

# Economic Regeneration Strategy



## Action Plan 2011 - 2014

# 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	2014 Target
Number of new businesses on Enterprise Zone sites	Database, Hartlepool Borough Council (HBC)	Annually	N/A	10
Percentage occupancy levels of Hartlepool business premises	Database, HBC	Annually	82.8% (2011)	85%
Business stock (businesses units in Hartlepool)	Annual Business Register / NOMIS, HBC	Annually	2,355 (2011)	2,400
Value of Regional Growth Fund Investment	Department for Business, Innovation and Skills (BIS), HBC	N/A	N/A	£20 Million 250 Jobs
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	88.7% (2009)	90%
Percentage of newly born enterprises surviving two years	Annual Business Register / NOMIS, HBC	Annually	76.8% (2008)	77.4%
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Annual Business Register / NOMIS, HBC	Annually	29 (2010)	30
Number of jobs created	Database, HBC	Annually	344 (2010-11)	500



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## ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
1	Lead on the development and coordination of the Hartlepool Enterprise Zone sites with key stakeholders.	Stakeholder meetings 4 per annum (March 2012) Implement 3 marketing campaigns (April 2012)	Number of jobs created, new business registration rates and new businesses on EZ	March 2014	Mick Emerson
2	Implement Local Development Orders (LDO) for Enterprise Zones.	Public Consultation (November 2011) Submit report to full council (March 2012)	New businesses on EZ	April 2012	Andrew Carter
3	Undertake audit of existing commercial premises and business infrastructure in context of growth sectors and produce report for commercial premises and business parks.	Complete audit (March 2012)	Percentage occupancy levels of Hartlepool business premises	September 2012	Mick Emerson
4	Engage with existing and potential landlords, agents and developers to respond to issues raised in the property audit.	Draw up terms of reference for group (April 2012) Compile database of stakeholders (June 2012)	Percentage occupancy levels of Hartlepool business premises	March 2014	Mick Emerson
5	Undertake study of vacant properties/sites to proactively identify potential end use for businesses and implement 4 marketing campaigns to promote sites.	Study of vacant properties/sites completed (August 2012) First marketing campaign completed (September 2012)	Percentage occupancy levels of Hartlepool business premises	March 2014	Mick Emerson

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## ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
6	Form a group of business ambassadors to market the Borough to their business networks (including internationally) to stimulate potential new investment.	Review best practice elsewhere (May 2012) Identify potential partners and produce marketing pack (August 2012)	Indirect contribution to value of inward investment	March 2013	Mick Emerson
7	Examine the supply chain requirements of identified growth sectors and Enterprise Zone businesses and match to existing business stock, identifying potential gaps in supply chain and opportunities for development of existing businesses.	Undertake needs analysis and production of report (January 2012)	Indirect contribution to percentage of newly born enterprises surviving one year	March 2012	Mick Emerson
8	Deliver Business Advice and Brokerage – programme of targeted account management with key businesses. Develop and maintain relationships with individual businesses	Develop diagnostic pack for account management (April 2012) 100 business meetings per annum (March 2013)	Increase percentage of newly born enterprises surviving one year and new business registration rates Number of VAT/PAYE Job Created Business Stock	March 2014	Mick Emerson



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## ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
9	Increase the awareness of opportunities for businesses to become involved in providing products and services to HBC and the wider public sector	Source regional, sub regional and local public sector procurers (March 2012) Hold a minimum of 1 event per annum (March 2013)	Indirect contribution to percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson
10	Improve business community cohesion utilising various groups and networks and social media by creating an interactive communication platform.	Create communication platform for business community (December 2012) Support 3 business groups (March 2013)	Indirect contribution to percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson
11	Develop relationships with key partner organisations/providers in the public and private sector, including higher education establishments to increase awareness of wider business support and share information on the business support offer including financial assistance vehicles and disseminate through business engagement events.	Develop database of key providers (March 2012) Undertake 6 meetings per annum (March 2013) Develop database of finance providers (April 2012) 2 Events/engagement with NE Finance and other providers per annum (March 2013)	Indirect contribution to percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson

