

AN ACTION PLAN FOR THE HARTLEPOOL SOUTHERN BUSINESS ZONE

**REALISING THE OPPORTUNITIES:
BENEFITTING THE SUB REGION**

February 2009

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A Plan for Action

This Action Plan represents a *focus for change* for a key economic driver of the Tees Valley. It sets out a vision for the Hartlepool Southern Business Zone (SBZ) that will allow it to contribute to and benefit from the economic growth of the Tees Valley and the wider North East region. The Action Plan identifies a portfolio of proposals which will improve the SBZ, both in terms of its ability to secure new private investment but also in relation to helping the indigenous business community in the SBZ to grow and prosper. The Action Plan will therefore ensure that the future regeneration of the SBZ is evidence based, planned and strategic in nature.

Our vision for the future of the SBZ is for it:

'to become a driver of success for the sub-region, ensuring the SBZ captures recognised opportunities for growth for the benefit of local people, business and the environment'

The Plan is concentrated around the **economic development** and **worklessness** agendas and will help to combat issues connected with lower than average economic growth and higher than average unemployment levels. The plan is therefore firmly focussed on helping the Tees Valley and the wider North East region to address economic competitiveness and help tackle problems which flow out of a poorly performing economy.

This Action Plan has been developed around a number of guiding principles which are all important building blocks for the future regeneration of the SBZ. These principles are:

- 1. Holistic regeneration-** ensuring that the SBZ is revitalised in an economic, as well as physical sense, so that the local business community is strengthened in addition to ensuring a higher quality physical environment. Our Action Plan therefore encompasses economic development as well as physical improvement and our three core pillars in this plan revolve around **PEOPLE, BUSINESS** as well as **PLACE**.
- 2. Developing the right environment to stimulate private sector investment in the SBZ-** the Action Plan (particularly those projects related to the physical regeneration of the SBZ) recognises that stimulating investors and developers from the private sector will be key to the future of the SBZ. The public sector alone will not be able to create (and finance) the levels of change that are required within the SBZ.
- 3. Position the SBZ to take advantage of real opportunities for economic growth-** the Action Plan will ensure that in the future the SBZ takes advantage of recognised growth sectors, in particular positioning itself to become a location for the growing chemicals, engineering and energy sectors.

4. **Developing a programme for improvement rather than a *shopping list of projects***- the Action Plan contains a portfolio of interlinked projects which complement one another as opposed to a plan which contains a list of disparate and unconnected activities.
5. **Ensures the SBZ plays a key role in increasing the competitiveness of the North East economy**- the Action Plan understands that the scale of the opportunities found in the SBZ are at a level which will ensure that it can play a vital part in the economic growth of the Tees Valley as well as the wider North East economy. Our plan therefore understands that improving the SBZ is not just important for Hartlepool.

The content of the Action Plan is grounded in an evidence base which includes a large number of consultations with a range of stakeholders. The evidence base was established through an analysis of a far reaching set of statistical data which looked at the issues including property and land values on the SBZ, economic diversity, skills level of local people and the size and composition of the SBZ business community. The evidence base also included a physical audit of the SBZ which looked at issues such as the quality of existing property and land, infrastructure and transport, green space and the quality of landscaping and public space.

Consultations to inform the Action Plan covered a wide range of players including strategic stakeholders, land owners, developers, property agents and, critically businesses themselves. Over half of businesses in the SBZ have fed into the development of the Action Plan, not only in terms of identifying the problems of the area but also in coming up with credible and realistic solutions.

This Action Plan is therefore grounded in robust background research to again ensure that the proposals for improvement all stem from a clear and well defined need. The full evidence base that has informed this Action Plan can be found in the Phase 1 SBZ report¹.

¹ Hartlepool Southern Business Zone Phase 1 Report: The Evidence Base (March 2008).

Introducing the SBZ

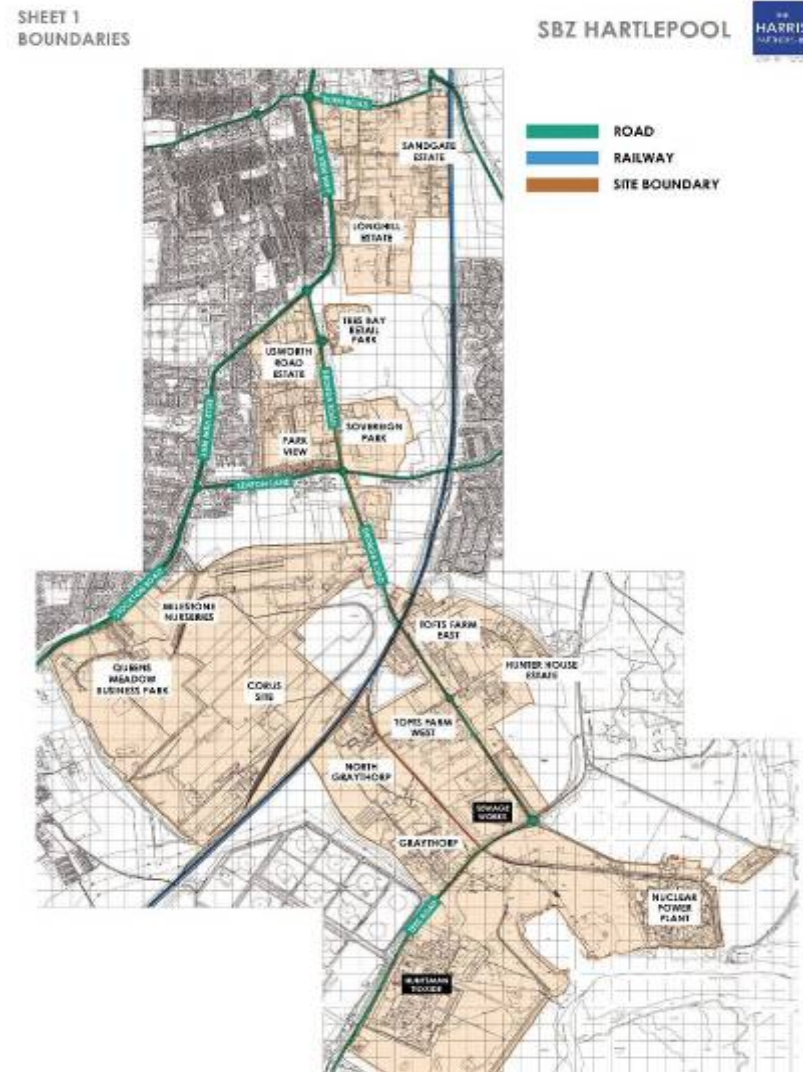
The SBZ consists of 15 separate industrial estates and business parks and covers an area of about 170 hectares to the south of Hartlepool. It is home to approximately 400 companies who between them employ 5,000 people making it a key employment area and a major driver of economic prosperity for the Tees Valley sub-region.

The SBZ contains a mix of different types of commercial activity ranging from retail units in the north through to more heavy industrial uses in the south. The present SBZ business community includes a nuclear power station, a large call centre, a steel works, a variety of large chemical companies as well as a relatively high number of technology related businesses.

The industrial estates and business parks which make up the SBZ are all different in nature meaning a wide mix of land and premises are on offer. Some areas of the zone provide high quality premises set within a good quality environment while others provide accommodation for heavy industry whose physical surroundings are perhaps less attractive in nature. The variety of different offers within the SBZ means that the area comprises of a larger number of smaller zones, each with their own strengths and weaknesses and each facing different opportunities and threats.

The three sizable zones within the SBZ which are defined by internal consistencies around land use and business type and activity are as follows:

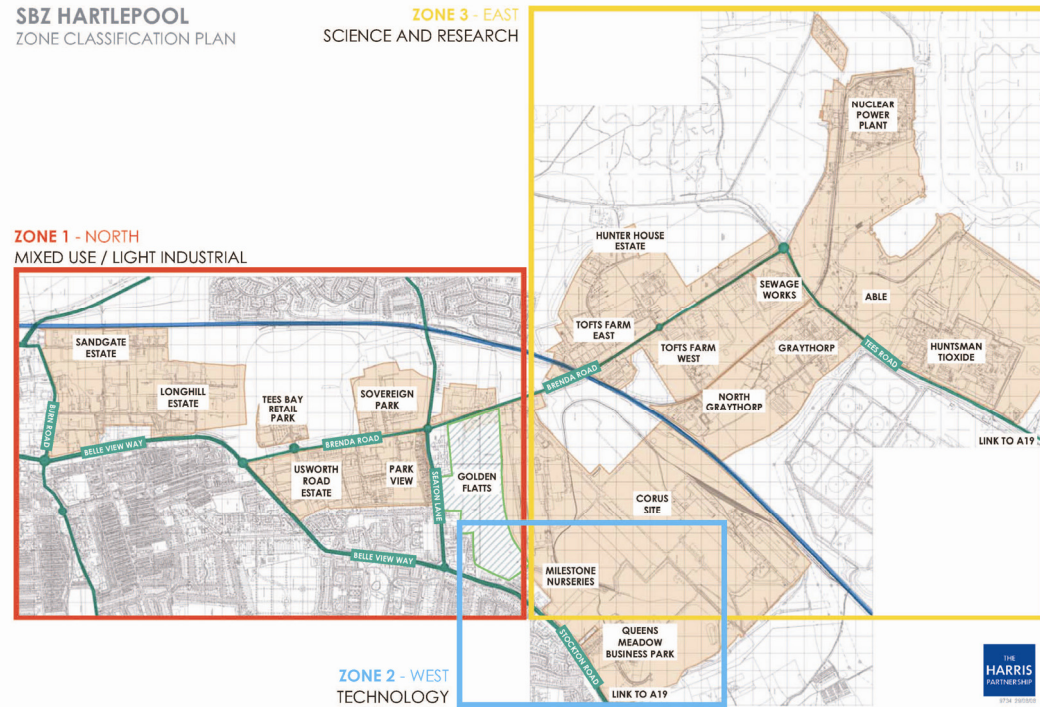
Zone 1 - North - Mixed Use / Light Industrial: encompassing Sandgate Estate, Longhill Estate, Usworth Rd Estate, Park View Estate, Sovereign Park and Tees Bay Retail Park. This zone is the primary mixed use location within the SBZ accommodating a variety of light industrial, office and retail uses with customer facing and non-customer facing



businesses co-existing in close proximity. It is a fairly active location with a reasonable degree of footfall and is situated close to the town centre and residential areas. Given this context, the zone's USPs relative to the wider SBZ includes its diversity of use and property, concentration of customer facing businesses and proximity to the town centre and residential communities.

Zone 2 - West - Technology: encompassing primarily Queens Meadow and also the neighboring Milestone Nurseries site. Queens Meadow is a unique proposition within the SBZ providing high quality business accommodation in managed workspace and individual/ independent units. Queens Meadow might be said to form the zone's primary USP. Quality design is apparent in the built form and also the surrounding landscaping and public realm. Completed schemes at Queens Meadow have proved successful in attracting occupants and with a large rear portion of the estate being undeveloped there is future scope for expansion.

Zone 3 - East - Science / Research: encompassing Tofts Farm East and West, Hunters House, North Graythorp and Graythorp and the large space occupiers of Corus, ABLE UK, Huntsman Tioxide and the Nuclear Power Station. The zone is the most remote from the town centre, features limited residential dwellings and contains some of Tess Valley's largest and most 'unique' employers (the Nuclear Power Station and ABLE UK for example). Land use is predominantly employment with heavy and light industry featuring strongly. Given the presence of the Nuclear Power Station development has, and will continue to be, restricted by regulations regarding development near Nuclear Power Plants. Against this background, the zone's USPs relative to the SBZ include its distance from built up and residential areas and a concentration of heavy industry.



What's Wrong with the Current SBZ?

One of the major issues facing the SBZ is the poor quality of both the physical environment and its commercial premises. The infrastructure and environment in several parts could be referred to as both *tired* and *dated* and this signifies the lack of investment that these areas have seen in the past from both the public and private sector. The poor physical environment of these locations is a key barrier to attracting private sector investment into the SBZ, either in terms of new companies wishing to relocate into the area or in relation to stimulating investment interest from developers.

The SBZ is generally found to lack the modern, high quality premises and sites that are better able to meet the needs of modern business occupiers, such as those from high growth sectors like knowledge based industries. There are some premises which do meet the demands of these modern occupiers and sectors, most notably the successful Queens Meadow Business Park, however much of the SBZ offer is not yet matching the needs of high quality office and industrial enterprises, and perhaps smaller start ups and newly formed enterprises.

Linked in with the physical problems of the SBZ are a set of complex issues relating to issues including business crime, the skills level of local residents, productivity levels and the recruitment and retention of staff. The problems which are characteristic of the SBZ therefore go beyond simply its physical state and any strategy aimed at improving the zone needs to be holistic in nature.

The zone is located next to some of Hartlepool's most deprived neighbourhoods which are themselves areas that have suffered economically and socially. Relatively high levels of worklessness, low education attainment and low skills levels are all key characteristics of these neighbourhoods which both impact on the quality of life of local residents but also the competitiveness of local companies found in the SBZ. If the economic potential of the SBZ can be better realised then it can become a major contributor to tackling some of Hartlepool's key deprivation issues.

SWOT Analysis

An overview of the main strengths, weaknesses, opportunities and threats drawn from the findings of the Stage 1 background research is as follows.

Strengths

- The SBZ business community are positive about their future and a large majority of them predict increases in their turnover, profits and employee numbers. This will mean that the demand for premises, land and also new employees in the future by the indigenous business community of the SBZ will be strong if the area can see holistic improvements.
- The regeneration of Queens Meadow (which was part funded via public finance) demonstrated that there is clear latent demand for higher quality, higher value property within the SBZ with developers now beginning to undertake speculative schemes that have gone on to become fully let with waiting lists.
- The SBZ contains many of the largest employers in the sub-region including Hartlepool Nuclear Power Station, Huntsman and Corus meaning improvements to the SBZ would bring benefits to some of the most high profile companies in the North East. Its strength therefore comes in the form of the size and profile of its business community.
- Local accessibility to and from the SBZ by road is good, with the A19 being 10 minutes away.
- Excellent access to port facilities and the nearest airport is 22 miles away providing increasing transport modes locally available to occupiers / visitors and suppliers to the SBZ.

