



Economic Regeneration Strategy Action Plan 2014 - 2017

Objective 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2017 Target
Number of businesses receiving Enterprise Zone status	Database, Hartlepool Borough Council (HBC)	Annually	7 (2014)	3 Per Annum
Percentage occupancy levels of Hartlepool business premises	Database, HBC	Annually	85.8% (2013)	88%
Business stock (Business Units in Hartlepool)	Annual Business Register / NOMIS, HBC	Annually	2,190 (2012)	2,300
Value of Regional Growth Fund Investment	Department for Business, Innovation and Skills (BIS), HBC	N/A	N/A	Monitor only
Value of inward investment	Database, HBC	Annually	N/A	Monitor only
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	92.9% (2012)	93%
Percentage of newly born enterprises surviving five years	Annual Business Register / NOMIS, HBC	Annually	47.1% (2012)	49%
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Annual Business Register / NOMIS, HBC	Annually	35 (2012)	37
Number of jobs created	Database, HBC	Annually	262 (2012/13)	320

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ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
1 Monitor Local Development Orders (LDO's) for Enterprise Zones as per the monitoring framework.	Report to Regeneration Services Committee periodically (Ongoing)	ndirect contribution to encourage new Businesses on Enterprise Zones	April 2015	Andrew Carter
2 Lead on the coordination of the Hartlepool Enterprise Zone sites	4 stakeholder meetings per annum (Ongoing) 2 marketing campaigns per annum (Ongoing)	Number of Jobs Created, new Business Registration Rates and businesses receiving Enterprise Zone status	March 2017	Mick Emerson
3 Engage with commercial landlords and agents to maintain supply of suitable premises	8 meetings per annum (Ongoing)	Percentage occupancy levels of Hartlepool Business Premises	March 2017	Israr Hussain
4 Deliver Business Advice and Brokerage – programme of targeted account management with key businesses	100 business meetings per annum (Ongoing) 4 seminars per annum (Ongoing)	New business registration rate - the proportion of new business registration per 10,000 resident population	March 2017	Mick Emerson
5 Increase the awareness of opportunities for businesses to become involved in providing products and services to HBC and the wider public sector	Hold a minimum of 1 event per annum (Ongoing)	Percentage of newly born enterprises surviving one and five years	March 2017	Mick Emerson
6 Support Regional Growth Fund (RGF) bid for new Let's Grow project	RGF application submitted (June 2014) Promote event to employers (June 2014)	New business registration rate - the proportion of new business registration per 10,000 resident population	September 2014	Mick Emerson

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Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
7 Build business community cohesion utilising various groups and networks	Support 3 business groups (Ongoing)	Percentage of newly born enterprises surviving one and five years	March 2015	Mick Emerson
8 Liaise with key partner organisations/providers in the public and private sector to increase awareness of wider business support measures	6 engagements per annum (Ongoing)	Percentage of newly born enterprises surviving one and five years	March 2017	Mick Emerson
9 Support the development of the Tees Valley Growth Hub	Engage and market the programme to employers (March 2016)	Percentage of newly born enterprises surviving one and five years	March 2017	Mick Emerson
10 Continue to provide incubation support service	Coach 100 people per annum (Ongoing)	New business registration rate - the proportion of new business registration per 10,000 resident population	March 2017	Andrea Miles
11 Engage with education establishments to increase awareness of self employment and entrepreneurship	Undertake 2 events per annum (Ongoing)	New business registration rate - the proportion of new business registration per 10,000 resident population	March 2017	Mick Emerson
12 Continue to engage with DWP Providers to offer unemployed individuals a wider package of support to enter self-employment	Undertake 2 events per annum (Ongoing)	New business registration rate - the proportion of new business registration per 10,000 resident population	March 2017	Mick Emerson
13 Support the delivery of 'meet the public' event for Economic Regeneration Forum	Annual events (Ongoing)	Indirect contribution to new business registration rates	March 2017	Antony Steinberg