# OBJECTIVE 1

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## ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
12	Continued provision of Incubation support service including mentoring, pre-start support (Enterprise Coaching), financial assistance, brokerage and other initiatives.	Secure Coaching provision (April 2013) Coach 100 people per annum (March 2013)	Indirect contribution to business survival and new business registration rates Number of VAT/PAYE Job Created Business Stock	March 2014	Mick Emerson
13	Engage with schools and colleges to increase awareness of self-employment and entrepreneurship by undertaking visits by businesses to schools and visa versa.	Seek suitable partners from local businesses (April 2012) Undertake 2 events per annum (March 2013)	Indirect contribution to new business registration rates	March 2014	Mick Emerson
14	Undertake "Get Serious" awareness raising activities including marketing campaigns and events.	Continue development of "Get Serious" brand (June 2012) Undertake 2 marketing campaigns per annum (March 2013)	Indirect contribution to new business registration rates	March 2014	Mick Emerson
15	Engage with DWP Providers to offer unemployed individuals a wider package of support where appropriate to enter into self-employment.	Review existing support and amend to complement new programmes (June 2012) Undertake 2 meetings per annum (March 2013)	Indirect contribution to new business registration rates	March 2014	Mick Emerson



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## ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
16	Continue to develop the 'Buy Local' initiative to include targeted business to business activities.	Joint development of the initiative with the Federation of Small Businesses and Hartlepool Mail (March 2012) Undertake 2 initiatives per annum (March 2013)	Percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson
17	Refresh the Voluntary & Community Sector (VCS) Strategy and combine with the Compact.	Consultation with external partners (April 2012) Promotion/raising awareness event (July 2012)	Indirect contribution to business survival rates	March 2013	Karen Oliver
18	Research EU funding opportunities relating to business infrastructure, business support, employment and skills activity	Review of European Structural Funding with partners (September 2012)	Indirect contribution to percentage of newly born enterprises surviving one year, new business registration rates, number of VAT/PAYE, jobs created and business stock	March 2013	Patrick Wilson

# 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	2014 Target
Value of investment in key regeneration sites	Database, Hartlepool Borough Council (HBC)	Annually	N/A	£6.75m
Value of income from external funding sources	Database, HBC	Annually	N/A	£100,000
Affordable homes delivered (gross)	Housing Monitoring System HBC	Annually	181 (2010-11)	240
Number of new homes built on regeneration schemes	Housing Monitoring System HBC	Annually	N/A	Monitoring Only
Business stock (businesses units in Hartlepool)	Annual Business Register / NOMIS, HBC	Annually	2,355 (2011)	2,400
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Annual Business Register / NOMIS, HBC	Annually	29 (2010)	30
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	88.7% (2009)	90%
Percentage of newly born enterprises surviving two years	Annual Business Register / NOMIS, HBC	Annually	76.8% (2008)	77.4%
Number of jobs created	Database, HBC	Annually	344 (2010-11)	500
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 Empty homes	57 long term (over 6 months) empty homes brought back into use 2010/11
Percentage per capita reduction in CO <sub>2</sub> emissions in the LA area	Department of Energy and Climate Change (DECC), HBC	Annual	N/A	12.4% reduction
Congestion – average journey time per mile during the morning peak	Department for Transport, HBC	Annual	1.51 minutes (2009-10)	maintain 1.51 minutes



## 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
19 Develop a robust planning policy framework to facilitate the regeneration of key sites	Adoption of Local Plan (Core Strategy) (October 2012)  Completion of Seaton Carew Supplementary Planning Document (December 2012)  Completion of Central Area Supplementary Planning Document (December 2012)  Completion of Wynyard Master Plan (March 2013)	Indirect contribution to value of investment in key regeneration sites	March 2013	Derek Gouldburn
20 Research emerging funding opportunities and prepare bid submissions to secure financial resources	Prepare bid submissions e.g. to the forthcoming Coastal Communities Fund (March 2013)	Value of income from external funding sources	March 2014	Gemma Day

## OBJECTIVE 2

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

### ACTIONS

21

Develop the Innovation and Skills Quarter (ISQ) to assist with the regeneration of the town centre