Weaknesses

- The main sectors that make up the zone are generally the traditional sectors of manufacturing, wholesale and construction. Although this does not mean that the zone has a disproportionate number of companies found in declining sectors it does show that the zone lacks a very diverse economic base from which to build upon.

- Property demand is largely limited to local firms which makes the market relatively inward facing meaning inward investors and in-moving occupiers are not on hand, and can not be relied upon, to absorb the current supply volumes.
- Low values deter developers from undertaking speculative schemes as the build costs may exceed the completed scheme's value.
- Over supply of large, ageing units and employment land within the SBZ which is unsuited to current (and possibly future) market requirements.
- Accessibility to national markets by road is constrained by Hartlepool's peripheral location and its relative distance from the national motorway network.
- 13% of SBZ businesses want to move from their present premises and although all wish to stay within Hartlepool, if they cannot find suitable premises in the SBZ then they will be forced to look further afield, outside of the Borough or sub-region.
- Although local SBZ companies predict they will need more staff in the future there is no guarantee that that these jobs can be filled by local residents.
- Large land ownerships by a small number of occupiers – e.g. Huntsman, Corus, Able UK and the Nuclear Power Plant – means that if these businesses were to close or relocate (although there is no information at present to suggest this is a near future possibility) very large sites would become vacant which would significantly worsen the over supply situation and their future re-use would appear limited in at least the medium term.

Opportunities

- The level of vacant land in the SBZ presents an opportunity for expansion or large scale relocation. Neighbouring areas to the north and south of the SBZ which have seen a growth in the chemicals related industry are all relatively full and there is little vacant commercial space to service any predicted further growth in this sector. The SBZ is therefore well positioned to accommodate this growth if investment is made in the area.

- Leading on from the above point is a recognised growth in sectors that are looking for the types of location and premises that the SBZ can provide. Predicted growth sectors associated with the chemicals and renewable energy sector over the next decade provide huge opportunities for the SBZ if improvements can be made that will ensure the areas offer is right.
- Because of the scale of the SBZ, the level of economic benefits which will be generated from improving the zone will be significant and will help achieve many targets linked to jobs, enterprise growth, economic diversification and brownfield land. Improving the SBZ will therefore help achieve many of the sub-regional and regional objectives associated with increasing the economic competitiveness of the North East.
- There has been significant increase of new companies in Hartlepool over the last three years with the town achieving the third best performance in the North East in terms of VAT registrations. Hartlepool recently experienced a 21% increase in the number of new businesses which is the ninth highest in the country. An increase in the number of businesses within the local economy will obviously see a rise in commercial property required which presents an opportunity for the SBZ.
- Because many SBZ businesses predict a rise in their employee numbers in the next five years this will mean a rise in the number of new job opportunities for local people to take advantage of which in turn will help boost the overall economic performance of the area.
- There is potential to raise values and create higher value 'sub-markets' within the SBZ such as that forming at Queens Meadow through further growth of Queens Meadow or development / redevelopment elsewhere with the SBZ – possibly at the near town centre locations of Longhill, Sandgate, Park View and Usworth Road where property and business use is relatively diverse, vacant units and infill development sites are present and proximity to the centre could be a key attraction.
- Opportunity to attract in new occupiers leading to additional occupier demand to support a potentially expanding local supply chain that could arise in light of the forthcoming expansion of the Able UK ship yard and any decommissioning of the Nuclear Power Plant.

Threats

- Public funding for direct and indirect support is reducing meaning gap funding for projects such as Queens Meadow is less likely than previously.

- The predicted economic downturn in the global economy will undoubtedly effect the Tees Valley both in terms of the growth levels of the indigenous business community but also the availability of finance for developers to use to take forward new commercial opportunities associated with land and property in the SBZ.
- The skills and education levels of the labour force in Hartlepool continues to threaten the level of new inward investment opportunities with the area can attract. The solution to raising the skills and attainment levels of local people are relatively long term and will therefore continue to act as a barrier to economic growth in the future.

The Case for Investment

The SBZ has a number of major opportunities for growth which make it a prime location for policy prioritisation and investment from a range of public stakeholders. The case for investment in the SBZ includes:

- **Uniqueness:** The SBZ is not just another industrial area in the North East. It has a number of positive attributes that make it an important asset for both the Tees Valley and the region as a whole. These assets include Hartlepool's Nuclear Power Station. The SBZ has the only nuclear power station in the North East which, as well as being a major purchaser of goods and services in the regional economy, is also a key research and development facility for this national growth sector. However, the decommissioning of the nuclear power station (due for 2014) presents the North East with a major economic opportunity as projected costs for decommissioning are in the region of £1.5-£3 billion. It is vital that as much of this investment as possible is captured by companies in the North East. Even if 10% of the decommissioning budget was captured by North East firms, this still amounts to a £0.2 billion injection into the regional economy. Specific project interventions are needed to ensure that this major economic opportunity does not pass the North East economy by. Another key asset of the SBZ which makes it unique to the North East is the Dry Dock Facility to the south east of the zone (run by ABLE UK) which is a 25 acre facility that can accommodate ships up to 370m long and which has one of the deepest channels in the country. The facility is utilized for a range of different uses including ship dismantling and could be a major economic growth area for the sub-region if encouraged. Investment in the surrounding area is needed to ensure that this asset for the Tees Valley is fully maximized.
- **Size and scale:** The SBZ is one of the largest commercial areas in the Tees Valley with over 5,000 people currently working within its boundaries. Its scale means the SBZ is not just another industrial estate in the North East and any improvements to the SBZ in terms of physical and economic development would benefit a large number of Tees Valley businesses. The SBZ is also home to some of the sub-regions largest and most important employers including Corus and Huntsman. In order to ensure that these types of companies remain (and grow) within the Tees Valley it is important for the SBZ to be as competitive as possible and for its offer to companies like Corus to be as

strong as it can possibly be. As stated elsewhere in this report Hartlepool has seen the ninth highest increase in business formation (VAT registrations) in the country presenting a unique opportunity to ensure these new businesses remain in Tees Valley as they grow and prosper.

- **Intervention has worked before:** Although the SBZ has lacked investment over the years there has been a number of specific investments in certain parts of the zone which have been successful in improving its overall market offer. Recent investment in the Queens Meadow Business Park to the west of the SBZ has shown that if the offer is right then private sector investment can be stimulated. One North East through the Single Programme has financed the redevelopment of this site to provide modern accommodation which has seen extremely high levels of interest from potential occupiers and parts of the site (including the new Innovation Centre) are 100% let. Public sector gap funding has also stimulated speculative development at Queens Meadow where two units of 38,000 sqft have been built and let. Both tenants have expanded since occupation and Deepdale Solutions is currently building a 10,000 sq ft extension. The local New Deal for Communities (NDC) programme invested £1.5 million to rejuvenate the Longhill and Sandgate Industrial Estates which was seen to significantly increase both business confidence and encourage more investment from both indigenous and new businesses.
- **A clear strategy of improvement:** This Action Plan ensures that there is a clear approach to the regeneration of the SBZ. This means that any investment in the SBZ will be well thought out, have a clear remit and be grounded in evidence and consultation. The regeneration of the SBZ is therefore 'ready to go' and partner buy-in has already been established.

Strategic Objectives

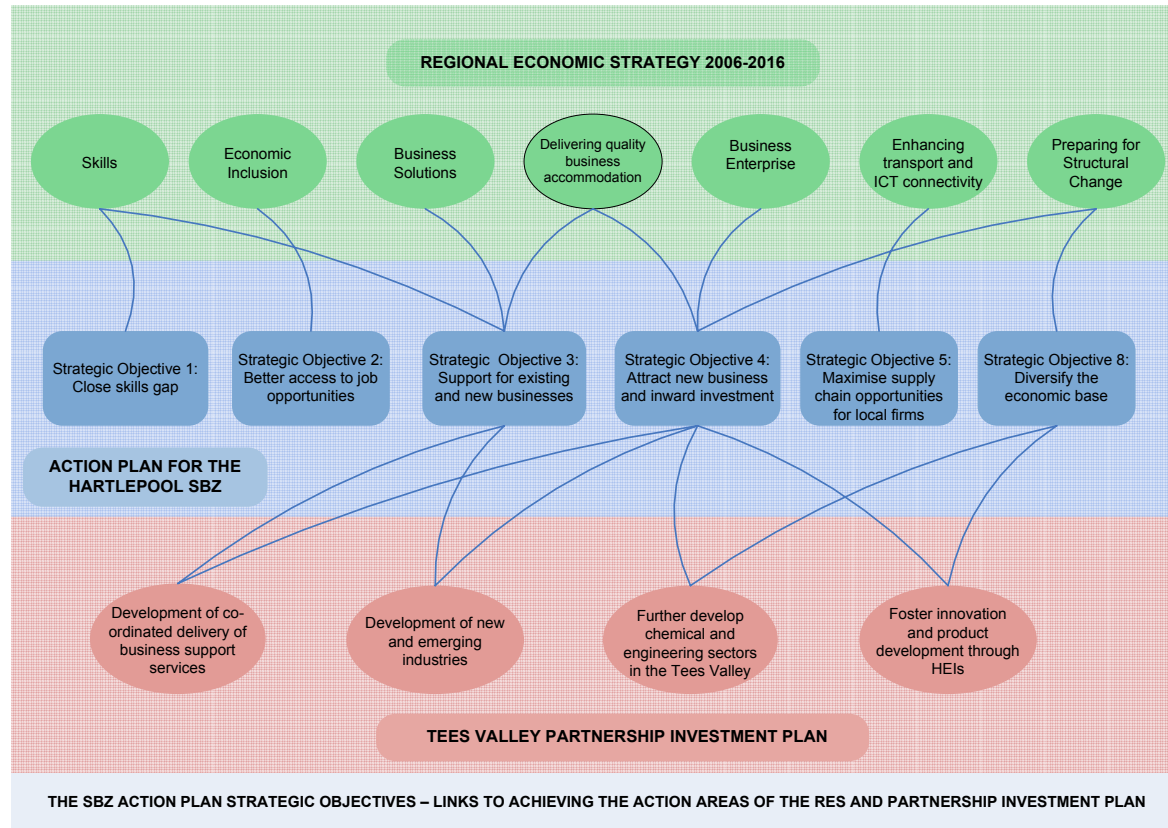
The main strategic objectives of the Action Plan provide the key areas of improvement for the SBZ and the main subjects which the interventions sit under. The objectives will help the vision of the plan set out on page 1 to be realised and therefore ensure that the SBZ becomes a driver of success for the sub-region. The eight Strategic Objectives of the Action Plan are as follows:

- **Strategic Objective 1: Close the skills gap so that local people can better benefit from anticipated economic growth.**
- **Strategic Objective 2: Provide better access to job opportunities.**
- **Strategic Objective 3: Enhance support for existing and new businesses.**
- **Strategic Objective 4: Attract new business and inward investment.**
- **Strategic Objective 5: Maximise supply chain opportunities for local firms.**
- **Strategic Objective 6: Improve the environment, appearance and image of the area.**
- **Strategic Objective 7: Rationalise land use.**
- **Strategic Objective 8: Help diversify the economic base.**

Each of the above strategic objectives help to focus in on eight main improvements for the SBZ. These future improvements relate to **land** in the SBZ, the **property** offer, **business** growth and improvements to the local **workforce**. Each strategic objective helps ensure that the SBZ is not just improved for the sake of it, but rather to directly upgrade the SBZ offer for inward investors, developers and local businesses.

Linking in with other Strategic Priorities

Each of the above strategic objectives of the Action Plan are linked to the priorities of the RES and Tees Partnership Investment Plan. In this respect, the Action Plan is a key mechanism through which the aims and objectives of both the RES and the Investment Plan for Tees Valley can be achieved and realised. In this way, the degree of support and investment given to the proposals laid out in this Action Plan will have a direct bearing on the delivery of the existing strategy objectives within the RES and sub-regional investment plan with the diagram overleaf setting out the main links this Action Plan has with these two key documents.



Alignment with the Town Centre Masterplan

Alongside the Action Plan for Hartlepool's SBZ, the Council has concurrently commissioned work on a Town Centre Masterplan. The SBZ Action Plan takes into account the provisions and scope of the masterplan for the Town Centre in order that the forward planning for the town as a whole can be joined-up and consistent.

There are plans detailed in the Town Centre Masterplan for the possible relocation of the Council depot which is currently located within the Town Centre boundary. Its relocation would have the aim of freeing up centrally located space for development and improving the permeability within

the town centre. The potential relocation of the depot structure is detailed as a project within this Action Plan as the SBZ is a highly appropriate location for the siting of a new facility. The Town Centre Strategy recognises that the SBZ may provide an opportunity in this respect given the requirements for a disproportionately large secure storage area and office space totalling around 3 acres in area. It is agreed that the relocation of the operation would require new facilities to include around 50,000 sq ft industrial workshop space and 12,000 sq ft of office space. Further details of this project are found later in this document.

Alignment to Tees Valley Biodiversity Plan

Hartlepool and some of the SBZ is bordered by the North Sea and features areas of coastline which includes beaches, dunes and coastal grassland. Some of this coast is internationally important for its bird species and is protected as a Special Protection Area/Ramsar site, with additional designations as Sites of Special Scientific Interest and the Teesmouth National Nature Reserve. This means that developers will need to not only take this into consideration but also support biodiversity projects where relevant. Work through the Tees Valley Biodiversity Partnership which partly helps developers consider wider biodiversity and ecology impacts will be encouraged.

Pillars for Delivery

As has been stated earlier, the Action Plan is holistic in nature and each of the eight strategic objectives set out on the previous page is focussed on either improving the people, business or place side of the SBZ.

THEME ONE: PEOPLE

Benefiting local people by developing the skills and competencies of local labour. If the business community of the SBZ is to grow then there will need to be a focus on closing the skills gap so that local people are in a better position to benefit from the anticipated economic growth. The main aims of this theme relates to providing better access to job opportunities for local people- not just to help local residents of Hartlepool and the Tees Valley but also to help local business to overcome their main barriers to growth.

THEME TWO: BUSINESS

Providing support for existing businesses in the SBZ to encourage them to stay, grow and prosper. The aim of projects which fall under this theme relates to enhancing business support for key growth sectors in the SBZ, removing key constraints to business growth and maximizing supply chain opportunities for local SBZ companies.