Objective 2 To attract new investment and develop major programmes to regenerate the area and improve connectivity

OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2017 Target
Value of investment in key regeneration sites	Database, Hartlepool Borough Council (HBC)	Annually	N/A	Monitor Only
Value of income from external funding sources	Database, HBC	Annually	N/A	Monitor Only
Affordable homes delivered (gross)	Housing Monitoring System HBC	Annually	321 (2010-13)	400
Business stock (Business Units in Hartlepool)	Annual Business Register / NOMIS, HBC	Annually	2,190 (2012)	2,300
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Annual Business Register / NOMIS, HBC	Annually	35 (2012)	37
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	92.9% (2012)	93%
Percentage of newly born enterprises surviving five years	Annual Business Register / NOMIS, HBC	Annually	47.1% (2012)	49%
Number of jobs created	Database, HBC	Annually	262 (2012-13)	320
Number of long term (over 6 months) empty homes brought back into use	Authority Public Protection (APP) System and Council Tax data, HBC	Annually	579	10% of Long Term Empty Homes Brought Back into Use Annually
Percentage per capita reduction in CO2 emissions in the LA area	Department of Energy and Climate Change (DECC), HBC	Annual	N/A	Monitor Only
Congestion - average journey time per mile during the morning peak	Department for Transport, HBC	Annua	N/A	Monitor Only

Objective 2 To attract new investment and develop major programmes to regenerate the area and improve connectivity

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
14 Develop a robust planning policy framework to facilitate the regeneration of key sites.	Adoption of Local Plan and progression of Supplementary Planning Documents relevant to key areas (January 2016)	Indirect contribution to value of investment in key regeneration sites	October 2016	Andrew Carter
15 Continue to implement empty homes incentive schemes including the Every Home Matters Lease scheme and the Empty Property Purchasing Scheme.	19 lease properties signed up to the programme (March 2015) Improvement works completed and property re-occupied on 100 empty homes (December 2014)	Number of long term (over 6 months) empty homes brought back into use	March 2015	Amy Waller
16 Liaise early with Registered Providers on affordable housing proposals in preparation for the National Affordable Housing Pot bidding round (2015-19) on new residential schemes to deliver an appropriate mix of affordable housing.	Working with Registered Providers on individual schemes (December 2014) Affordable Homes Delivered (March 2017)	Affordable homes delivered (gross)	March 2017	Amy Waller
17 Support the implementation of the European Structural and Investment Fund Strategy.	Raise awareness to partners (March 2015)	Indirect contribution to value of income from external funding sources	September 2015	Patrick Wilson
18 Seek developer contributions towards highway infrastructure works, to improve access to key housing and employment sites.	Discussions continuing with developers to agree acceptable highway proposals (September 2014)	Congestion – average journey time per mile during the morning peak	March 2017	Mike Blair/ Peter Frost
19 Access available funding to seek highway/ transport improvements.	Local Growth Fund and EU Structural and Investment Fund bids to be submitted (April 2014)	Congestion – average journey time per mile during the morning peak	March 2017	Mike Blair/ Peter Frost

Objective 2 To attract new investment and develop major programmes to regenerate the area and improve connectivity

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
20 Develop the Innovation and Skills Quarter to assist with the regeneration of the town centre.	<p>Develop a regeneration strategy for the creative industries sector in Church Street (July 2014)</p> <p>Develop an investment plan for Church Street (December 2014)</p> <p>Complete the regeneration of the former Crown House site for the development of student accommodation (December 2014)</p> <p>Review options for the relocation of the Lynn Street Depot. (September 2014)</p>	New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	March 2017	Rob Smith
21 Develop the tourism infrastructure and visitor offer through the delivery of the Seaton Carew Masterplan.	<p>Sign the Seaton Carew Development Agreement (March 2014)</p> <p>Complete designs for the regeneration of the Front (March 2015)</p> <p>Commence consultation on the Seaton Carew Masterplan (August 2014)</p> <p>Commence designs for new community facilities in Seaton Carew (September 2014)</p> <p>Commence the purchase of the Longscar building (June 2015)</p> <p>Start on site for the housing development at Elizabeth Way (April 2014)</p>	Value of investment in key regeneration sites, number of new homes built on regeneration schemes and new business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	March 2017	Andrew Golightly

