfaction with town centre EDLPI 18 % of ground floor units vacant EDLPI 19 % of ground floor units that are charity shops
	<b>Newark &amp; Sherwood District Council</b>	We utilize long-term macro-economic indicators in monitoring local economy eg Economic activity rates, business start-up rates, numbers claiming benefits etc and use quarterly performance plans to monitor service outputs including, numbers businesses assisted, numbers tourist visitors, events organized etc
	<b>Redditch Borough Council</b>	National Indicators: NI 151, NI 152, NI 153, NI 171, NI 172, NI 173  Average annual earning for full-time workers working in Redditch (ECR4a) % change in VAT registered businesses in the area over the year (ECR7) Number of jobs created, safe-guarded or relocated by companies that have used the commercial property service (ECR18 – modified) Proportion of respondents to the commercial property service questionnaire that are satisfied or very satisfied with the service (Local)

<b>Question No. 8</b>		
<b>b) Are there any local factors particular to your locality that may affect your delivery performance?</b>	<b>Amber Valley Borough Council</b>	As a mixed urban/rural area, Amber Valley does not attract funding available more readily to either predominantly urban or rural areas.
	<b>Carlisle City Council</b>	Sparse rural area and small city/urban area Historic city and recognised visitor destination Pockets of deprivation rather than single area of focus Perceptions of isolation, far NW corner of England Below average wage levels
	<b>Erewash Borough Council</b>	A predominantly rural area with 2 distinct market towns. Located a few miles between the high growth cities of Nottingham & Derby Major green belt implications across the Borough Limited Brownfield opportunities within the Borough. Lower than average wage levels though below average unemployment. Limited capacity to deliver the service.
	<b>Kettering Borough Council</b>	We are a small council and therefore it is more costs effective and efficient to link into countywide agencies where possible e.g. tourism, inward investment – we do not have the resources to deliver this ourselves.
	<b>Malvern Hills District Council</b>	Broad area with differing challenges – Tenbury Wells is isolated rural town to development of High tech business in Malvern and reliance on Tourism for Malvern and Upton
	<b>Newark &amp; Sherwood District Council</b>	Huge rural District over 63,000 Hectares. Great dichotomy of local economy from former coalfield in the western area to agricultural background in central and eastern areas. Also 3 market towns of Newark, Southwell and Ollerton. Tourism assets very important to local economy.
		<b>Redditch Borough Council</b>

Question No. 8		
c) Do you have any user satisfaction surveys that rate your performance? If so what results do they indicate and when were they carried out?	<b>Amber Valley Borough Council</b>	None within time period of assessment
	<b>Carlisle City Council</b>	Quality of life survey 2006, 84% of residents satisfied with Carlisle as a place to live Cumbria visitor survey 2006 – main reason for enjoying visit to Carlisle – a chance to experience history and heritage Carlisle visitor survey 2005: <ul style="list-style-type: none"> <li>▪ 88.7% of visitors describe the <b>range/quality of visitor attractions</b> as excellent or good</li> <li>▪ 75.5% of visitors describe the <b>range/quality/choice of shops</b> as good or excellent</li> <li>▪ 89.6% of visitors describe the <b>range/quality of places to eat and drink</b> as excellent or good</li> <li>▪ 82.1% of visitors the <b>standard to tourist and pedestrian signposting</b> as good or excellent</li> <li>▪ 79.2% of visitors describe the <b>cleanliness of streets</b> as good or excellent</li> <li>▪ 63.2% of visitors describe Carlisle as Good or Very Good as a <b>shopping destination</b></li> <li>▪ 56.6% of visitors describe the <b>customer service in shops</b> as good or very good</li> <li>▪ 53.8% of visitors were <b>enjoying their trip very much</b>, and 42.5% of visitors were <b>enjoying their visit quite a lot</b></li> </ul>
	<b>Erewash Borough Council</b>	None
	<b>Kettering Borough Council</b>	No – we monitor as above but we deliver few services. Those we do are by Service Level Agreement (e.g. Business Support in the past) and these are monitored by user satisfaction surveys annually
	<b>Malvern Hills District Council</b>	Not currently but we are starting to consider approaches and would be keen to establish common practices in this regard
	<b>Newark &amp; Sherwood District Council</b>	No
	<b>Redditch Borough Council</b>	A survey of 730 businesses in Redditch was undertaken in 2008. There was 184 respondents; a response rate of 25%. The respondents were asked to comment on Redditch Borough Council. 60% made no comment, 16% made positive comments, 12% made negative comments and 11% made neutral comments. The comments were not restricted to delivery of economic development services.  A customer satisfaction questionnaire is sent out to all users of the commercial property service 2 calendar months after the initial enquiry. 100% of respondents in 2008 were either satisfied or very satisfied although we have a very low response rate.