THEME THREE: PLACE

Improving the physical environment to support existing businesses, and to attract new investment. Projects falling within this theme aim to achieve 'place shaping' with public sector investment used to provide a series of enhanced infrastructure, signage, landscaping and public realm projects that collectively contribute to the creation of a more attractive, better connected, higher profile and more navigable business location that will be more attractive to private sector investment. Within this theme a number of private sector led projects are also put forward, such as the provision of new business accommodation and cosmetic upgrades to existing buildings, to indicate the type of private sector investments and developments that might be delivered downstream of the initial public sector place shaping programme of works.

Project Interventions

The project interventions which will ensure the holistic regeneration of the SBZ are highlighted below, set out under the main three themes of the plan. In the three sections titled Theme 1 People; Theme 2 Business and Theme 3 Place a 'project inventory' is provided where detailed descriptions of individual projects are provided along with information on the aim and rationale of the project and, where appropriate, the project's costs and its outputs and linkages.

THEME ONE: PEOPLE

- **Routeways into Growth Sectors:** This project will provide intensive training and support to unemployed local people, followed by 6 month placements with partner firms in the energy, engineering and chemical sectors, the priority sectors identified as key growth opportunities for the SBZ. The project represents a move away from a *generalist* training programme towards one which specifically feeds recognized growth sectors with the labour they will need to succeed as well as providing trainees with specific skills which are tailored to real job opportunities.
- **Skills and School Partnerships:** This project is the co-ordination of a number of linked initiatives aimed at building partnerships between employers in the energy, engineering and chemical sectors and local schools. The initiative will comprise a package of measures aimed at getting the message into local schools that the energy, engineering and chemical sectors, particularly in Hartlepool, offer extensive employment opportunities in growing, clean and well paid industries.
- **SBZ Public Transport:** This project would provide an estate bus to supplement existing public transport in the SBZ (which is limited in terms of frequency and time periods in which it is operational). The bus would cater for those without a car and also those who need public transport during unusual hours (start and end of shift work). The project would also help reduce the environmental impact of the Action Plan.
- **Work Smart Project:** To provide free advice and support in workforce development, recruitment and human resources for businesses located within the SBZ.
- **SBZ Employer Gateway:** The Employer Gateway aims to respond to the needs of employers located within the SBZ, particularly with regard to tackling supply-side issues such as shortages in skills and labour. The project has the objective of supporting SBZ businesses in finding individuals with the right skills and providing bespoke training for local people in order that the labour needs of the employer are met.

THEME TWO: BUSINESS

- **Sector Specialist for the Energy, Engineering and Chemicals Sector:** The project will recruit a sector specialist to work with firms operating within the energy, engineering and chemicals sectors in the SBZ in order to maximise their growth prospects. The specialist will be responsible for offering advice, support and information to firms, including those in the supply chain to help ensure they are well placed to benefit from anticipated growth in these sectors. The specialist will also be responsible for working with the appropriate agencies to ensure the local labour market meets the needs of these growth industries, and that local people get every opportunity of benefiting from that growth.
- **Business Centre for Small Businesses:** The project will develop a site adjacent to the Innovation Centre at Queens Meadow to provide 20,000sqft of accommodation for new business start-ups. The project will provide for offices and light industrial units, accommodating 10-12 small offices and 6-8 workshops of up to 250sqft.
- **Follow-on Space:** This project will provide high quality space for growing companies within Hartlepool and the Tees Valley to ensure that there is a property *escalator* within the SBZ and that expanding businesses from the various incubator units within the town remain in Hartlepool and have the next step up the property ladder available to them.
- **Supply Chains:** The aim of this project is to maximize key elements of the supply chain for SBZ companies and target major purchases of goods and services found in the SBZ for the benefit of the indigenous business community. The project would start with focusing in on the decommissioning (and rebuild) of the nuclear power station which will require £500 million of goods and services- the project would ensure that as much of this is captured by local SBZ and Tees Valley companies through local contracts.
- **Renewable Energy Feasibility Study:** The project is the commissioning of a detailed and comprehensive study into all the main areas of the renewable energy sector aimed at identifying where businesses and the public sector should be investing in order to gain an optimum return, in terms of generating jobs and local economic development.
- **Working with Existing Business Support Infrastructure:** The project will work with Business Link North East (BLNE) to establish a stronger support mechanism for local SBZ businesses and ensure take-up and intensity is increased.
- **SBZ Business Liaison Managers:** The project would focus on the appointment of two Business Liaison Managers (BLMs) to establish much closer links with businesses across the SBZ, providing them with a first point of contact in relation to their needs, whether in terms of land/ premises, employees, training etc. This key single point of contact would provide a route into an array of public support agencies for local companies and act as a one stop shop for employers to utilize. The existing BLM in Hartlepool has worked very well and this project would extend this existing initiative.

- **Incubation and Business Support Services:** This multifaceted project looks to strengthen the SBZ business community in a number of different ways. This includes the creation of a business network/ association for the SBZ to encourage businesses to link up with one another (and inter-trade) and become a single voice for the area, provide surgeries to allow young businesses to access expert advice from a range of professions and the development of a virtual board for small businesses to call upon who will guide and challenge new entrepreneurs and provide hands-on intensive support with their growth plans.
- **SBZ Business Improvement District:** This project would see the creation of a small number of Business Improvement District (BIDs) on key estates in the SBZ focusing in on Usworth Road, Park View West and Sovereign Park.

THEME THREE: PLACE

The proposed public sector interventions link with the 'place shaping' agenda which includes a programme of environmental and infrastructure works that aim to enhance the aesthetics, visibility, connectivity and ease of movement within the SBZ, unlock new sites for private sector development and enhance the setting and accessibility of existing businesses and properties in order to encourage additional trade and attract / stimulate business growth and inward investment. Local success at Queens Meadow has shown that carefully considered, high quality interventions in infrastructure, landscaping and public realm provision, which seek to unlock strategic sites for development, have the potential to lever in significant private sector investment. The projects proposed under the public sector place shaping agenda are provided below:

- **SBZ area branding:** Undertake a quality branding exercise for the whole of the SBZ in order to ensure it has a higher profile and is recognised as an important business district in order to make it easier to market the SBZ to potential investors. The project will also respond to the place shaping agenda by introducing a number of improvements including comprehensive signage at key gateways and corridors within and through the SBZ to aid navigation and enhance visibility of the area as a distinct business location.
- **Deallocation of employment land:** consider deallocating a strategic site in the SBZ 'Golden Flatts' from employment use. This both deals with the oversupply of employment land which affects Hartlepool as it does the wider sub-region and region and should help contain and direct investment and development within the existing employment estates and locations within the SBZ.
- **Place shaping through landscaping and infrastructure provision:** Projects to improve landscaping on a major road (Brenda Road) running through the SBZ in order to ensure that key routes are visually improved. Street lighting to the extent of Brenda Road, where it is currently absent in parts, to further reflect its status and aid movement plus provision of street lighting and landscaping to Tofts Farm East and Hunter House. Proposed new link road at Graythorp and North Graythorp with street lighting to enhance connectivity and open up sites for development.

- **Upgrade and extend the Recreational Route network:** Projects to improve existing recreation routes (cycling/ walking routes) to increase connectivity and to create additional routes to provide further opportunities for safe and sustainable access and movement within the SBZ and between major occupiers.
- **Green Buffers:** Projects to ensure clear and attractive screens between uses where conflict might arise - such as between residential and business use - to support privacy and promote security. Also projects to screen instances of untidy and unattractive uses and sites that detract from the aesthetics and overall 'quality' of the area and undermine key vistas.
- **Strengthen and Encourage Expansion at Queens Meadow:** Projects to build upon the success of Queens Meadow through the provision of an estate road and street lighting infrastructure plus landscaping and public realm interventions to unlock the rear portion of Queens Meadow for new build private sector development. The project could also include further enhancements to the Queens Meadow entrance through addressing the unattractive use currently occupying a prominent site next to the entrance. However, as this site is in private ownership such activity would be a long term and potentially complicated process involving negotiation between Hartlepool Council and the site's current landowner and consequently has been excluded from the inventory of projects suggested under the place shaping agenda.

The Action Plan also proposes a number of private led projects under the Place theme which address areas and issues of accommodation and facility / service weakness and strengthening the overall business and lifestyle 'offer'. These projects would be dependent upon private sector delivery and investment and are largely related to sites in private ownership. Market demand and factors such as site conditions are therefore important in shaping and delivering these private led projects. The main projects within the Action Plan that will be private sector led are as follows:

- **Cosmetic Uplift of Most 'Viable' Units in the SBZ:** Cosmetic treatments (cladding, painting etc) to old and tired buildings which undermine the aesthetic quality of the SBZ environment and struggle to meet modern occupier requirements. Instances of tired and aging stock at Park View, Sovereign Park and Unsworth Road could be targeted for exterior cosmetic treatment works and a number of the most 'in need' and 'viable' units undergoing internal refurbishment to make them better suited to modern user requirements. Agent advice would be essential to identify the most suitable units for external and any internal works. Unit occupiers and landlords would deliver the project although there might be some scope for an element of public subsidy to pump prime the works.
- **Provision of High Quality Premises for the Chemicals Industry:** Development of high quality laboratories at Tofts Farm East/ Hunter House and/ or the frontage of Brenda Road (southern end) to provide accommodation suitable for sectors like the blended chemicals sector.

- **Provision of high quality office, workshop and business accommodation:** new build business accommodation in various locations within the SBZ. Infill development at Longhill and Sandgate would improve the availability of quality business accommodation within the SBZ, help realign uses at Longhill and Sandgate to more 'near-town-centre' appropriate uses, control site availability through a range of measures including boundary treatments. New build development on focal point, vacant sites will help increase the supply of modern business accommodation within the SBZ and provide quality landmarks, locators and gateways in prominent locations helping to raise perceptions and aspirations. New build development at the rear portion of Queens Meadow on sites unlocked through the extended infrastructure network supplied through the public sector place-shaping programme of works.
- **Trade Counter retailing corridor at Longhill and Sandgate:** Infill development on vacant sites fronting Belle Vue Way for trade counter use and specialist suppliers. This should create a small collection of specialist suppliers open to trade and public that could attract additional activity to the estates, give an impact frontage to Belle Vue Way, provide additional attractions within the estates to encourage extra footfall and reduce site availability for Bad Neighbour Uses thereby containing the extent and scale of their impact.
- **Enhanced 'lifestyle' offer:** projects to improve the overall 'lifestyle' offer within the SBZ through provision of small scale local amenities such as a café / local shop / crèche and an outdoor recreation facility. Such projects would enhance the socialising, catering, local small-scale retail and recreational offer available to SBZ businesses and employees (and nearby residents) creating additional services and facilities to attract and retain occupiers and to help contain spend, movement and activity within the SBZ.
- **Park and Ride facility:** development of a Park and Ride facility at Brenda Road next to Tees Bay Retail Park on currently vacant land. It could be a long term project beginning life as a surface car park with a Park and Ride service introduced once demand can be demonstrated to a private operator. New access and transport choices would be introduced enhancing movement and connectivity within the SBZ potentially attracting further visitors whilst also providing 'greener' transport options.
- **Recycling quarter at Graythorp:** Development of a cluster of recycling operators, with the potential presence of renewable energy operators. In the long term new sites could be unlocked for development if the proposed link road, suggested within the public sector place shaping programme of works, is delivered. Instances of untidy sites and uses currently at Graythorp could undergo cosmetic uplifts and screening with the works being delivered by the private sector but possibly having some scope for public subsidy however this would need to be tested with the Steering Group and partners.
- **Potential Relocation of Council Depot:** Development of a relocated Council Depot within the SBZ. The potential project would be taken forward and delivered by the public sector. Potential sites to consider might be the vacant corner site at Belle Vue Way / Brenda Road Roundabout, vacant plots or converted units at Park View / Sovereign Park / Tofts Farm or vacant plots at Graythorp. Taking advice from the consultants preparing the Town Centre Strategy it is thought that a 3 acre site would be necessary for the development of the relocated depot.

Indicative Investment Framework

Indicative costs associated with the public sector projects proposed within this Action Plan are set out on a project by project basis within the three theme sections, People, Business and Place. Below we provide an indication of the headline costs associated with the three themes to give an impression of the overall implementation costs, from the public sector, for delivery of the Action Plan:

- **THEME ONE: PEOPLE- £665,000**
 - **THEME TWO: BUSINESS- £7,550,000**
 - **THEME THREE: PLACE - £5,805,000**
- TOTAL: £14 million.**

Because of the types of projects set out under the Place theme (including road construction to open up new site opportunities for developers) this theme has comparatively high build costs. Theme two which focuses on business forms the largest cost requirement as this includes development of a new business accommodation- the Business Centre at Queens Meadow costing £3million and the follow on space costing £3.5 million - which of itself is a substantial cost. Obviously if this single project was taken out of the portfolio of interventions set out in this plan then the total cost would fall to £7.5 million.

It is important to note that the proposed public sector investment, as mentioned previously within this Action Plan, is intended to lever in additional private sector investment by opening up new sites, enhancing connectivity and movement and creating more attractive vistas, places, gateways and corridors. It is public sector spend to create the conditions and context to 'pump prime' private sector led regeneration which is a key facet of this Action Plan. To an extent, the public sector will need to invest in the SBZ to show commitment and ensure that the private sector is aware of the Council's, ONE's and others assurances to see long term improvement in the SBZ. Based on the size of land available for private sector investment, the type of use which could be put on the site and ratios from English Partnership it is estimated that £39 million private sector funding will be levered into the SBZ if the public led projects set out in this Plan are implemented. There may be scope for public subsidy to support some of the private sector place theme projects, perhaps providing some grant assistance for cosmetic upgrades to tired properties, however the feasibility of this would need to be further explored with partners. Costs associated with the private sector projects will be determined by the market, taking account of site conditions and achievable end values therefore meaning it is not appropriate within the context of this Action Plan, and at this stage of planning, to ascribe costs to the suggested private sector projects.

The Impact of the Action Plan

The projects set out in this plan are far reaching in their objectives and as a consequence the impact and difference which they will make to the sub-region will be significant. This section highlights the projected impact of the Action Plan once implemented both in terms of outputs and outcomes and assesses the overall change that would happen in the area once projects come to fruition.

Outputs

The three individual theme sections of the Action Plan set out the detail of each of the improvement projects looking at the outputs coming from each intervention. The collective outputs (at programme level) associated with the implementation of this Action Plan and which will be achieved over a seven year period are set out below.