Objective 2 To attract new investment and develop major programmes to regenerate the area and improve connectivity

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
22 Development of a Masterplan for the Hartlepool Waterfront	Complete tender exercise to select a professional team to develop the Masterplan (May 2014) Commence work on Masterplan (June 2014) Review requirements for new leisure facilities in Hartlepool including the feasibility of creating a leisure attraction (December 2014) Complete review of Hartlepool Maritime Experience (December 2014)	Value of investment in key regeneration sites, new business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+) and business stock (Business Units in Hartlepool)	July 2015	Rob Smith
23 Development of Jacksons Landing site	Consider alternative options for the site (June 2014) Choose the preferred option for the site (January 2015)	Value of investment in key regeneration sites, value of income from external funding sources.	March 2016	Rob Smith
24 Continue development of STEM project	Investigate funding opportunities (March 2015) Develop partnership with key stakeholders (March 2015)	Value of income from external funding sources	March 2016	Andrew Golightly

Objective 2 To attract new investment and develop major programmes to regenerate the area and improve connectivity

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
25 Address Key Vacant Buildings	<p>Submission of planning application for the refurbishment of the Friarage Manor House. (March 2014)</p> <p>Facilitate disposal of the Friarage Manor House and surrounding land to a developer (August 2014)</p> <p>Sign Memorandum of Understanding to facilitate the joint working of the Trusts. (March 2014)</p> <p>Sale of Morrison Hall to facilitate the refurbishment of the building (September 2014)</p> <p>Complete the marketing of the Market Hotel to find a new use for the building. (December 2014)</p>	Value of investment in key regeneration sites	March 2016	Rob Smith
26 Research emerging funding opportunities and prepare bid submissions to secure financial resources	Prepare bid submissions to the new European Programme and Local Growth Fund (March 2016)	Value of income from external funding sources	March 2017	Andrew Golightly
27 Land Disposal Strategy	Disposal of the Council's surplus land and assets for development (Ongoing)	Direct contribution to the number of new homes built	March 2017	Dale Clark
28 Development of Brierton site	<p>Completion of the 3G pitch development (June 2014)</p> <p>Obtain consent to dispose of land from Department for Education (June 2014)</p> <p>Commence marketing of site (September 2014)</p> <p>Consider options for potential delivery of new swimming facilities in accordance with the Indoor Sports Facility Strategy (March 2015)</p>	Value of investment in key regeneration sites, value of income from external funding sources, affordable homes delivered (gross) and jobs created	March 2017	Pat Usher / Dale Clark

Objective 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2017 Target
Overall employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/Hartlepool Borough Council (HBC)	Annual	62.1% (Sept 2013)	65%
Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	NOMIS/HBC	Annual	6.6% (March 2014)	5%
Self-employment rate	NOMIS/HBC	Annual	7.5% (Sept 2013)	8%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	NOMIS/HBC	Annual	45.0% (Sept 2013)	48%
Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	DCSF/HBC	Annual	7.7% (2012)	6%
Percentage of 16 to 18 year olds whose destination is not known	DCSF/HBC	Annual	4.2% (2012)	2%
Youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	Office for National Statistics (ONS)/HBC	Annual	10.7% (April 2014)	8%
Number of jobs created	Database, HBC	Annually	262 (2012/13)	320
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	92.9% (2012)	93%
Percentage of newly born enterprises surviving five years	Annual Business Register / NOMIS, HBC	Annually	47.1% (2012)	49%
Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	Department for Children, Schools and Families (DCSF), HBC	Annual	N/A	Monitor Only