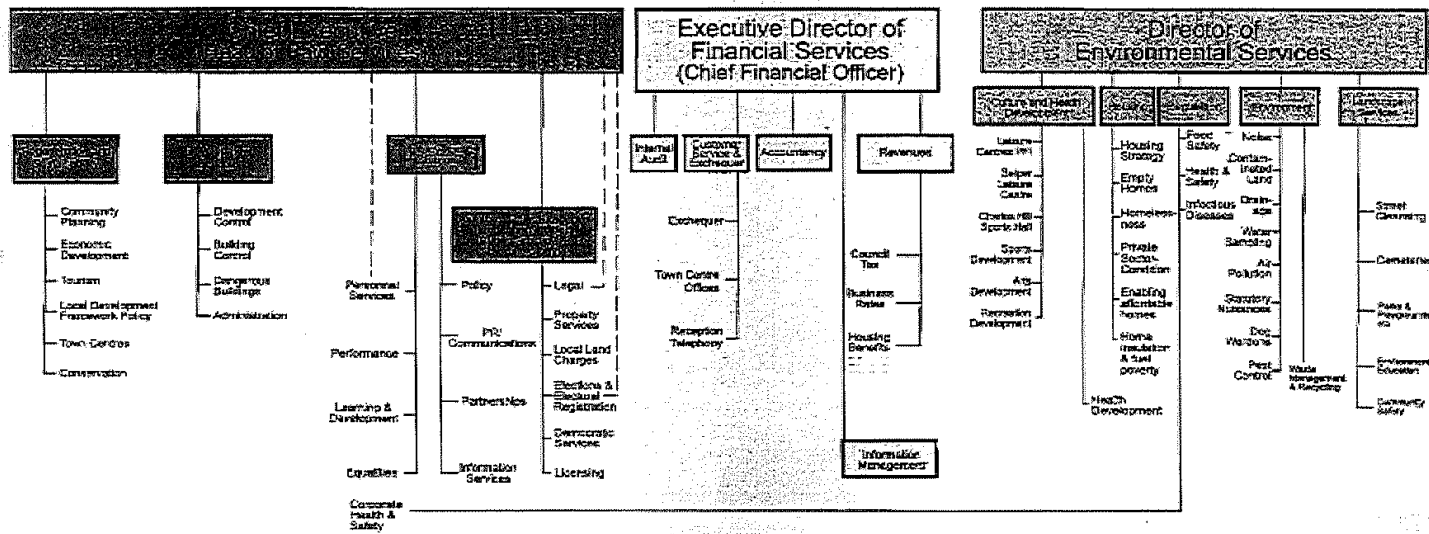
<b>Question No. 9</b>														
<b>What would you say are your top 3 most successful achievements from a regeneration and economic development perspective?</b>	<b>Amber Valley Borough Council</b>	<ol style="list-style-type: none"> <li>1. Securing significant levels of external funding in circumstances where funding sources are not readily available on basis of assessment of need.</li> <li>2. Successful regeneration of historic market town (Belper) through Townscape heritage Initiative (THI)</li> <li>3. Maintaining existing level of staff resources during period of considerable pressure on Council budgets</li> </ol>												
	<b>Carlisle City Council</b>	<p>Since 2007 –</p> <ol style="list-style-type: none"> <li>1. Agreed way forward with partners in public, private and community/voluntary sector for economic development in Carlisle and its City Region, in Economic Strategy adopted last year</li> <li>2. Package of projects to address worklessness and support business through the interim Carlisle Renaissance programme</li> <li>3. Ambitious 'Carlisle Christmas City' programme helping Carlisle to compete with larger and more well known visitor destinations</li> </ol> <p>CARLISLE RENAISSANCE</p> <p>Total service costs</p> <table data-bbox="830 855 1100 938"> <tr> <td>2006/07</td> <td>407,620</td> </tr> <tr> <td>2007/08</td> <td>514,300</td> </tr> <tr> <td>2008/09</td> <td>359,900</td> </tr> </table> <p>Employee costs</p> <table data-bbox="830 1029 1100 1109"> <tr> <td>2006/07</td> <td>228,500</td> </tr> <tr> <td>2007/08</td> <td>221,100</td> </tr> <tr> <td>2008/09</td> <td>221,100</td> </tr> </table>	2006/07	407,620	2007/08	514,300	2008/09	359,900	2006/07	228,500	2007/08	221,100	2008/09	221,100
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	<b>Erewash Borough Council</b>	<ol style="list-style-type: none"> <li>1. Creating, providing and maintaining the Economic Development Service within Erewash</li> <li>2. Establishing close working with regional agencies, partners and local groups.</li> <li>3. Securing funding and assisting the delivery of numerous development and regeneration projects across the Borough</li> </ol>												