Outputs	Cohort	Detail
Jobs Created	1,250	1,250 new jobs will be created through this Action Plan by the implementation of projects that train local people with the skills needed by firms located in key growth sectors, by employing sector specialists to help firms in the energy and chemicals sector to grow and by helping local firms to link into key supply chains opportunities found within the SBZ. New jobs will also be created through large scale physical improvements that will make the SBZ more attractive for investment and which provide land and property for key growth sectors.
Jobs safeguarded	900	Improving the SBZ physically will encourage existing SBZ companies to remain and the provision of new premises in the SBZ will again help to remove a shortage of quality move on space for local companies (helping to reduce the amount of companies moving out of the SBZ when they grow). Work on maximising the supply chains (especially linked to the Nuclear Power Station) will again help to safeguard jobs found in local companies.
Business Start-Ups	500	Projects that will help to encourage entrepreneurialism in the SBZ (and its surrounding communities) include the Sector Specialists who will provide direct and indirect advice

		to pre-start ups and new start up companies as well as the SBZ Business Liaison Managers who will again signpost new businesses towards relevant mainstream business support provision. Importantly, projects within the Action Plan will also help pre-starts and micro businesses overcome a key barrier to entry through the provision of high quality but affordable business premises with easy in-easy out terms and conditions.
Business Supported	150 businesses	The projects to help the indigenous business community to grow and prosper are again not simply about a one off intervention between a business advisor and a firm but are instead focussed on helping companies to overcome barriers to growth and about helping firms in the chemical and energy sector to succeed in the future. New Business Liaison Managers, Sector Specialists and the provision of projects to help local employers to overcome skills and labour shortages will all help to strengthen the local business community.
Acres of Commercial Land Improved	420 acres	<p>Almost all of the SBZ will be improved not just in relation to small scale regeneration such as street furniture or lighting but more in terms of addressing the key drivers of physical decline in the area. Upgrading sites to encourage new development, landscaping, and the improvement of the most viable properties in the SBZ will help to uplift most of the area. Within this output key achievements will include:</p> <p><i>Strategic sites unlocked for development-</i> A new access roads at Queens Meadow will unlock approximately 80 acres of land for development. Further sites for employment use would also be unlocked at North Graythorp and Graythorp if the proposed access road were provided. There could be potential to unlock approximately 68 acres of land for residential development at Golden Flatts if reallocation of the site were to occur.</p> <p><i>Infrastructure provided-</i> Around 4,000 linear meters of new estate access road with street lighting plus provision of street lighting to approx 4,000 linear meters of existing road.</p> <p><i>Landscaping provided-</i> Approx 5,000 sq meters of new roads and existing key transport corridors will benefit from landscaping providing more attractive routes through the SBZ whilst green buffers will create attractive screens between uses</p>

		<p>providing enhanced privacy and vistas.</p> <p><i>Public realm-</i> Approx 200 sq meters of new public realm will be provided at Queens Meadow will benefit from the inclusion of new public realm to provide new areas for interaction and contemplation for the anticipated increased numbers of employees located on the business park.</p> <p><i>Pedestrian and cycle routes enhanced and provided-</i> Approx 3,000 linear meters of the existing recreation route network within the SBZ will be enhanced and extended and a new pedestrian / cycle path (not directly connected with the existing recreation route network) will be developed.</p>
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Outcomes

Outcomes associated with the implementation of projects set out in this Action Plan are just as important as outputs. Outcomes are more qualitative measurements of impact and are often the end result of the direct outputs coming from each of the projects. Key outcomes associated with this Action Plan include:

- **Strengthening the local economic base-** the plan focuses in on helping the local sub-regional economy to become stronger in terms of levels of growth but also in relation to helping it to diversify, moving the economic base away from sectors that are in decline and towards sectors that are predicted to see future growth.
- **Improving the offer to encourage new investment into the Tees Valley-** the plan will help the Tees Valley to raise its game in relation to the offer it is able to give to investors. This improved offer is not just in relation to inward investors but also in terms of encouraging developers to invest in the area and therefore ensure private sector funding is part of the regeneration of the SBZ.
- **Up-skilling the local workforce-** the Action Plan will ensure that local people can link into projected new jobs growth. The training put forward in the plan will be specifically targeted at meeting the needs of recognised growth sectors (and projected labour shortages in the sub-region), not only for the benefit of those underemployed or under employed but also to help the local business community to fulfil their potential.

- **Place-shaping**- the proposed public sector place shaping programme of works will improve the quality of the public realm and infrastructure offer within the SBZ creating more attractive and 'useable' key routes and spaces that provide an enhanced environmental setting and improved access to new development opportunities that should help stimulate private sector investment.

Delivering the Action Plan

Although there is already a high level of partner interest in each of the projects set out in this Action Plan, because of the size of the SBZ as well as the scale of improvements suggested it is recommended that an SBZ Team is established to drive forward the implementation of projects contained in the Action Plan. Having a single team responsible for overseeing and encouraging the development of the SBZ would bring a number of advantages including:

There would be a team which is specifically responsible with full ownership for the improvement of the SBZ.

- The SBZ would have an increased influence in the sub-region as there would be a single voice which represented the zone and the companies found within it at a strategic level. This unified voice for the SBZ would increase the influence and status of the SBZ.
- Although the Council would play a key role in pushing forward the development of the SBZ, it has many other priorities falling under its remit (including other industrial estates and business parks). One team taking sole responsibility for the SBZ would help increase the pace of change within the zone.

More specifically the objectives of the Team would include:

Role	Detail
Managing and co-ordinating the activities contained within this Action Plan and reviewing progress on each.	The team would ensure that the projects and activities set out to improve the SBZ are actually implemented. The team would not necessarily deliver the projects itself but would rather drive forward their realisation.
Managing progress on the 'next steps' which are concerned with the planning for delivery actions that need to follow on from this Action Plan.	The team will need to take forward, in discussion with partners at Hartlepool Council, ONE, the local business community, local agents, developers etc, the next steps associated with taking forward the Action Plan to delivery.

Being responsible for updating the Action Plan and introducing new projects as and when required.	Ensuring that the strategy for improvement of the SBZ remains live and current- reviewing the portfolio of projects on an annual basis.
Influencing and lobbying key stakeholders on behalf of companies located on the SBZ and acting as the representative body for SBZ tenants.	Being the point of contact for public sector stakeholders wishing to consult or market to SBZ companies but also being an independent voice to ensure the SBZ becomes an important player in relation to local economic development policy and practice.
Helping to signpost companies located on the SBZ to relevant business support organisations.	Being a single point of contact to refer SBZ companies to relevant support agencies at the local, regional and national level.
Managing the Business Improvement District.	Co-ordinating the BID in relation to establishing its priority projects and managing its budget.
Brokering partnerships with key strategic bodies to ensure that the ABP becomes more of a regional priority.	Ensuring that key players such as ONE, LSC, BLNE, English Partnership etc are aware of the opportunities, importance and needs of the SBZ and align their service delivery where needed.

Key characteristics of the team will include:

- Its structure would be fairly small and simple and would consist of a team of no more than three individuals.
- The main skills in the team would be a mix of either estate management, economic development or physical regeneration.
- The team would also report directly into a Board that would consist of representatives of local SBZ businesses.
- The funding for the team would, through the establishment of the BID, become self sustaining after three years.

Risks

In recommending project proposals, especially those relating to physical regeneration, it is recognised that there are certain risks and barriers to project delivery which may potentially delay and stall the achievement of individual projects and investments. Some of the main areas of risk and challenges to project delivery include:

- Multiple land ownership of SBZ - can create problems for site assembly and the delivery of large scale schemes
- Limited public sector assets - reduces scope for Local Authority to steer direction and pace of regeneration through release of sites and/or establishment of a local asset backed delivery vehicle
- Multiple uses - scope for potential conflict / objections from existing uses if 'different' uses are introduced / relocated within the SBZ
- Low values - makes development more difficult to stack up financially potentially limiting investor / developer demand for sites
- Market demand - identified demand from occupiers is required to encourage investors / developers to commit to business / industrial etc schemes, identified demand from service users is needed for investors / operators to commit to the provision of new services such as Park and Ride, outdoor sports centre and identified demand from purchasers is needed for house builders to develop new sites. Demonstrating evidence to developers / encouraging developers to evidence this demand for themselves might be an area of challenge.
- Development finance - the 'credit crunch' is impacting on the development industry, as it is most industries, making access to development finance more difficult potentially reducing developers / investors appetites to commit to schemes, especially those in more 'marginal' locations where demand might be less 'certain'
- Site conditions - whilst certain headline environmental constraints and features have been identified through discussions with the Local Authority and advice from the Environment Agency, the detailed conditions particular to individual sites are not known and would need to be established on a site by site basis. Unknown site conditions present a risk as there could potentially be issues and constraints that could add cost / time / complexity to development
- Community and stakeholder support - objections to projects from business occupiers and stakeholders could present delays / barriers to the planning process and might close off potential additional funding sources - local business contributions for instance.
- Public funding - whilst the majority of projects recommended below envision delivery by private sector developers there are certain projects where public sector funding and delivery will be required. In a competitive funding environment securing sufficient resources from bodies like ONE might be an area of challenge.

It should be noted that the risks described above are not especially unique to the SBZ and Hartlepool context. Risks around site ownership, community support, potentially conflicting uses, planning, values, demand and funding are often present when ambitious regeneration projects are devised and virtually all development projects have some degree of risk profile.

Risks Analysis

Risk	Impact	Probability	Mitigation
Multiple land ownership in SBZ	H	M-H	Early consultation with land owners (which has already started to happen with major landowners) will ensure that deals on site assembly for large schemes are achieved. Having a clear Action Plan that is signed up to by key stakeholders- including the main land owners - will send a clear message on the future plans of specific sites (some of which are in multiple ownership).
Limited public sector assets/ funding	M	M	<p>For the public sector place shaping programme of works intervention has been focused on assets which the Local Authority 'owns' where there is less risk of the project failing due to issues over ownership and acquisition. However there are occasions where public sector interventions are proposed on privately held land. For these projects early negotiations with land owners will be essential to scope out feasibility / phasing etc.</p> <p>There will be a need to ensure that the private sector is encouraged to invest in the SBZ with opportunities for private sector contributions to public sector projects being explored. It will be important for the private sector to see that the public sector projects are intended to improve the area in order to make it more financially viable to the private sector. It will be important for public sector partners and the private sector to be aware of the main benefits of investing in the SBZ. There may be scope for the Business Liaison staff, proposed through the Business theme, to support around promoting the SBZ, presenting the case for investment to business occupiers and public sector partners and building confidence and enthusiasm around investing in the area.</p>
Low values	H	H	The implementation of projects set out in this Action Plan to improve the SBZ which ensures that land values in the area increase, making returns higher than development costs. Also actions to ensure indigenous business community grows and that internal demand for land and property is increased which again will raise land values. Projects to reallocate employment land to residential, restricting supply and raising values.

Market demand/ development finance	H	M	Providing a clear strategy (through this Action Plan) to demonstrate that improvement of the SBZ is a priority for the public sector- thus sending a message out to investors/ developers that the public purse is committed to improving the area. Ensuring predicted growth in the business community of the SBZ comes to fruition through business support activity that helps them to overcome barriers to growth. Demonstrating evidence to developers that investing in the SBZ is financially viable. For the private sector projects suggested under the Place theme, detailed market testing will be important to establish market demand for uses and sites suggested. It will be important for market testing to be sensitively handled with the information flow to the market being well managed.
Objections to projects from business occupiers	M	L	Continuous communication with the SBZ business community/ land owners to ensure that their early support for the Action Plan is sustained.
Planning constraints	M	H	Ensuring that the Planning team are involved in the development of the contents of the plan is important but also to ensure that the proposals being put forward are generally in line with existing planning conditions.
Other Council Priorities	H	M	Other Hartlepool Council priorities include the Town Centre as well as the Marina. However, the SBZ remains a key part of the District which the Council realises needs attention and which would, through its regeneration, significantly help the economic and social enhancement of the area.
Site conditions	M	M	Advice has been sought from the Environment Agency and the Local Authority in gaining an awareness of certain 'headline' environmental constraints affecting the SBZ and this has informed the development of the Action Plan. However it is essential that detailed site surveys are carried out for individual sites to accurately establish site conditions at the local level.

The Implications of an Economic Downturn on the SBZ

The 'credit crunch' in the UK is borne out of a downturn in the economy reflecting US markets and falling global equity. This has manifested itself in the increased cost of borrowing and a reduction in the availability of, and access to funding for property investors. This trend has increased the

degree of caution amongst investors and in this respect has impacted upon the resilience of property markets in the UK. The Action Plan for the SBZ seeks to take stock of the impacts that these changed economic circumstances will have on the potential for the development of the SBZ, both in terms of expansion of existing business activity but also on the proposed areas of growth identified in the Action Plan. To this end, the existing and proposed business uses for the SBZ (including the nature of the main land-owning companies) need to be tested in terms of their resilience to economic change.

In establishing the impact of the economic downturn on the SBZ, a distinction must be made between the nature of existing and proposed development for the area and both the UK housing sector and the commercial sector as a whole. However, much of the problems surrounding the 'credit crunch' is focused on the domestic property market.

In terms of the existing uses within the SBZ area, it should be highlighted that the land ownership is spread between some major equity-holding companies with access to large funds and an established reputation (Corus, Huntsman, Able UK). In this way, the site area is not prohibitively fragmented or vulnerable to the 'quick sale' or disposal of land as may be the case if smaller companies less able to take a long-term view, were to suffer as part of an economic downturn. The industrial sectors found in the SBZ have traditionally been more resilient throughout economic recessionary cycles than more exposed sectors such as residential and retail property, finance and business services. Also assets within the more traditional industrial sectors found within the SBZ have not benefited from very large marked capital appreciation experienced in other sectors during the 'boom years'. In this respect, the existing business activity is expected to be safeguarded during less certain times in the economy and in particular the large chemical companies and technology related businesses would likely experience continued growth.

PROJECTS BY THEME

Within the next three sections the Action Plan provides detailed descriptions of the individual projects falling within each theme of the Action Plan - People, Business and Place.