Cleveland College of Art and Design (CCAD) to complete its expansion scheme (March 2012)

Indirect contribution to value of investment in key regeneration sites

March 2014

Rob Smith

Completion of Hartlepool Managed Workspace Feasibility Study for former Crown House site and selection of preferred business model (August 2012)

Hartlepool College of Further Education (HCFE) to complete the final phase of redevelopment (September 2012)

Selection of a partner for delivery of scheme on former Crown House site (March 2014)

Review opportunities for the delivery of the physical improvement scheme in Church Square (March 2013)

Consider options and funding for the delivery of the Stockton Street connectivity improvements (March 2014)



# OBJECTIVE 2

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## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
22 Develop the Mill House area of the town centre to encourage economic investment.	Report findings of Economic Impact Assessment of Hartlepool United Football Club and Market Interest Assessment for Mill House area to Cabinet (March 2012) Reassess funding opportunities for Mill House area (March 2014)	Indirect contribution to value of investment in key regeneration sites	March 2014	Rob Smith
23 Develop the tourism infrastructure and visitor offer through the delivery of the Seaton Carew Master Plan	Selection of preferred developer for Seaton Carew Master Plan (December 2011) Public consultation on Seaton Carew Master Plan commenced (March 2012) First planning application submitted for development site in Seaton Carew (March 2013) Derelict building demolished (December 2013)	Contribution to 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 number of jobs created	March 2014	Andrew Golightly
24 Improve physical links between key regeneration sites and the town centre by developing a Connectivity Strategy for the Central Area.	Establish Connectivity Working Group for the Central Area (August 2012) First draft of the Connectivity Strategy for the Central Area prepared (March 2013) Deliver first scheme from the Connectivity Strategy (March 2014)	Indirect contribution to value of investment in key regeneration sites Indirect contribution to visitor numbers and value of visitor economy	March 2014	Gemma Day
25 Consultation with local employers; particularly from businesses within the Enterprise Zones, to identify skilled workers' future housing needs	Consultation with potential EZ employers (September 2012) Updated housing needs assessment produced (December 2013)	Indirect contribution to number of new homes built on regeneration schemes	March 2014	Nigel Johnson

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## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
26 Implement Baden Street Improvement Scheme	Establish procedures for implementation of the Baden Street project (March 2012) Complete improvement works in partnership with landlords on 11 properties (December 2012)	Number of long term (over 6 months) empty homes brought back into use	December 2012	Gemma Day
27 Establish funding for the completion of the Housing Market Renewal (HMR) programme	Research opportunities for completion of the (HMR) programme (January 2012)	Affordable homes delivered (gross) and value of investment in key regeneration sites	March 2012	Damien Wilson
28 Implement the empty homes pilot scheme	Establish policies and procedures for the Empty Homes project in partnership with Housing Hartlepool (March 2012) 15 landlords participate in scheme and sign lease agreement (March 2012) Improvement works completed property occupied (August 2012)	Number of long term (over 6 months) empty homes brought back into use	August 2012	Amy Waller
29 Liaise early with Registered Providers on affordable housing proposals on new residential schemes to deliver an appropriate mix of affordable housing	Stakeholder meeting with Registered Providers (December 2011)	Affordable homes delivered (gross)	March 2012	Nigel Johnson



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### ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
30	Seek funding for highway improvements in the A689/ Wynyard area, particularly through developer contributions.	Community Infrastructure Levy contributions to be pursued for new development likely to increase traffic volumes in the area (September 2012)	Congestion – average journey time per mile during the morning peak and the percentage change in the number of people killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years	March 2014	Mike Blair
31	Development of the Urban Traffic Management Control system, in conjunction with the other Tees Valley authorities.	Introduction of Tees Valley UTMC common database (December 2011)	Congestion – average journey time per mile during the morning peak	March 2013	Peter Frost