Objective 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2017 Target
Achievements are in line with national average for GCSE 5 A*-C and UCAS average score.	NOMIS, HBC	Annual	N/A	Monitor Only
Care leavers in education, employment or training	DCSF, HBC	Annual	N/A	Monitor Only
Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	Department for Business, Innovation and Skills (BIS), HBC	Annual	23.1% (2012)	27%
Number of Apprenticeship Starts	Skills Funding Agency (SFA)	Annual	N/A	Monitor Only
Number of Apprenticeship Framework Completions	Skills Funding Agency (SFA)	Annual	N/A	Monitor Only

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To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
29 Raise awareness of National Apprenticeship Service (NAS) website	Deliver events to celebrate annual Apprenticeship Week (Ongoing) Tees Valley Skills Event (November 2013) Ensure Tees Valley Learner Provider Network deliver sessions in all Hartlepool schools to young people to promote NAS website and how to apply for vacancies (March 2015)	Indirect contribution to employment rate (16-24) - proportion of 16 to 24 year olds who are in employment, percentage of 16 to 18 year olds who are not in education, employment or training (NEET) and youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	September 2015	Claire Morgan
30 Deliver 'Get Britain Working' measures	Partner events to raise awareness (quarterly through to April 2015)	Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	April 2015	Christina Blaney
31 Deliver the Wage Incentive Scheme	Promotion to employers (immediate and ongoing through to April 2015)	Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	March 2015	Christina Blaney
32 Deliver Employer Core Offer activity supporting 200 unemployed people into work each year.	Engage employers and partners (Ongoing)	Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	March 2017	Caron Auckland / Christina Blaney
33 Develop partnership arrangements with Work Programme providers	Quarterly meetings (Ongoing)	Indirect contribution to overall employment rate (proportion of people of working age population who are in employment)	March 2017	Caron Auckland

Objective 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
34 Continuation of Hartlepool Works Consortium	Bi-monthly network meetings (Ongoing) Annual Adult Learners Week event (Ongoing)	Indirect contribution to overall employment rate (proportion of people of working age population who are in employment) and unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	March 2017	Caron Auckland
35 Deliver Heritage Skills Apprenticeship project	Submit initial bid to Heritage Lottery Fund (April 2014) Support 40 young people aged 16 to 18 year old into an apprenticeship (May 2014) Submit final bid to Heritage Lottery Fund (December 2014)	Indirect contribution to employment rate (16-24) - proportion of 16 to 24 year olds who are in employment and youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	December 2016	Patrick Wilson
36 Develop wider joint working with National Careers Service and Hartlepool Borough Council to engage with employers	Hartlepool Employer event (September 2014)	Indirect contribution to overall employment rate (proportion of people of working age population who are in employment)	December 2015	Caron Auckland
37 Develop Sector Based Work Academies in partnership with Jobcentre Plus and employers	Deliver LGV Sector Based Academy (October 2014) Deliver Manufacturing Sector Based Academy (October 2014) Deliver Construction Sector Based Academy (October 2014)	Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment and youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	March 2017	Caron Auckland

Objective 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
38 Develop apprenticeship programmes in consultation with employers	Implement Environmental Apprenticeship project (September 2014) Implement Heritage Skills Apprenticeship project (September 2014)	Number of Apprenticeship Starts and number of Apprenticeship Framework Completions	March 2017	Caron Auckland
39 Support the implementation of the Tees Valley Skills Hub	Tees Valley granted City Deal status (September 2014)	Overall employment rate (proportion of people of working age population who are in employment)	March 2017	Patrick Wilson
40 Increase the number of Level 3 vocational learners who progress on to a Higher Education programme	Deliver Higher Education Open Days each year (Ongoing)	Indirect contribution to the proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	March 2017	Andy Steel
41 Increase the number of Maths and English level 2 qualifications delivered to learners who are either unemployed or a school leaver.	Deliver presentations in local schools to market the opportunities available at Hartlepool College of FE each year (Ongoing)	Indirect contribution to the proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	March 2017	Andy Steel
42 Increase the number of 16 to 18 year olds undertaking an apprenticeship	Deliver a range of apprenticeship marketing events to employers each year (Ongoing)	Number of Apprenticeship Starts and number of Apprenticeship Framework Completions	March 2017	Andy Steel