For the projects falling under the Place theme each project description is accompanied by plans showing the locations of each proposed intervention. For the Place projects an Indicative Investment Framework setting out the items and high level costs associated with the delivery of the public sector place-shaping projects is provided and a 'next steps' section considers the future stages of planning and development which will help to drive forward their implementation and delivery. Also included is an indicative programme outlining the potential staging and timeframes of delivery of all the projects falling under the three themes.

An additional item included as an Annex to the Action Plan and referenced within one of the Place projects is a Design Guide which provides high level recommendations and suggestions around new build development, site and property stewardship, the treatment of untidy and vacant sites and general actions towards sites and premises within the SBZ.

THEME 1: PEOPLE

THEME 1: PEOPLE

Project- Routeways into the Energy, Engineering and Chemical Sectors

Aim: To provide local unemployed people with the necessary skills to work in the chemical, engineering and energy sectors

Project description

This project will provide intensive training and support to unemployed local people, followed by 6 month placements with partner firms in the energy, engineering and chemical sectors, the priority sectors identified as key growth opportunities for the SBZ. The project represents a move away from a *generalist* training programme towards one which specifically feeds recognized growth sectors with the labour they will need to succeed as well as providing trainees with specific skills which are tailored to real job opportunities. The target groups for this project are the young, and the long term, unemployed. Up to 35 local people will be recruited onto the scheme which will run for 30 weeks. The first 2 weeks will be an induction, including health and safety, introduction to team leading and interview technique. This will be followed by 12 weeks of pre-employment training, ran by a training provider, with the last 3 weeks being geared specifically to an employer. Those successfully completing the training will be provided with a guaranteed 26 week work placement with a local employer from the energy, engineering or chemical sectors, whilst being employed through TTE. At the end of the programme the recruits will have progressed to a level 2 in process operations, and ready to move into full time employment.

Issues addressed

This project will directly address a number of fundamental issues facing the local, sub-regional and regional economies. The first is a shortage of skilled labour within the energy, engineering and chemical sectors, with many firms reporting recruitment difficulties. The size of the chemical sector alone within the region is set to increase by over 50% by 2015 (i.e. from a contribution of £8bn to GDP to one of £13bn) which given that 192,000 employees already work in the process industries sector illustrates the importance of the sector to the regional economy.

The North East Chemicals Vision and Strategy (Little, 2004) identified the "lack of availability of a skilled workforce" as one of the major challenges facing the industry in the region. The development of trainees to level 2 process technician is mentioned as a specific requirement in the strategy.

Worklessness which in Hartlepool, in common with the region, is a major problem. In 2004 the numbers of people on incapacity benefit in the borough was four times higher than the numbers of people classed as unemployed. In 2007 the employment rate in Hartlepool was 66%, well below the national average of 74.6%.

Linkages

This project represents one of an integrated package of measures contained within the Action Plan that collectively aim to maximize growth in the chemical, engineering and energy sectors, which are regional as well as local priorities. Other interventions include the sector skills specialist, the schools liaison initiative, the skills audit and the supply chain project, all specifically target the energy, engineering and chemical sectors, as the economic analysis that underpins this Action Plan clearly identified energy and chemicals as the major engines of growth for the local, sub-regional and regional economies.

One of the key aims of the Regional Skills Partnership Plan is to develop innovative, pilot, employer led employment routeways, designed to support people on incapacity benefit to take steps into formal employment, particularly in sector areas of high economic demand (e.g. energy, engineering and chemicals sector). This intervention will contribute directly to the aims of addressing a key barrier to economic growth (skills and labour shortages) whilst simultaneously reducing a major driver of local social deprivation (worklessness).

The project would be originally run as a pilot that, if successful, could be rolled out on a bigger scale, simultaneously reducing skill shortages in key economic sectors, and the pool of workless people. This project is, in effect, an extension of the NEPIC Routeway project, which operates across the Tees Valley sub region, but focuses solely on the Chemical sector. The project manager of that project has agreed to play a key advisory role in the development of this initiative.

Lead partner Hartlepool Borough Council **Core partners;** Sembcorp, TTE, Nuclear Skills Academy, Cogent, Jobcentre plus, local employers.

Impact

(a) Outputs

Jobs created-20

Training and qualifications-20 people to level 2 process technicians

(b) Outcomes

-A reduction in skill shortages in priority sectors

-A reduction in levels of worklessness

-Lessons in best practice to inform subsequent, possibly larger scale, projects

Cost: £160,000, including training costs, wage subsidy and management fee

Project: Schools and Business Partnerships

Aim: To build partnerships between local schools and major employers to encourage more pupils to pursue employment opportunities in the energy, engineering and chemical sectors.

Project Description

This project is the co-ordination of a number of linked initiatives aimed at building partnerships between employers in the energy, engineering and chemical sectors and local schools. The initiative will comprise a package of measures aimed at getting the message into local schools that the energy, engineering and chemical sectors, particularly in Hartlepool, offer extensive employment opportunities in growing, clean and well paid industries. The measures will include

- Raising awareness within schools of job opportunities in the energy, engineering and chemical sectors
- Bringing regional and national initiatives into Hartlepool schools (e.g. Year in Industry, NEPIC projects etc)
- Working with regional organisations, such as Training Development Resource Limited, to run school based initiatives such as young apprenticeship engineer, young apprenticeship science and student engineering apprenticeships in Hartlepool schools

- Building links with regional partnerships, particularly the North east Schools Industry Partnership (NEPIC), the Energy Cluster Skills Forum and the Energy Leadership Council
- Recruiting pupils to participate in a pilot/demonstration apprenticeship schemes
- Promoting the national 'Energy Foresight' programme in schools, aimed at up-skilling teachers in science and the nuclear industry
- The holding of open days for pupils at major employers, e.g. the Power Station
- Encouraging employers to take on more apprentices (modern, ?
- Establishing and supporting a multi-agency project group to co-ordinate, manage and monitor initiatives
- Securing funding to support actions

The project could be driven by a dedicated schools liaison/project manager. However, if other projects in the Action Plan are taken forward then the work be carried out by a combination of existing officers, the sector specialist and the Business Liaison managers The project/worker will work closely with the schools 14-19 officer at HBC and NEPIC (who have pioneered initiatives in this area elsewhere in the region).

Issues addressed

The Chemical and Energy sectors have been identified as potentially two of the largest growth sectors for the regional and sub-regional economies and as such have been prioritised within the Action Plan. The chemical sector in the north east is forecast to grow by 43% between 2005 and 2015 and the Arthur D Little study confirmed the sub-regional chemical cluster as having significant long term growth potential.

However, a shortage of skilled workers represents a serious threat to that potential growth. In 2008 there were 1,730 vacancies in the oil and gas sector alone across the region and according to the energy cluster position statement 1 in 4 of Cogent vacancies in the region were described as hard to fill. Not only do the sectors have an ageing workforce, but demographic trends are set to significantly reduce the size of the future workforce. The Tees Valley Economic Profile for 2007, published by the Joint Strategy Unit, forecasts an 18% fall in the 18-24 group and a 17% increase in the 44-65 group over the next 20 years. Also young people have been reluctant to take up opportunities in these sectors, partly because of a poor image (low wages, dirty, short term contracts etc) and there has been a long term trend of falling numbers of pupils taking science options.

A study carried out by the Institute of Mechanical engineers forecast a 20,000 shortage of engineers/process engineers by 2014 in the north east energy sector, and also that two thirds of young people knew very little about what engineers did.

Linkages

This project is closely linked in to a number of other measures contained within the Action Plan, particularly the sector skills audit which will identify precisely what employers are looking for in terms of qualifications from school leavers.

Lead partner Hartlepool Borough Council **Core partners;** LSC, British Energy, Nuclear Skills Academy, Sembcorp, local employers

Impact: (a) Outputs-A 10% reduction in vacancy levels across the priority **Cost:** £75,000

sectors -A 10% reduction in levels of worklessness -5 open days -100 pupils obtaining NVQ level 2 in Science/Engineering (b) Outcomes -An example of best practice that could inform the development of similar projects in other areas. -Dispelling negative images of the sectors	
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Project: Work Smart Project
Aim: To provide free advice and support in workforce development, recruitment and human resources for businesses located within the SBZ.
Project Description <p>The Work Smart project would develop out of existing business support activity undertaken by Hartlepool Council and would specifically support the development of businesses located on the SBZ through the provision of workforce-related support such as human resources, employment law and training advice. This project would have a particular focus on SMEs in recognising that small firms are less likely than larger firms to have Human Resources Departments or employment law specialists in-house. Furthermore, over the past decade there has been a massive increase in employment law giving greater rights in the workplace. Many employers lack the time and resources to keep up to date with developments, but at the same time they are more likely to face complex problems. Work Smart aims to bring about benefits to companies through the delivery of bespoke advice of a specialist nature to the direct benefit of the business.</p> <p>The project would create a position for an Employment Support Officer (ESO), with the role of providing advice and support to businesses in the SBZ. This post, which would be funded for the first three years would seek to facilitate the direct provision of employment related consultancy advice or signposting of businesses to appropriate alternative sources of external support. The success of the programme would be dependent on the recruitment of a specialist with training and experience in employment law and across a range of human resource areas. This officer would work alongside the existing Work Smart Officer for Hartlepool Council who would assist with the delivery of workshops and advice where appropriate, and in response to the specific needs of beneficiaries.</p> <p>As well as bespoke support, the programme would also provide training schemes and workshop sessions for representatives from SBZ businesses in the main fundamentals of employment law and developments in this area so that SMEs within the SBZ business community understand the main principles within this field. The Support Officer will also be able to raise awareness and link businesses into benefiting where possible from the raft</p>

of business assistance measures offered by Hartlepool Borough Council. The ESO would also work in association with the Business Liaison Managers (BLMs), proposed as a Project Intervention under the Business Theme of the Action Plan. The BLMs would provide a first point of contact, mainly for key employers in need of advice, and would refer businesses to the ESO where employment or workforce related advice is required, or where an area for development is identified. An element of the BLM's role is to pro-actively approach the key employers to explore whether they can be assisted and to undertake health-checks to establish whether there are any potential development areas. In this way, workforce-related needs can be identified in SBZ businesses and a link made with the ESO through the BLM. The ESO would approach SMEs to raise awareness of the service and would provide input into the SBZ newsletter on key developments in employment law and forthcoming events.

There would be an aim of providing, or signposting beneficiary businesses to advice on the following range of issues:

- Recruitment & Selection
- Diversity & Inclusion
- Contracts of Employment
- Terms & Conditions of Employment
- Benefits
- Data Protection and Freedom of Information issues
- Performance Management
- Family Friendly Policies
- Disciplinary & Grievance Procedures
- Stress management
- Health and Safety general advice
- Corporate Social Responsibility
- Professional development of staff
- Coaching, mentoring, peer to-peer training
- Team building

Issues addressed

Work Smart would assist businesses in the circumstances where the size and turnover of the business means the employer lacks in-house expertise, but there is a requirement for specialist support. Over time, the ESO would assist businesses with developing a named person in-house who could take responsibility for HR issues. Furthermore, the provision of support through the ESO would help to foster a supportive network within which businesses can be nurtured, helping them to feel embedded within the SBZ and likely to want to remain, whilst at the same time helping to attract new businesses by virtue of the range of business support on offer. The supportive business environment would likely have benefits in terms of staff retention and saving individual businesses recruitment costs. It is hoped that development in this area will help to establish a good reputation for the businesses which in turn can assist the growth of the business.

Linkages

Whilst this project comprises an action falling under the 'people' theme of the Action Plan, it is tethered into a number of other Action Plan project

interventions. The findings of the **Target Sector Skills Audit**, in identifying the labour and skills requirements within target sector firms, will be used to inform the work of the ESO as will comprise a needs assessment within this field. For effective, joined-up delivery of advice and support for SMEs, there should be synergy between the ESO and the **Sector Specialist for the Energy and Chemicals Sector** and the two **SBZ Business Liaison Managers**. Regular update and information-sharing meetings should be held between these advisors to ensure that resources are focused appropriately and unnecessary duplication is avoided.

Lead partner: Hartlepool Council (existing contact on Work Smart project)

Impact:

Provision of free advice to SMEs within the SBZ on work-force related issues to aid.

Outcome:

Identification and removal of key barriers to growth, assisting growth and development through staff retention, and growth of reputation.

Cost: £195,000

To cover salary for ESO, cost of running seminars for businesses, and development and distribution of the SBZ newsletter over three years.

Project: SBZ Employer Gateway

Aim:

The Employer Gateway aims to respond to the needs of employers located within the SBZ, particularly with regard to tackling supply-side issues such as shortages in skills and labour. The project has the objective of supporting SBZ businesses in finding individuals with the right skills and providing bespoke training for local people in order that the labour needs of the employer are met.

Project Description

An Employer Gateway for the SBZ would extend the scope of the project which is currently being designed for Hartlepool's Tourism and Hospitality sector through the Passionate About Skills Working Group for Hartlepool. Given that the Gateway model can translate across to other sectors of employment, it is proposed that an Employment Gateway is developed specifically for the Chemicals, Renewable energy and Engineering sectors

within the SBZ. This would provide businesses within these sectors with assistance in up-skilling the current workforce and in finding local people with appropriate skill sets and training to meet employer labour demand.

The project would work in conjunction with Jobsmart, Hartlepool's Employment and Skills Consortia which already exists in the area, having developed out of a pilot supported by Neighbourhood Renewal Fund monies. Jobsmart is made up of over 40 employment and training providers from the public, private and voluntary sector within the Borough to provide access to, and leverage for mainstream and area-based funding to support the provision of training and development for unemployed residents and existing staff within the required skill development areas. This model, which has been identified as best practice by Government, has been designed to offer an integrated approach to employment and allows provision to be focussed and targeted at residents in deprived wards across the Borough. General employment skills as well as industry-specific training delivered by key agencies and mobilised by Jobsmart has the capacity to link SBZ employers with Hartlepool's workless population. This pattern of delivery aims to raise the local rate of employment and reduce benefit dependency whilst helping to address local needs and ensure local-level service delivery.