**Question No. 9 – Continued/.....**

	<b>Kettering Borough Council</b>	<ol style="list-style-type: none"><li>1. Town Centre Regeneration</li><li>2. Allocation of employment land linking with growth of Kettering</li><li>3. Drawing down growth area funding and LABGI</li></ol>
	<b>Malvern Hills District Council</b>	<ol style="list-style-type: none"><li>1. Development of the Malvern Hills Science PARKHSP</li><li>2. Delivery of some of the best TIC's in the Country</li></ol>
	<b>Newark &amp; Sherwood District Council</b>	<ol style="list-style-type: none"><li>1. Facilitating diversification of former coalfield local industrial structure and regenerating several key former colliery sites with new investment.</li><li>2. Regeneration of Newark Riverside, attracting 3 National Best practice awards from BURA/English Partnership/Waterways Trust</li><li>3. Development of Newark Beacon Business Innovation Centre creating 31 business units, conference facilities, café &amp; break-out area.</li></ol>
	<b>Redditch Borough Council</b>	<ol style="list-style-type: none"><li>1. Commercial Property Database</li><li>2. Development of the Single Business Account</li><li>3. Securing the location of an industrial estate Learning Zone in Redditch</li></ol>

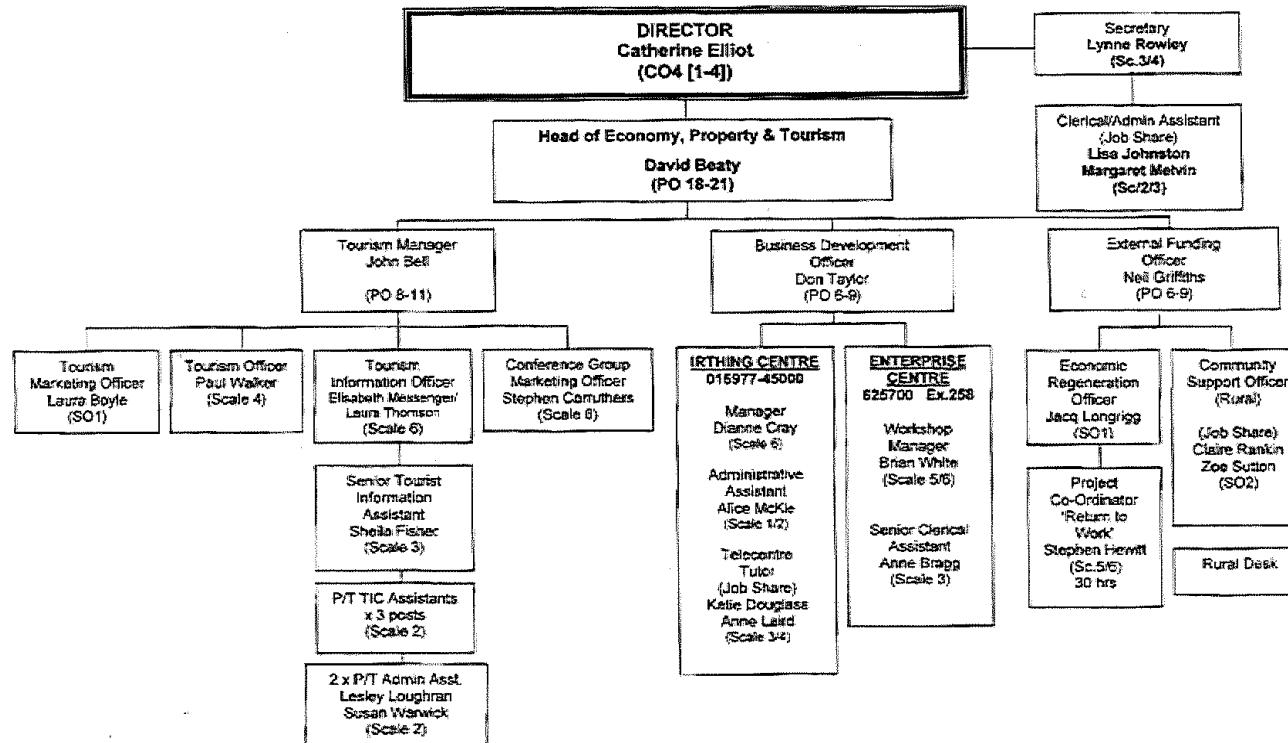
# APPENDIX A

## INTERIM - ORGANISATIONAL STRUCTURE



# APPENDIX B

## DEVELOPMENT SERVICES

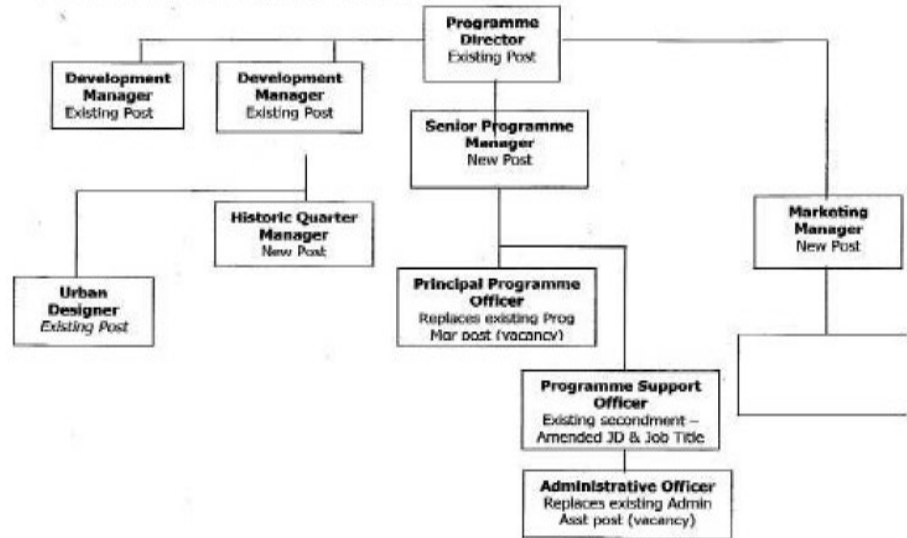


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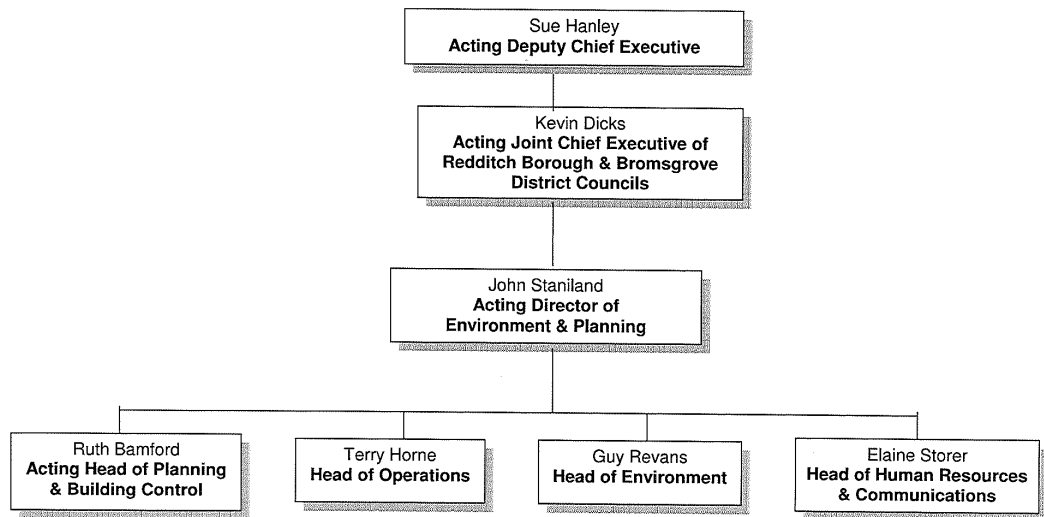