Objective 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
43 Increase the number of STEM qualifications delivered to support the Tees Valley Local Enterprise Partnership priorities	Contribute to the Tees Valley Skills Event (November 2013)	Indirect contribution to the proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	March 2017	Andy Steel
44 Develop successful traineeship programmes	Traineeships available in four subject areas (September 2014)	Percentage of 16-18 year olds who are NEET	July 2015	Teresa Latcham
45 Implement the Move into Work programme to support residents into employment	Develop partnership project with Jobcentre Plus to support voluntary placements (September 2014)	Overall employment rate (proportion of people of working age population who are in employment)	July 2015	Teresa Latcham
46 Implement the Skills Support for the Workforce project	Deliver event for employers to publicise training opportunities (July 2014)	Indirect contribution to the proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	July 2015	Maggie Heaps
47 Develop the higher level apprenticeship programme	New framework developed (September 2015)	Number of Apprenticeship Starts and number of Apprenticeship Framework Completions	July 2016	Julie Macsween
48 Work with employers to encourage take up of apprentices from traineeships	Market programme to employers to develop suitable placement opportunities (March 2015)	Number of Apprenticeship Starts and number of Apprenticeship Framework Completions	July 2016	Julie Macsween
49 Provide support measures to encourage vulnerable adults to take up apprenticeships	Identify suitable programme and individuals (December 2014)	Number of Apprenticeship Starts and number of Apprenticeship Framework Completions	July 2015	Julie Macsween

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ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
50 Support services offered to schools with high numbers of pupils on free school meals to narrow the education gap.	Identification of schools with high numbers of pupils on free school meals (July 2015)	Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	March 2017	Dean Jackson
51 Develop the 14-19 curriculum pathways in conjunction with employers from new industries and identified growth sectors	11 to 19 team to work with schools and colleges to increase students access to STEM subjects (July 2015)	Indirect contribution to the employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	March 2017	Dean Jackson
52 Implement and deliver the 11 to 19 Operational Plan to raise educational standards at key stage 4 and 5	educational standards at key stage 4 and 5 6 yearly meetings of the Raising Achievement Group (Ongoing)	Achievements are in line with national average for GCSE 5 A*-C and UCAS average score.	March 2017	Dean Jackson
53 Further develop progression pathways for vulnerable young people including teenage parents, Looked after Children and Care Leavers	Develop programmes to support these groups (March 2016)	Care leavers in education, employment or training	March 2017	Dean Jackson / Kelly Armstrong

Objective 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

OUTCOMES				
Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2017 Target
Overall employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/Hartlepool Borough Council (HBC)	Annual	62.1% (Sept 2013)	65%
Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	Department for Children, Schools and Families (DCSF)/HBC	Annual	7.7% (2012)	6%
Percentage of 16 to 18 year olds who's activity is recorded as Not Known	Department for Children, Schools and Families (DCSF)/HBC	Annual	4.2% (2012)	2%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	NOMIS/HBC	Annual	45.0% (Sept 2013)	48%
Youth Unemployment rate (Hartlepool) The proportion of economically active 18 to 24 year olds who are unemployed	Office for National Statistics (ONS)/HBC	Annual	10.7% (April 2014)	8%
Percentage gap reduction between those young people from low income backgrounds and those that are not progressing to higher education	School census, Department for Innovation, Universities and Skills (DIUS)/HBC	Annual	N/A	Monitor Only
Proportion of children in poverty	Department for Work and Pensions (DWP), HM Revenues and Customs (HMRC)	Annual	33% (2012)	25%
Number of Credit Union Savings Accounts opened by residents	Hartlepool Credit Union, HBC	Annual	446 (2012/13)	700