# 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	2014 Target
Overall employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/ Hartlepool Borough Council (HBC)	Annual	61.4% (March 11)	63%
Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	NOMIS/HBC	Annual	7.3% (Nov 11)	6.2%
Self-employment rate	NOMIS/HBC	Annual	8% (March 11)	9%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	NOMIS/HBC	Annual	44.5% (March 11)	46.5%
Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	DCSF/HBC	Annual	7.3% (Nov 11)	6.5%
Youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	Office for National Statistics (ONS)/HBC	Annual	16.9% (Nov 11)	14.1%
Number of jobs created	Database, HBC	Annually	344 (2010-11)	500
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	88.7% (2009)	90%
Percentage of newly born enterprises surviving two years	Annual Business Register / NOMIS, HBC	Annually	76.8% (2008)	77.4%



# 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	2014 Target
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	30% (2010-11)	Monitor only
Achievements are in line with national average for GCSE 5 A*-C and UCAS average score.	NOMIS, HBC	Annual	707.4 77.1%	Monitor only
Care leavers in education, employment or training	DCSF, HBC	Annual	66.7% (2010-11)	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	22% (2010)	25%
Number of Apprenticeship starts	Skills Funding Agency (SFA)	Annual	277 (2010-11)	Monitor only
Number of Apprenticeship Framework Completions	Skills Funding Agency (SFA)	Annual	134 (2010-11)	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
32	Implement new training opportunities at level 3 to allow progression to level 4 qualifications.	Three additional learning programmes developed (April 2012)	Indirect contribution to proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	July 2012	Maggie Heaps
33	Development of a single point of contact for employers across the Tees Valley sub-region	Establishment of a Tees Valley wide Employer facing website to direct enquiries to the most appropriate point and give essential information (March 2012)	Employment rate	July 2013	Sue Hannan (TVU)
34	Raise awareness of Targeted Recruitment and Training (TRT) clauses	Participate in 'meet the buyer' events to promote procurement opportunities to SME's (March 2013)	Indirect to percentage of newly born enterprises surviving one year	December 2013	Diane Martin
35	Submit bid for Flexible Support Fund (FSF)	Market opportunity to Hartlepool Works and employers (December 2011)	Percentage of newly born enterprises surviving 1 year, employment rate, youth employment rate & unemployment rate & number of jobs created	June 2012	Diane Martin
36	Full implementation of the Raising the Participation Age (RPA) strategy.	Promotion of post-16 opportunities (September 2013)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2014	Mark Smith / Tom Argument
37	Support services offered to schools with high numbers of pupils on free school meals (FSM) to narrow the education gap	Identification of schools with high numbers of pupils on FSM (July 2012).	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 2014	Tom Argument



# 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
<b>38</b> Develop the 14-19 curriculum pathways in conjunction with employers from new industries and identified growth sector areas	11-19 team to work with schools and colleges to increase students access to STEM subjects (July 2012)	Uptake of STEM subjects at Key Stage 4 & 5	March 2014	Tom Argument
<b>39</b> Fully implement the 11-19 Operational Plan to raise education standards at key stage 4 and 5.	6 yearly meetings of the Raising Achievement Group (October 2012)	Improvement in achievement of GCSE 5 A*-C and higher UCAS average score	March 2014	Tom Argument
<b>40</b> Further develop progression pathways for vulnerable young people including teenage parents, Looked After Children (LAC) and Care Leavers.	Implementation of LAC programme (September 2011) Continuation of Teenage Parents Programme (September 2011)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2014	Kelly Armstrong / Tom Argument
<b>41</b> Implement the new NHS Sector Academy	Protocol developed between JCP, HCFE and NHS and wider care sector (June 2012)	Overall employment rate	March 2013	Christina Blaney (JCP)
<b>42</b> Develop the 'Work Together' /volunteering activity	Market programme to local residents (June 2012)	Overall employment rate	March 2013	Christina Blaney (JCP)