The SBZ Employer Gateway, once agreed and put into place by Hartlepool Borough Council, would work with SBZ employers in the design and provision of tailored pre-employability training programmes aimed at workless local people. Unemployed residents will be linked with employment opportunities through the engagement and support of the Jobsmart- linked network of intermediaries. In offering assistance with particular training initiatives and qualifications, local people can gain skills that will help to link them with employment opportunities (both existing and within potential growth sectors). Jobsmart would allow funding to be offered through consortium members to meet training needs where it can be demonstrated that the focus is closely linked into the skills required by employers within the SBZ. It is envisaged that following types of training would be delivered in this way:

- **Entry to Employment** training (post-compulsory education);
- **Key Skills** and **Skills for Life** qualifications;
- **NVQ Level 2 and above** in areas relevant to SBZ business sector;
- **HNCs** (Higher National Certificates) or **HNDs** (Higher National Diplomas); work-related (vocational) higher education qualifications giving skills to put that knowledge to effective use in a particular job construction and civil engineering;
- **Intermediate Labour Market** (ILM) opportunities for the long-term unemployed; job placements with vocational training (to level 2 and above) and basic skills training are provided, together with childcare and benefits advice;
- **Apprenticeships** in industry specific subjects such as Building Services Engineers, Electrical and Electronic Servicing, Engineering and mechanical engineering, Chemical, Pharmaceutical, Petrochemical Manufacturing and Refining Industries, Steel and Metal Industry, Gas/ Water Industry; and
- **Mentoring programmes** would also be run to support the development of employees once they are in the workplace which will have motivational and support benefits for staff as well as helping to ensure their retention.

The programme would function through the employment of an SBZ Employment Gateway Officer who would roll out the programme through building up good relationships with employers within the SBZ and working with Council staff (those involved in the Gateway and already existing Jobsmart activity). The Officer would be based in the proposed Business Centre. The existing 'One Stop Shop' in Hartlepool, through which the

public can access advice on Jobsmart assistance, would be able to refer people to the SBZ Employment Gateway Officer where there is a desire and/or skills that lend themselves to employment within the SBZ.

Issues addressed

The supply-side barriers to growth experienced by SBZ employers, such as shortages of appropriate skills and labour pose significant hurdles to growth and development of companies. This is anticipated to be a potential issue for companies existing on the SBZ or locating to the area given the particular skill-sets and labour required by many of the specialised businesses. The project intervention seeks to provide training and certification to link workless local people with available jobs through up-skilling and the provision of bespoke training. This proposes a practical intervention that will address a lack of labour or skills shortage and will provide a reassurance for local employers that might not be found in an alternative location. This would help to embed businesses within the SBZ area and act as incentive for new businesses thinking about relocating into the area.

Linkages

The Employer Gateway project would link in with the **Target Sector Skills Audit** proposed as a project intervention as part of the Action Plan. The skills audit would assess the labour and skill requirements within the chemical and energy sector companies, and would help to identify areas in which companies have trouble recruiting or have found a deficit in the required skills or training for available positions. Findings would be shared with **Hartlepool's Employment and Skills** consortium in order that the Employer Gateway project can align the project intervention closely with the needs of SBZ companies. The **Business Liaison Managers** would have a role in raising awareness amongst employers of the available assistance through the Employment Gateway project, and of identifying the labour related issues experienced by the companies to feed back to the Employer Gateway Project.

Lead partner: Hartlepool Council (input from existing staff and personnel involved with Jobsmart and the Gateway project for the Tourism and Hospitality sector). As per the Passionate About Skills Working Group which has fed into the development of the existing Gateway project, it is recommended that a Working Group is established to progress the opportunity for a Chemical, Engineering and Renewable Energy Sector Gateway for the SBZ. In the same way, this should aim to secure representation and involvement from relevant partners such as Business Link North East, Hartlepool Borough Council Economic Development Department, The Learning and Skills Council, Jobcentre Plus and The North East Employer Coalition. This would help to increase understanding of the nature of unemployment issues in Hartlepool and enhancing the quality of engagement with beneficiaries.

<p>Impact: Helping to remove supply-side barriers related to skills and labour shortages through providing the means for training and up-skilling to develop staff to meet labour needs.</p> <p>Outcome: Through addressing hurdles to growth experienced by businesses, the development of companies on the SBZ is supported and employers likely to become embedded within the SBZ. This trend would positively impact on the economic development of the SBZ and wider Hartlepool.</p>	<p>Cost: A dedicated officer to coordinate the Employer Gateway activity for the SBZ along with administrative support is required - £195,000 over three years</p>
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<p>Project: SBZ Link Project (Public Transport Intervention).</p>
<p>Aim: The SBZ Public Transport Intervention would aim to strengthen the public transport links between the SBZ and wider Hartlepool, for the benefit of SBZ employees. In improving these links, the project would help to make the site more accessible for its workforce, therefore removing barriers to employment suffered by SBZ businesses.</p>
<p>Project Description The SBZ Link Project would aim to fill a gap in the existing transport provision serving the SBZ and the surrounding area, and proposes to lay on a bus service to cater for those SBZ employees working irregular hours and/or living in inaccessible locations. The project would involve the rental of a small bus for the term of one year which would run outside of the times of the existing bus delivery in the area. The aim would be for the route to be more flexible than that currently offered by the existing bus service linking the SBZ with the surrounding area. In incorporating a degree of variation in the routes traveled, on the basis of individual passenger need, the project would reflect the nature of delivery provided by METRO Connect Service (MC1). This example of good practice in Leeds was developed on the basis of an Urban Bus Challenge Grant and SRB funding and offered mini buses which could divert up to half a mile off the route to pick up passengers from either their home or place of work. This flexibility made accessing the service as easy as possible and removed a barrier to employment. Whilst the SBZ service would aim to operate in a similar manner, the project would run on the basis of an initial pilot over 1 year which would help to scope out the level and nature of the demand for transport services to and from the SBZ, and allow responsive development of the project. After this period, and in response to feedback from the service users, the project would be adapted to best suit the needs of the SBZ commuters (with particular attention paid to the times that the service is required to run in order to</p>

address the deficiencies in the existing provision). Options for long-term delivery would be dependent on the take-up of the service during the pilot, although would likely involve the purchase of a new bus or mainstreaming the provision through the existing bus service provider in the area. There may also be potential to forge links with the existing demand responsive bus service in the Hartlepool and Stockton areas (Community Lynx, funded through the Rural Bus Challenge) which operates as a Dial-a-Ride service in the area.

Issues addressed

A key barrier to the development of the SBZ is the limited public transport provision in place linking the site with communities in the surrounding area. Another issue is the low level of car-ownership amongst some of the more deprived local communities, from which a good proportion of residents travel to the SBZ for work. Both the poor public transport links and low car ownership presents difficulty for the existing workforce commuting to and from work, especially those working shifts and with a requirement to travel at off-peak times. With the projected growth of the SBZ in mind, a key consideration is that people living in marginalised geographical areas may be prevented from accessing employment within the SBZ on the basis of poor travel connections, and the need to use transport on several different bus routes to travel to the workplace. The investment in a bus link to link the SBZ site with the surrounding area would assist existing employees in accessing their workplace whilst helping employers to better access appropriate labour from the surrounding region. This provision would help to remove a barrier to employment and to the growth of SBZ businesses whilst addressing wider problems of worklessness in Hartlepool.

Linkages: The project would stand under the 'people' project intervention theme of the Action Plan and would set out to build close links with employers on the SBZ in order to understand the travel needs of SBZ employees and explore opportunities for business funding of the bus link project. This would be achieved mainly through the Business Liaison Managers, who would link the project in with the businesses on the SBZ, in terms of assessing need and raising the profile of the service amongst employees.

Lead partner: The project would be co-ordinated through the Local Authority, through which contact with the mainstream bus provider in Hartlepool (Stagecoach) would be strengthened. On the basis of an initial period (1 year pilot) to gauge the demand for the service, the opportunity to mainstream provision through this provider would be explored. The Council would be in a position to establish project links with Community Lynx (a Community Transport project running in Hartlepool) in order to share practice and explore potential opportunities to forge operational links in the future.

<p>Impact: Strengthened transport links between the SBZ and surrounding communities. Assisting employees in accessing the workplace and addressing worklessness in Hartlepool.</p> <p>Outcome: Removing employment barriers to the growth of the SBZ, assisting the development of indigenous and future SBZ business activity.</p>	<p>Cost: The cost of the SBZ bus project would be initially met through cross-subsidisation. To ensure that the costs of the project are proportionate to the demand for the service, the project would work on the basis of a year-long rental of a vehicle. In this way, the pilot stage of the project would involve bus rental, insurance, driver and running costs for the first year, enabled through contributions from a number of major employers in the area, One North-East and those using the service. The bus project would develop with the aim of being self-financing after the pilot stage, ideally being mainstreamed by an existing bus-service provider in the area.</p> <p>First year costs: £40,000 comprised of: Bus: £15,000 (rental of vehicle) Running costs (petrol and insurance) over the first year: £5000 Driver costs: £15000 (part-time position) Administration/ co-ordination costs: £5000</p> <p>In the second year, in the case that the purchase of a vehicle transpires to be the most appropriate option, capital funding would be sought to cover the cost of a small bus (approximately £100,000) with other costs remaining largely the same. From this point, funding for the running costs would need to be met on a yearly basis.</p>
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THEME 2: BUSINESS

THEME 2: BUSINESS

Project- Sector Specialist for the Energy, Engineering and Chemical Sectors

Aim: To employ a sector specialist to maximise employment and growth opportunities in the energy, engineering and chemical sectors

Project description

This project is the recruitment of a sector specialist to work with firms operating within the energy, engineering and chemical sectors in Hartlepool in order to maximise their growth prospects. The specialist will be responsible for offering advice, support and information to firms, including those in the supply chains to help ensure they are well placed to benefit from anticipated growth in these sectors. The specialist will also be responsible for working with the appropriate agencies to ensure the local labour market meets the needs of these growth industries, and that local people get every opportunity of benefiting from that growth.

Key work areas:

- to ensure firms have the information, knowledge, support and skills they need to maximise their growth prospects
- to work closely with other energy/chemical sector specialists operating at the regional level, particularly within Business Link, the Sector Skills Council (Cogent), NEPIC, Tees Valley Engineering partnership and One North East, and ensure Hartlepool is fully involved in regional and sub-regional initiatives focussed on these sectors
- to work and develop close links with the North East Energy Partnership
- to project manage the energy, engineering and chemical Sector Skills Audit (to ensure all initiatives are based on comprehensive, up to date labour market information)
- to build relationships with local schools and major employers, to promote the opportunities, and benefits, of employment in these sectors, amongst pupils
- to work with training providers, colleges and universities to ensure the appropriate training provision is on offer to potential employees, including apprenticeships
- to develop and project manage pilot projects such as 'routeways' (adapted from the NEPIC model)
- to secure funding to support initiatives (e.g. from government sources such as DEFRA's Environmental Transformation Fund)
- to raise awareness, of skill shortages, training initiatives etc amongst businesses and the local labour market

One of the first tasks of the sector specialist will be to carry out a comprehensive survey of all firms operating in the priority sectors, and to invite them all to a seminar/conference aimed at informing businesses of the specialists role, raising awareness of training needs and opportunities and of the wider Action Plan for the SBZ.

Issues addressed

The analysis of the regional economy (in the phase 1 report) forecasts that the energy, engineering and chemical sectors to be two of the largest

growth sectors in the region over the next 15 years. The chemical sector is forecast to grow by 43% between 2005 and 2015, and more than 100,000 jobs nationally could be created within the Renewable energy sector over the next 10-15 years, a large proportion of which could be in the North East. More than 250,000 people in the region are directly or indirectly employed in the process industries alone, and those industries are forecast to be investing (turnover) more than £6bn over the next 10 years.

These are sectors where Hartlepool and the sub-region enjoy significant comparative economic advantages, including the availability of affordable land, the coastline and the skills of the labour force.

However, that growth could be threatened by a skills shortage. The workforce is ageing in both sectors and demographic trends, with less young people and more over 65s, will result in a huge net reduction in the numbers of people entering the labour market. Furthermore, there has been a clear reluctance of employers in these sectors to invest in training in recent years, preferring to 'poach' staff rather than invest in training or up-skilling. These factors will operate as a serious constraint to growth prospects in the absence of any remedial, pro-active measures such as those set out in this project.

One of the aims of the North East Chemicals Vision and Strategy is to "improve industry awareness of training initiatives" by way of extensively publicising within the chemical sector the various national and regional public sector initiatives available to employers.

Linkages

The sector specialist will have a crucial role to play in other projects within the Action Plan including the Skills Audit, the schools/business partnerships initiative and the supply chain project, all of which focus on the same sectors as the engine of growth for the local and sub-regional economies. It is therefore vital that an individual with extensive experience of these sectors is dedicated to overseeing, supporting and co-ordinating that activity to ensure the optimum impact and maximum benefits for local firms, and the local workforce.

The chemical and energy sectors have been identified within the Tees Valley City Region as two of the five priority and growth sectors.

Lead partner Hartlepool Borough Council **Core partners;** Tees Valley Unlimited, One North East, Tees Valley Partnership

<p>Impact: (a) Outputs 100 firms supported 100 jobs created 75 training opportunities provided Outcomes (b) A reduction in levels of worklessness</p>	<p>Cost: £200,000</p>
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Project- Business Centre for Small Business Units, Queens Meadow	
Aim- To provide dedicated office and workspace accommodation for new and small businesses.	
<p>Project description</p> <p>The project will develop a site adjacent to the Innovation Centre on Queen’s Meadow, to provide 20,000 square foot of accommodation for new business start ups. The scheme will provide for offices and light industrial uses, accommodating 10-12 small offices, and 6-8 workshops, of up to 250 square feet. The site will be developed by UK Steel Enterprise who have an option to take out a 125 year lease on the land which is owned by One North East.</p> <p>Issues Addressed</p> <p>An analysis of the local market in small business units has clearly demonstrated a need for additional supply. The Innovation Centre on Queens Meadow, the largest supplier of small units in the local market, provides 27,500 square feet of workspace, comprising office space and light industrial units of up to 1200 square feet. It has been at full occupancy since it opened in December 2006 and there is currently a waiting list of prospective users. The only other location in Hartlepool offering a significant level of smaller units suitable for start ups is the Hartlepool Enterprise Centre which is owned by the Council. Hartlepool Enterprise Centre is currently fully let with 37 businesses and 5 business support agencies in occupancy. The Centre was originally full prior to the enhancement scheme completed in October 2006 , and was voided out to a 25% occupancy rate to allow contractors full access. The Centre was fully let out again in 6 months and currently has a waiting list of 12 businesses requiring offices and a small requirement for workshops.</p> <p>Although new business formation within the sub-region is historically low (in 2004 it was less than half the national average) research carried out by Barclays Bank shows that Hartlepool was the fastest growing area for business start ups in the UK, increasing by 35% in 2004. There is a real need to provide a range of suitable and attractive workspace to accommodate this growth.</p> <p>Linkages.</p> <p>This project represent an important part of the wider strategy to create a discrete ‘prestige/technology’ zone, located on Queens Meadow within the SBZ, comprising new, growing and high tech businesses within a first class environment for economic growth The development of Queens Meadow will make a significant contribution towards the priority within the sub-region (see Tees Valley Partnership Investment Plan) of providing more high quality industrial sites and premises.</p>	
Lead partner; UK Steel Enterprise Core partners; HBC, One North East	
Impact: Outputs-(a) The creation of 45 jobs -18,000 square foot of new workspace (b) Outcome-	Cost: £3m

The creation of a technology and prestige industrial zone within the SBZ	
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Project: Provision of follow-on or 'Launch Space' accommodation for SME's.