Objective 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
54 Implement advice and guidance hub to ensure that adults and families receive a seamless service	Implementation (June 2014) Review of new service (September 2014) Further service review (January 2015)	Proportion of children in poverty	April 2015	Danielle Swainston
55 Review Local Welfare Support in relation to families and vulnerable adults in crisis to ensure that vulnerable adults and families in poverty are supported as needed	Review policy (September 2014) Review policy (March 2015)	Proportion of children in poverty	April 2017	Danielle Swainston/ Penny Thompson
56 Work with partners to mitigate affects of Welfare Reform through Financial Inclusion Partnership and Welfare Reform Strategic Group	Financial Inclusion partnership to identify priorities and address through action plan (From April 2014) Review actions (April 2015)	Proportion of children in poverty	April 2016	Danielle Swainston/ Penny Thompson
56 Improve pathway to employment for parents including <ul style="list-style-type: none"> • Volunteering programme • FamilyWise programme • TFTC focus on employment outcomes • Early Intervention workers to focus on employment outcomes 	Develop effective pathways between TFTC team and providers (April 2014) Develop effective pathways between early intervention locality teams and providers (April 2015)	Overall employment rate (proportion of people of working age population who are in employment)	April 2015	Danielle Swainston
57 Delivery of Hartlepool Youth Investment Project (HYIP)	Bi-monthly Careers Education, Information, Advice and Guidance (CEIAG) meetings (Ongoing) Quarterly working group meetings (Ongoing) Monitor project performance quarterly (Ongoing) Complete HYIP Brochure (September 2014) Partner Update Event (September 2014)	Youth Unemployment rate (Hartlepool) the proportion of economically active 18 to 24 year olds who are unemployed and employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	September 2015	Julie Seymour

Objective 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
58 Implementation of Raising Participation Age Strategy	Implementation of Risk of NEET Indicator (RONI) register (March 2015) Implementation of September Guarantee (March 2015)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	September 2015	Mark Smith
59 Delivery of Youth Guarantee Scheme	Commencement of Mentoring Programme (April 2014) 200 learners progressing into education, employment or training (September 2014)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	October 2014	Julie Seymour
60 Implement the Hartlepool 'Childcare Sufficiency Assessment'	Full 3 year strategy implemented (September 2015)	Proportion of children in poverty	September 2015	Penny Thompson
61 Delivery of Youth Engagement & Support (YES) Project	Promote project to key partners (June 2014) Develop employability programmes (September 2014) Deliver Health and Employment programme for young people (March 2015)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) and Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	December 2015	Julie Seymour
62 Delivery of Youth Contract	Promote project to key partners (June 2014)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) and Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	March 2016	Julie Seymour

Objective 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
63 Implement Regional Growth Fund (RGF) Tees Valley Jobs & Skills Investment Scheme to create 700 jobs	First cohort enter into employment (April 2014) Promote project to employers and partners (June 2014) Monitor performance of the project (Ongoing)	Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	September 2015	Patrick Wilson
64 Delivery of employability and enterprise sessions to young people aged 13 to 19 years old	Work with young people to enable them to organise and design the events (August 2014) Six monthly events (Ongoing)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2017	Scott Campbell / Beth Storey
65 Develop successful study programmes for 16 to 18 year olds	Develop new programmes of study (September 2014)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	July 2015	Teresa Latcham
66 Implement programmes to improve the Literacy and Numeracy of young adults	Develop programmes to combat financial exclusion (September 2015)	Indirect contribution to the employment rate- proportion of 16 -24 year olds who are in employment	July 2016	Teresa Latcham
67 Implement the Family Learning strategy to provide support to parents	Develop successful partnerships with Children's centres and schools (September 2015)	Indirect contribution to the proportion of children in poverty	July 2016	Maggie Heaps
68 Enhance Volunteering programmes	Development of placement opportunities (September 2014)	Indirect contribution to the overall employment rate (proportion of people of working age who are in employment)		Maggie Heaps
69 Implement support programmes aimed at increasing the number of young people from deprived wards who apply to the top universities	Student visits to Oxford and Cambridge each year (Ongoing)	Percentage gap reduction between those young people from low income backgrounds and those that are not progressing to higher education		Dean Jackson