# 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	Develop a fully operational website for access to the latest informative data on Employment Learning and Skills intelligence across the Tees Valley	Launch of LMI system, <a href="http://www.skillsteesvalley.co.uk">www.skillsteesvalley.co.uk</a> (March 2012)	Overall employment rate	December 2012	Sue Hannan (TVU)
44	Develop partnership agreements with Work Programme prime providers.	First quarterly update report submitted by Work Programme providers (June 2012)	Unemployment rate	March 2013	Diane Martin
45	Complete mapping exercise to identify what post 16 employment and training provision is available within Hartlepool	Employment & training providers engaged in mapping exercise (September 2012)	Indirect to employment rate and unemployment rate	December 2012	Patrick Wilson
46	Development of Hartlepool Works consortium to target local residents to access employment and training opportunities	Hold employer event to promote live vacancies (April 2012) Hold employer event to promote live vacancies (September 2012)	Unemployment rate	December 2012	Caron Auckland
47	Ensure all housing developments over 20 units are linked to job opportunities and training by engaging with developers where applicable to promote Targeted Recruitment and Training (TRT) clauses	Promotion to developers on TRT clauses (March 2013)	Overall employment rate	March 2014	Diane Martin
48	Implementation of National Careers Service	National Careers Service in place (April 2012)	Overall employment rate	April 2012	Petrina Lyn
49	Development of new partnership arrangements between Hartlepool Borough Council and the National Apprenticeship Service (NAS) to promote apprenticeship programmes to employers	Promotional events to raise awareness of National Apprenticeship Week (Feb 2012) Engagement events (Sept 2012)	Overall employment rate	April 2013	Patrick Wilson



# 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
50	Complete research into skills gaps in Hartlepool	Engagement with businesses, providers and key partners (December 2012)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	March 2014	Patrick Wilson
51	Implement 3 new Apprenticeship Frameworks for adults including renewables	Marketing campaign to promote apprenticeships to employers (January 2012)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher, number of apprenticeship starts & number of apprenticeship framework completions	September 2012	Andy Steel
52	Design and secure approval for new Higher Education courses to increase the numbers of HE students in Hartlepool	Commence design of 3 Foundation Degrees with Teesside University (December 2011)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	September 2012	Andy Steel
53	Create a Renewables Centre to deliver job specific training to employees and support job opportunities in this sector	Centre to be constructed in the Skills Academy at HCFE (September 2011)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	April 2012	Andy Steel
54	Develop new pathways for adults to access the labour market in conjunction with Job Centre Plus	Design Work Academy programme in partnership with JCP (November 2011) Service Level Agreements signed between HCFE and JCP (April 2012)	Overall Employment rate	December 2012	Andy Steel
55	Work with the Federation of Small Businesses to design bespoke training courses to encourage upskilling and to increase the number of self employment start ups	New programmes to be on offer to small businesses and residents considering self employment (September 2012)	Self-employment Rate	September 2012	Andy Steel FSB Committee

# 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	2014 Target
Overall employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/Hartlepool Borough Council (HBC)	Annual	61.4% (March 11)	63%
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	7.3% (Nov 11)	6.5%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	NOMIS/HBC	Annual	44.5% (March 11)	46.5%
Youth Unemployment rate (Hartlepool) The proportion of economically active 18 to 24 year olds who are unemployed	Office for National Statistics (ONS)/HBC	Annual	16.9% (Nov 11)	14.1%
Percentage gap reduction between those young people from low income backgrounds and those that are not progressing into higher education	School census (HBC) Department for Innovation, Universities and Skills (DIUS)	Annual	16% (Aug 11)	Monitor only
Proportion of children in poverty	Department for Work and Pensions (DWP), HM Revenues and Customs (HMRC)	Annual	31.3% (May 2010)	28%
Number of Credit Union Savings Accounts opened by residents	Hartlepool Credit Union, HBC	Annual	123 (April – Sept 11)	400



# 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
56 Implement the Early Intervention Strategy	Cabinet approval of the Early Intervention Strategy (June 2012) Develop and commission services to deliver Early Intervention Strategy (August 2012)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) and proportion of children in poverty	March 2014	Mark Smith
57 Submit bid for the new 'Innovation Fund' to help address youth unemployment.	Research & identify social investor (January 2012)	Youth unemployment and employment rate (Hartlepool)	September 2012	Diane Martin
58 Implement support programme aimed at increasing the number of young people from deprived wards who apply to the top universities	Student visits to Oxford and Cambridge (July 2012)	Percentage gap reduction between those young people from low income backgrounds and those that are not progressing to higher education	March 2014	Tom Argument
59 Implement the Going Forward Together model to target young people classified as the most 'high risk' of becoming NEET.	Agree protocol with Through Care Team (April 12) Develop protocol with Team Around the Secondary School (July 12)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2014	Patrick Wilson
60 Support the implementation of the National Citizen Service Pilot.	Hold marketing event (March 2012) First cohort recruited on programme (April 2012)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	September 2012	Mark Smith
61 Develop and introduce a Teenage Parents 'Pathway to Employment programme'	Marketing of programme to statutory agencies and post-16 providers (March 2012)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	April 2012	Mark Smith