Aim: To provide accommodation for early-stage businesses relocating to the SBZ or graduating from the Innovation Centre (Queens Meadow).

Project Description

The project would consist of the acquisition and development of a parcel of land within the SBZ Zone 2 - West, with a building designed to provide 20,000sq ft of follow-on accommodation for businesses still at early stages of growth but who have graduated from start-up accommodation. A supportive soft infrastructure, provision of shared services (such as broadband, phone/facsimile reception desk and postal arrangements) and flexible lease terms would be provided to a degree, albeit less intensively than that of the Innovation Centre and Business Centre for Small Business Units. Required staffing for the facility would include a centre manager, technical support and receptionist. Site procurement and development could be achieved via a private company investment in Council owned land (where a property company buys and develops the site on the basis of the Council taking out a commercial lease on the property). Alternatively, given the limited areas of Council owned land within the SBZ, demand for follow-on accommodation could drive the wholly private provision of the development. Where this is not forthcoming, the public sector could explore acquisition and development (assisted by CPO where necessary) of a site, made viable as an investment through the forthcoming rents from small businesses on 75% of the let space.

Issues addressed

The existing Innovation Centre and proposed Business Centre for Small Business Units aim to focus on business start-ups in providing accommodation accompanied by some provision of supportive services and infrastructure. The aim of this project is that the flexible lease-arrangements and provision of centralised services support the needs of newly emerging companies in their initial stages of growth (2 years old and above). A key problem area associated with this provision is that firms moving on from the supportive atmosphere of start-up units into standard business accommodation experience a 'culture-shock', which this project seeks to limit through the provision of 'half-way house' commercial accommodation. This has the aim of enhancing the resilience of businesses during this transitional phase. This is currently a problem area, given the lack of provision of follow-on accommodation and would address the concern that businesses needing to move on from the start-up accommodation may look beyond the SBZ, or Hartlepool itself for accommodation requirements.

Linkages

This project will be linked to a number of other Action Plan Project Interventions, namely the Business Centre for Small Business Units and the SBZ Business Liaison Managers. As businesses from the small business units graduate to new accommodation (due to growth or lease requirements), the Business Liaison Managers will be able provide a co-ordinated source of advice and information on the opportunities provided by the 'Launch Space' accommodation. The opportunity of transition between the start-up and follow-on space is to be a key feature of the business

accommodation on the SBZ and this continuity of support is to be key aspect of marketing aiming to attract firms to first invest in the SBZ.

Lead partner: Hartlepool Council, One NorthEast. Core Partners: Property Development/ Investment Company.

Impact:

75 jobs created, 150 jobs safeguarded.

Retention and nurture of early-growth businesses within the SBZ (provision of 20,000 sq ft of accommodation).

Outcome: Fills gap in provision to ensure that the needs of businesses at all growth stages can be met, and can therefore feed in to the economic growth of the sub-region.

Cost:

£3.5m (to include construction costs and revenue costs for three years).

Project- Renewable Energy Feasibility Study

Aim: To undertake research into which aspects of the Renewable Energy industry would provide Tees Valley and the SBZ with the greatest possible return on any investment.

Project description

The project is the commissioning of a detailed and comprehensive study into all the main areas of the renewable energy sector aimed at identifying where businesses and the public sector should be investing in order to gain an optimum return, in terms of generating jobs and local economic development.

The study will explore each major form of renewable energy, i.e. wind, tidal, wave, bio-fuels, energy from waste and micro-generation (solar etc) and assess what the level of growth is likely to be in each sub-sector, and the extent to which the SBZ, and Hartlepool, is positioned to benefit. That assessment will include an analysis of Hartlepool's comparative strengths or weaknesses in terms of factors such as local workforce skills, transport links, land availability, access to funding, university links, coastline etc. The consultants will also be required to look at potential growth and developments in all aspects of economic activity, i.e. manufacturing, development, construction and operation. The study will also undertake an audit

of all major current and prospective RE projects within the sub-region (e.g. hydrogen pipes, carbon capture, planned off shore and on shore wind farms, new power plants etc) in order to ensure any proposed interventions for Hartlepool complement developments at the sub-regional level. The study will conclude with an action plan of recommendations as to how Hartlepool and the SBZ can maximise the benefits to the local economy of growth in the RE industry.

Issues addressed

The Action Plan for Hartlepool SBZ recommends the prioritization of three sectors, renewable energy, nuclear and the chemical and process industries, based on the economic analysis and forecasts contained within the phase 1 report.

Renewable Energy is clearly set to be major driver of economic growth in the sub-region over the next 5-15 years. By 2015 the UK is committed to increasing the proportion of energy generated from renewable sources from the current level of approximately 2% to 15%. In June 2008 the Government announced a 'Green Revolution', i.e. a commitment to a tenfold increase in Renewable energy levels, stimulated by £100bn of new investment. The expansion of the sector will include no fewer than 3,000 new wind-farms, the majority of which will be offshore. It has been estimated that this renewable energy revolution could create 160,000 new jobs.

The Renewable Energy sector in the north east could grow from 3% to 20% of the national figure by 2020 (North East Renewable Energy Sector strategy, 2005). The energy cluster position statement highlights the potential for the north east to become a test bed for new developments in the Renewable energy sector, whilst the Tees Valley City Region Programme has identified Renewable energy as 1 of 5 growth areas for the sub-region. The Energy Cluster Paper, drawn up by the North East Energy Cluster Skills Forum, identified wind-power, bio-mass, hydrogen power, solar, wave and tidal as all offering significant market and development opportunities for the region.

Hartlepool is excellently placed to benefit from this growth by virtue of the coastline, the availability of cheap land, the skills base and the easy accessibility of a major port. The north east region has a legacy of skills, support industries, technology and infrastructure (e.g. pipelines) from the era of 'traditional' heavy industries which are easily transferable to the development of the RE sector.

However, RE is a complex, diverse and very dynamic sector, and competition for investment will be fierce. It is therefore vital that Hartlepool undertakes thorough research, exploring all potential options, to provide the intelligence to underpin the implementation of a pro-active approach to creating a vibrant RE sector within the town, and one that is linked into wider sub-regional initiatives in this area.

Linkages

The Action Plan contains a number of linked initiatives aimed at increasing the numbers within the local workforce with the necessary skills and experience to join the priority sectors of Energy and chemicals. The RE sector, in common with the chemical and general energy sector, relies heavily on the engineers and technicians that these initiatives are focused on, hence their development will improve the 'position' of Hartlepool in relation to the RE sector.

Lead partner HBC Core partners; Renew Tees Valley, Tees Valley Unlimited, One North East, NAREC	
Impact: (a) Outputs -A feasibility study (b) Outcomes -The placing of Hartlepool at the heart of Renewable Energy Development in the region	Cost: £30,000

Project- Supply Chain Project	
Aim: To ensure that the SBZ business community are aware and are geared up to take advantage of large supply chain opportunities.	
<p>Project description</p> <p>The aim of this project is to maximize key elements of the supply chain for SBZ companies and target major purchases of goods and services found in the SBZ for the benefit of the indigenous business community. The project would start with focusing in on the decommissioning of the nuclear power station which is likely inject £0.2 billion into the local economy- the project would ensure that as much of this is captured by local SBZ companies through local contracts.</p> <p>The work to firstly look to identify and communicate the opportunities related to the decommissioning and rebuild of the nuclear power station and then ensure that local firms:</p> <ul style="list-style-type: none"> - have all the necessary certification to work on nuclear power installations - form consortiums to be more able to meet identified supply chain opportunities - produce tenders that are competitive and high quality - form relationships with other bidders (either nationally or internationally) in order to tap into other potential tenders. <p>The project would consist of a supply chain specialist who would capacity build SBZ companies to ensure that they are ready to tender as and when opportunities arise. The specialist would also work closely with the Nuclear Power Station and the National Decommissioning Authority so that they are proactive with up and coming opportunities.</p> <p>Issues addressed</p> <p>Ensuring that this key driver of economic development in the region is maximized. Ensuring local firms grow and that new growth sectors in the national economy are captured for local benefit.</p>	
Lead partner Hartlepool Council Core partners; Hartlepool Nuclear Power Station, Renew Tees Valley	
Impact:	Cost: £190,000

Jobs created- 150 Jobs safeguarded- 400 Business supported- 100	
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Project- Business Liaison Managers	
Aim: To provide a closer links with businesses within the SBZ and ensure that they are efficiently supported	
Project description The appointment of two Business Liaison Managers (BLMs) to establish much closer links with businesses across the SBZ, providing them with a first point of contact in relation to their needs, whether in terms of land/ premises, employees, training etc. This key single point of contact would provide a route into an array of public support agencies for large local companies and act as a one stop shop for major employers to utilize. The existing BLM in Hartlepool has worked very well and this project would extend this existing initiative.	
Issues addressed Key employers are partly linked in to Hartlepool Council already, although there is no one solely responsible for linking into key employers located in the SBZ including Corus, Huntsman and Able UK. The BLM also ensures that local businesses are aware of the business support available to them and therefore act as a signposting project to other enterprise support activity. Communication regarding the advancement of projects contained in this Action Plan along with the BID development would also be a key part of the BLM role.	
Lead partner: Hartlepool Council	
Impact: 100 businesses supported.	Cost: £400,000.

Project- Working with Business Link North East	
Aim: To develop a high quality and targeted business support package for inward investment	
Project description To develop a high quality and targeted business support package for inward investment Focusing specifically on the Southern Business Zone, BE-NE and Hartlepool Borough Council will work to develop a high quality, efficient and targeted business support offer for high growth businesses that are looking to re-locate to the area. The project will focus mainly on the energy, process Industry; and engineering sectors. This action focuses more on the overall concept of improving business support within the SBZ (which encompasses all of the projects within this document) as opposed to a specific project.	

The initial stages of this project will focus on raising awareness amongst local businesses of the support which BE-NE delivers. Once this has been done, BE-NE and the Council will work in partnership to deliver a series of joint events and marketing projects, which will focus on issues such as procurement and supply chain.

The partnership will also begin to develop an appropriate package of support for high-growth businesses and to attract inward investment, that will encompass many of the projects found in this document. This will include other partners where necessary, and will address a range of issues including gaps in the labour market and supply chain implications.

Although the project is focused on the Southern Business Zone and high-growth businesses, BE-NE will continue to work in partnership with the Council to increase the number of start-up businesses across the Borough.

Issues addressed

The Business Simplification Support Programme (BSSP), currently being implemented through the Department of Business, Enterprise and Regulatory Reform, places Business Link as the primary access channel to business support. This pilot project further develops the Memorandum of Understanding between BE-NE and ANEC to ensure that a joined up and cooperative approach is adopted. It will also help to provide improved efficiency and access to services, avoidance of duplication and growth in business stock.

Lead partner: Hartlepool Council

Impact: An improved quality of mainstream provision within the SBZ and an increased take-up of existing business support provision.

Cost: None.

Project- Incubation and Business Support Services

Aim: To strengthen the business community through the provision of a number of interrelated activities.

Project description

This project has a number of interrelated elements which all focus on activity to strengthen the local business community in the SBZ. The main elements of the projects are as follows:

- Networking/Clustering

The development of a business network/association across the SBZ area to ensure the coming together of local businesses to give a stronger voice, offer mutual support to one another, joint marketing initiatives, and generally link into the wider business support network and the services which are available to local firms. The network/ association would encourage SBZ businesses to talk to each other, encourage them to inter-trade and unite them in relation to issues such as lobbying and influencing stakeholders about SBZ improvements. It would also provide the public sector with a

single voice to go to when they wish to consult or work with SBZ businesses. The network/ association would be focused on the whole SBZ and would not be sector specific.

- Incubation Services

The holding of 'surgeries' with professional people to allow young businesses to develop, survive and grow in the SBZ. This would include direct support on legal advice, accounting, process/quality, marketing , HR and generic start up advice and provide a place where businesses could access a wide range of professional support in one place. The surgeries would provide a first port of call for businesses - any follow on or more intensive support would be supported through "solutions funding" with Business and Enterprise North East, where solutions funding is not available or there is gap in funding provision, the opportunity to offer direct financial assistance.

- Mentoring

This element of the project would revolve around the development of a mentoring service which offers businesses access to individuals across a range of disciplines who could become more formally involved in a business to help with their development and growth. The project would pull together a "group" of specialists who could act as a virtual board which challenges businesses about the different areas of their development and growth plans. The virtual board would act as a sounding board for business owners but would also be proactive in their approach to the support they provide- setting business owners with specific tasks and milestones and providing hands-on support in order to help them achieve key business goals.

- Training/Support

The element would focus on encouraging SBZ businesses to take up more training provision available to them, in particular Train to Gain, and the encouragement of Leadership and Management training. The project would link into and expand other marketing activity which encourages take up and supports a higher level of penetration of training activity within the area.