Objective 5

To boost the visitor economy

OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2017 Target
Visitor numbers	Scarborough Tourism Economic Activity Monitor (STEAM), Hartlepool Borough Council (HBC)	Annual (2012-13)	10 million	10.5 million
Value of visitor economy	STEAM, HBC	Annual	£117million (2009)	£135 million
Number of unique visitors to destination Hartlepool website	Google Analytics, HBC	Quarterly	43,850 (2013)	50,000
Number of social media followers	Twitter / Facebook, HBC	Quarterly	Twitter - 663 Facebook - 540	Twitter -1,200 Facebook -1,000
Overall Employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/HBC	Annual	62.1% (Sept 2013)	65%

Objective 5 To boost the visitor economy

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
70 Develop and implement a 1 year rolling marketing plan to raise the profile as a place to invest and visit, utilising appropriate research data	Complete Annual Marketing Plan (Ongoing) Review annual STEAM report (Ongoing)	Visitor numbers and value of visitor economy	March 2017	Harland Deer
71 Development of the Destination Hartlepool / Invest in Hartlepool website and social media activity.	Undertake 30 e-Marketing campaigns per annum (Ongoing)	Number of unique visitors to destination Hartlepool website and number of social media followers	March 2017	Harland Deer
72 Develop and deliver bespoke training courses.	Increase awareness of the tourism product in Hartlepool and Tees Valley through bespoke training. (March 2017) Hold 4 courses per annum (Ongoing)	Indirect contribution to visitor numbers	March 2017	Harland Deer
73 Undertake business networking events to support the visitor economy.	10 events/meetings per annum (Ongoing)	Indirect contribution to visitor numbers	March 2017	Harland Deer
74 Undertake programme of targeted account management with key tourism businesses to provide business advice.	Engage with key tourism businesses to improve communications and networks delivery (September 2012) 30 business meetings per annum (Ongoing)	Indirect contribution to visitor numbers	March 2017	Harland Deer
75 Increase the Hartlepool marketing and cultural offer.	2 marketing campaigns per annum with key stakeholders to raise profile of Hartlepool (Ongoing)	Visitor numbers and value of visitor economy	March 2017	David Worthington
76 Undertake research with stakeholders and customers to gauge relevance and effectiveness of marketing activities and cultural programming.	Undertake Market research (March 2015)	Visitor numbers and value of visitor economy	March 2017	Harland Deer

Objective 5 To boost the visitor economy

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
77 Engage with schools and colleges to raise the profile of the visitor economy to the potential new workforce through bespoke awareness raising events.	To improve the perception of sector through 2 bespoke events per annum (Ongoing)	Overall employment rate	March 2017	Harland Deer
78 Support and deliver a programme of events for Hartlepool.	Undertake market research to target events (March 2015)	Visitor numbers and value of visitor economy	March 2017	Clare Irvine
79 Deliver World War 1 programme of events.	Events for 100th anniversary of bombardment (December 2014)	Visitor numbers and value of visitor economy	March 2015	David Worthington



Economic Regeneration Team

Hartlepool Borough Council

Hartlepool Enterprise Centre

Brougham Terrace

Hartlepool

TS24 8AY

Tel: 01429 523503

enterprisecentre@hartlepool.gov.uk

www.investinhartlepool.com