# APPENDIX C

## Carlisle Renaissance Staffing Structure



## APPENDIX D



# APPENDIX E

Business Unit Performance					
Performance Measure					
No/Ref	Definition	07/08 Target	2007/08 Actual	08/09 Target	2008/09 to date
L1	Jobs created or safeguarded as a result of intervention	45	Will need completing at the end of March 08	50	10.5
L2	No. of businesses engaged to include advice or support	375		400	78
L3	Funding drawn in by business & community as a result of intervention	£800,000 Drawn in £100,000 Offered		£600,000 Drawn in £150,000 Offered	£101,488 Drawn in £264,006 Offered
L4	No of funding applications submitted	20		25	16
L5	No. obtaining employment, training, qualifications or volunteering	450		275	55
L6	No. of new businesses started	25		30	10
L7	No. of enquiries at TIC: Throughput Personal Telephone email	44,000 14,000 2,500 350	42,733 13,813 2,283 375	42,500 13,800 2000 400	14,777 4380 728 180
L8	Visitor spend at TIC Total Per person	£50,000			£8,254.81 57.9p per person
L9	No of enquiries at franchise TIC Casual Visitors Group Visitors Visitor Information				
L10	Number of new businesses showing growth. Includes: • % increase in sales • % increase in turnover • new products or services • diversification • entry to new markets • VAT registration			10	3
L11	Community engagement in Masterplan				

BVPI - Best Value Performance Indicator - a statutory measure set by central government  
L - This is an indicator we have set ourselves locally to measure our performance and raise standards for service users

Consultation Exercises 2007/10	
Subject	Progress
WB/MR Funding Road Show at Heanor Town Hall 22 <sup>nd</sup> July	49 people attended representing 35 community groups

LOCAL PERFORMANCE INDICATORS

2008-09

## APPENDIX F

Develop the structure of the Heanor Regeneration Steering Group. Prioritise projects for delivery	March 08	Sharon Brown	Supporting the Heanor Festival Committee to organise a range of events for Heanor Festival Week
Facilitate a range of events for Market Towns week	May 08	Sharon Brown	
Develop partnership to decide locations and approach businesses for sponsorship for Heanor Gateways project	March 08	Sharon Brown	Locations agreed with me&u Steering Group. Funding currently being sourced through grants and sponsorship.
Form partnership to share information on services and facilities in Heanor and produce a draft Community Service Review study	March 08	Sharon Brown	Working in partnership with AVHT and Salcare to produce the Community Service Review
Develop a partnership and coordinate 2 meetings, to gather baseline data to inform the direction of a youth centre project in Heanor	March 08	Sharon Brown	Currently arranging a meeting of interested parties to gather baseline data for a youth project.

Business Unit Performance					
Performance Measure					
No/Ref	Definition	06/07 Target	2006/07 Actual	07/08 Target	2007/08 to date
L1	Jobs created or safeguarded as a result of intervention	35	44	45	47.5
L2	No. of businesses advised or supported	300	357	375	482
L3	Funding drawn in by business & community as a result of intervention	£500,000 Drawn In	£645,089 Drawn In	£600,000 Drawn In	£568,727 Drawn In
		£70,000 Offered	£334,335 Offered	£100,000 Offered	£221,826 Offered
L4	No of funding applications submitted	N/A	N/A	20	21
L5	No. obtaining employment, training, qualifications or volunteering	150	421	450	799
L6	No. of new businesses started	25	28	25	24
L7	No. of enquiries at TIC: Throughput Personal Telephone Written incl. Email & coupons		43,696 13,530 2,325 395	44,000 14,000 2,500 350	
L8	Visitor spend at TIC Total Per person		£44,490 £1.18	£50,000 TBA	
L9	Accommodation bookings Total Value Bed nights		£1,936 61	£1,000 60	
BVPI - Best Value Performance Indicator - a statutory measure set by central government					
L - This is an indicator we have set ourselves locally to measure our performance and raise standards for service users					

Consultation Exercises 2007/10	
Subject	Progress

LOCAL PERFORMANCE INDICATORS  
2006-07; 2007-08