# 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
62	Implement the European Social Fund (ESF) Families with Multiple Problems programme	Integrate Employment Advisors within multi-agency Teams Around the Schools (TAS) (February 2012) Hartlepool Council to secure subcontracting arrangements with the Wise Group (January 2012)	Overall Employment rate	January 2014	John Robinson
63	Submission of Big Lottery Fund Financial Inclusion bid	Engage with stakeholders to develop consortium bid (December 2011)	Number of Credit Union Current Accounts / Saving Accounts opened by residents	May 2012	John Morton
64	Develop referral channels for adults to access combined financial help and employment advice services	Financial Inclusion Partnership to consider referral channels (August 2012)	Number of Credit Union Current Accounts / Saving Accounts opened by residents	March 2013	John Morton



# OBJECTIVE 5

To boost the visitor economy

## OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Visitor numbers	Scarborough Tourism Economic Activity Monitor (STEAM), Hartlepool Borough Council (HBC)	Annual	3.16million (2009)	3.47million
Value of visitor economy	STEAM, HBC	Annual	£117million (2009)	£129million
Number of unique visitors to destination Hartlepool website	Google Analytics, HBC	Quarterly	18,269 (2010-11)	30,000 unique visits per annum
Number of social media followers	Twitter / Facebook, HBC	Quarterly	Twitter 350 Facebook 113	1000 500
Overall Employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/HBC	Annual	61.4% (March 11)	63%

# OBJECTIVE 5

To boost the visitor economy

## ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
65	Develop and implement a 2 year marketing and communication plan to raise the profile as a place to invest and visit, utilising appropriate research data.	Complete Marketing & Communications Plan (March 2012) Review annual STEAM report (March 2012)	Visitor numbers and value of visitor economy	March 2014	Jo Cole
66	Review and improve visitor information links between visitor locations to improve connectivity in Hartlepool.	Visitor information points created or improved (March 2013)	Visitor numbers and value of visitor economy	March 2014	Jo Cole
67	Develop Destination Hartlepool / Invest in Hartlepool websites and social media activity.	Complete website and engage businesses / visitors / investors to utilise the site (March 2012) Undertake 25 e-Marketing campaigns per annum (March 2013)	Number of unique visitors to destination Hartlepool website and number of social media followers	March 2014	Jo Cole/ Michelle Daurat
68	Develop and deliver bespoke training courses, including the 'Discover Hartlepool' and 'My Hartlepool' projects.	Increase awareness of the tourism product in Hartlepool and Tees Valley through bespoke training. (March 2014) Hold 4 courses per annum (March 2013)	Indirect contribution to visitor numbers	March 2014	Jo Cole
69	Undertake business events to support the visitor economy.	Deliver Network Partnership Activity (March 2013) 10 events/meetings per annum (March 2013)	Indirect contribution to visitor numbers	March 2014	Jo Cole



# OBJECTIVE 5

To boost the visitor economy

## ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
70	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 (March 2013)	Indirect contribution to visitor numbers	March 2014	Jo Cole
71	Undertake a joint marketing campaign with partners and key stakeholders across the region.	2 marketing campaigns per annum with key stakeholders to raise profile of Hartlepool. (March 2013)	Visitor numbers and value of visitor economy	March 2014	Jo Cole
72	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 (March 2013)	Overall employment rate	March 2014	Jo Cole
73	Deliver the Diamond Festival in Hartlepool	Event delivered (June 2012)	Visitor numbers and value of visitor economy	October 2012	Michelle Daurat