Lead partner: Hartlepool Council

Impact:

20 businesses intensively supported through the mentoring per annum (by the virtual boards)
 25 businesses taking up existing train to gain opportunities per annum
 75 businesses per annum supported through the surgeries)

Cost: £200,000 per annum

Project- BID feasibility study	
Aim: To assess the feasibility of a BID(s) within the SBZ	
Project description	
<p>Initial work to understand the feasibility of developing a small number of Business Improvement District (BIDs) on key estates in the SBZ focusing in on Usworth Road, Park View West and Sovereign Park. Before any BID can happen, it is recommended that a feasibility study is undertaken to investigate:</p> <ul style="list-style-type: none"> - whether there is initial support from the SBZ business community for a BID - the level of any funding that would be generated from a BID - how many BID the SBZ should have - the geography and spatial level of any BID in the SBZ - level of stakeholder support for the BID - the pros and cons of a BID in the SBZ (why would a BID work/ not work) - identification of good practice in terms of BID development in industrial areas (including lessons learned from the other BID in Hartlepool) <p>Once the feasibility study is completed then an assessment of it probable success should be undertaken.</p>	
Lead partner: Hartlepool Council	
Impact: The feasibility Study would not produce any direct outputs.	Cost: £30k

THEME 3: PLACE

A Zoned Approach

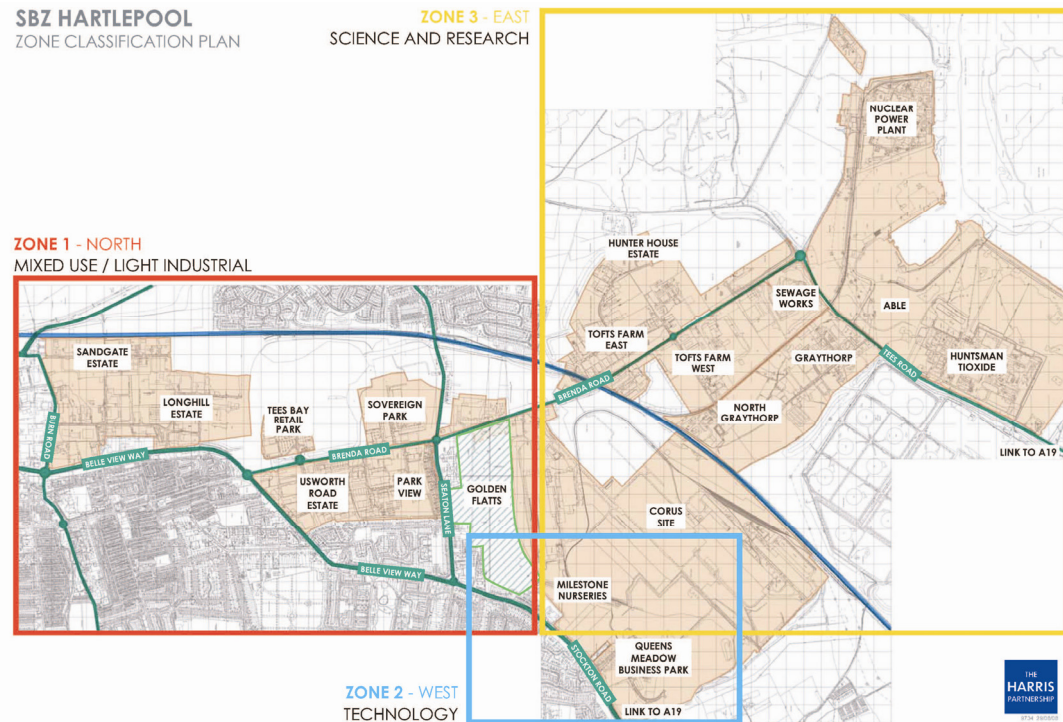
As stated earlier in this Action Plan, the SBZ is not a single homogenous area which needs the same level and type of support and intervention. We have suggested division into three large zones which are defined by internal consistencies around land use and business activity and type.

Under the Place theme we suggest certain public sector place shaping projects which have an SBZ wide remit and affect all three zones, and some which are targeted on individual zones.

The public sector projects targeting individual zones are designed to respond to the individual circumstances pertaining to a zone and the assumed potential it has for future development and use. For the zone-targeted interventions, projects largely consist of signage, landscaping, public realm, street lighting, pedestrian / cycle access routes and new estate access roads.

The private sector projects are all 'zone targeted' with all being intended to respond to the individual circumstances of a zone and the impacts and changes brought about within a zone by the public sector projects. They are intended to build upon the existing land use and business profile of a zone, enhance the business accommodation offer and provision of amenities / facilities / services and exploit each zone's overarching USPs. There is much greater variation between zones in the private sector project proposals than in the public sector project proposals.

Although briefly outlined earlier in the Action Plan, below we provide an overview of the three identified zones in terms of land use, business profile and current and future potential and also indicate the general issues and areas where public and private sector investment might be directed.

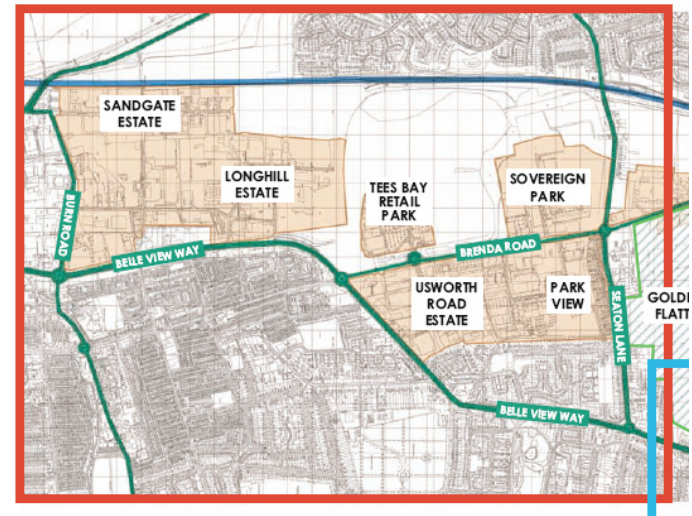


Zone 1 North – Trade Counter Retailing and Light Industry

At present land use within the Zone is mixed with employment and residential uses located in proximity. Employment use includes light industry, workshops, retailing (including the Tees Bay Retail Park), car showrooms, office and a concentration of Bad Neighbour Uses at Longhill and Sandgate.

The long term aim for the Zone is to retain and support its mixed use profile but possibly consider a gradual relocation of Bad Neighbour Uses to locations featuring a more 'heavy industrial' character (such as Zone 3). Public sector investment would provide green buffers and landscaping, street lighting provision to the primary corridor, new pedestrian and cycle routes and a zone wide branding exercise to encompass signage at key gateways and corridors. Such interventions will screen and provide privacy between uses, enhance the overall aesthetics of the Zone, delineate key access corridors and gateways, enhance connectivity, aid movement and raise the profile and visibility of the Zone as an identifiable location for business and investment. A further public sector intervention for the zone, suggested here but in need of further consideration by the Steering Group and partners, is the deallocation of Golden Flatts to another use other than employment.

The intention of the public sector actions is to create a more attractive and favourable environment for private sector projects. Depending upon factors like market demand and site conditions, potential private sector projects suggested for the Zone include an outdoor recreation / leisure facility, associated park and ride scheme (increasing passing trade and footfall), new housing development at Golden Flatts, new build office / workshop / light industrial, infill development of trade counter retailing, plus cosmetic upgrades and refurbishment of existing industrial units. Projects of this nature would enhance the range and quality of facilities, services and business accommodation available within the Zone creating new motivations and attractions for visitors, investors, developers and potential and existing occupiers, helping to stimulate investment.



Zone 2 West – Technology

Employment land use within the Zone predominantly relates to Queens Meadow where a range of light industrial, workshop and office uses occur. There are also further schemes of this nature currently in the development pipeline. Established residential communities are found in the north-west of the Zone and a portion of Golden Flatts (the site previously discussed) also features.

The long term aim for the Zone is to further build upon the success of Queens Meadow with public sector investment extending the infrastructure network, landscaping and public realm within the estate to unlock sites in the undeveloped rear portion. Public sector investment would also be used to develop an area branding exercise to include signage at strategic gateways and corridors within the Zone. Depending upon factors like

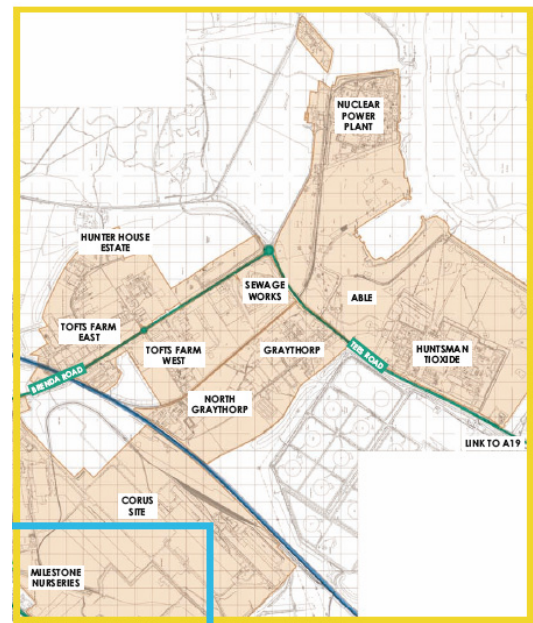
market demand and site conditions, potential private sector projects suggested for the Zone include further office / light industrial /workshop and new small-scale amenity (café / local shop) development at Queens Meadow on unlocked sites and some small scale amenity use development in proximity to Queens Meadow. As previously discussed a private sector project suggested here but in need of further consideration by the Steering Group and partners would be a de-allocation of employment land at Golden Flatts. As with the projects suggested in Zone 1, projects of this nature would enhance the range and quality of facilities, services and business accommodation available within the Zone creating new motivations and attractions for visitors, investors, developers and potential and existing occupiers.



Zone 3 East – Science and Research

Employment land use dominates with no obvious residential dwellings located within the Zone. Heavy and light industry, notifiable installations, hazardous materials sites and the Nuclear Power Station are all located within the Zone. Given the presence of the Nuclear Power Station, there have been and will continue to be certain limitations on the nature of permissible development and the built form of the Zone is (and will continue to be) partly a product of this.

The long term aim for the Zone is to build upon its current use profile by promoting its suitability for certain heavy and light industries. Uses that might conflict with the activities of existing occupiers and heavy industry could be encouraged to locate in Zone 1 or Zone 2, as appropriate. We suggest considering the aim of gradually encouraging a relocation of Bad Neighbour Uses from Zone 1 to Zone 3 with public sector investment being used to help create incentives in the form of enhanced infrastructure to unlock sites. Other heavy and light industrial uses, such as blended chemicals companies, could be encouraged through public sector investment in enhanced infrastructure, landscaping and green buffers to improve existing business locations and unlock new sites. An area-wide branding exercise expressed through strategically located signage would also help raise the zone's profile to better attract private sector investment. Depending upon factors like market demand and site conditions, the public sector spend is intended to stimulate private sector investment in projects like the development of a 'recycling quarter' comprising commercial operators and a blended chemicals cluster featuring private sector operators.



Project Inventory

For each of the three zones, the Action Plan outlines the public sector place shaping projects which are anticipated to be a first tranche of investment. For these projects the Action Plan describes the content, aims, linkages and outputs and gives an indication of costs. The Plan then describes a selection of private sector Place projects, largely concerned with new build development and refurbishment works, that would make a contribution to enhancing and strengthening the business accommodation, facilities, services and amenity offer within the SBZ, appear appropriate to the context of the SBZ and its constituent zones and could be delivered downstream of the public sector investments occurring across all three themes (People, Business and Place). Plans showing the intervention areas are included and reference to these plans occur in the project descriptions.

At this early stage of planning it is not advisable to be too prescriptive on the use, scale and cost of projects and developments where the private sector is the key delivery agent. Variables like market demand, access to finance, site conditions, phasing, spatial policy and new supply in the wider area, such as that proposed at Victoria Harbour, will all impact upon what the market is willing and able to deliver at the SBZ. It is within later stages of planning and planning for delivery when unit sizes, specific end uses, costs and values can be determined for these projects when thorough market testing occurs.

In regards to costs for the Place projects, for the public sector place shaping projects there is an indication of benchmark costs for the construction works of each project based upon a number of assumptions. They should not be considered absolute figures. An indication of the costs that might be associated with development of a possible new build council depot are also provided, based upon a number of assumptions (for cost assumptions see appendix).

In a 'Next Steps' section to the rear of the Place theme section we outline the planning for delivery steps to take in order to move the action Plan forward.

ALL ZONES

Project- Area branding
Aim: Rise the profile of the SBZ and its relevant zones as business locations and be a very visible statement of investment and improvement
Project description <p>The project proposes an area wide branding exercise to incorporate the whole of the SBZ with an overarching brand for the total area and individual 'brands' developed for the three identified Zones (the Zones are described elsewhere within the Action Plan).</p> <p>It is recommended that professional marketing consultancy support is employed to develop appropriate brand identities for the three zones taking guidance from the Steering Group, Hartlepool Council, ONE, other regeneration agencies, local business occupiers and other business representatives.</p> <p>The overall brand would be useful for collecting together and identifying the whole SBZ helping to make it recognisable as a composite business location, albeit not a particularly homogenous one. For visitors /investors not familiar with Hartlepool it might be easier to locate the larger SBZ than the smaller individual zones. By defining it as a single entity, arguments could be established around the existence of a 'critical mass' of businesses and employees which might prove useful in funding bids etc. Furthermore to have a single sign directing visitors to the SBZ rather than having three signs to direct individuals to each individual zone might reduce signage 'clutter' on key approaches.</p> <p>As a minimum it is suggested that the branding for the SBZ would need to include a 'name' (this might be Southern Business Zone or another name), preferred colour palette, typography, imagery and possibly photography.</p> <p>In providing branding for the three zones the intention would be to develop distinct identities that emphasis their own particular use profiles and future use potential but there would be some link back to the overall SBZ brand. As a minimum it is suggested that the branding for each zone would need to include a 'name' for the zone, preferred colour palette, typography, imagery and possibly photography, and, if appropriate, preferred treatments to the public realm within each zone.</p> <p>Physical expression of the branding in the SBZ would include signage at gateways to the SBZ and to the individual zones whilst there may also be scope to continue branding within individual zones through treatments to the public realm, landscaping, street lighting,</p>

paving and street furniture.

Signage might be one of the most visible and easier ways to 'brand' the SBZ and individual zones. We would suggest placing signs at primary access points into the SBZ and individual zones and at the entrances to individual estates within the zones. The SBZ entrance signs and the zone entrance signs might be 6 - 7 meter high totem signs including integral illumination. Entrance signs to the individual estates could be smaller 'secondary' signs with no integral illumination. Directional signs within the zones could also be of the smaller style again with no integral illumination. Consultation with the Steering Group, Hartlepool Council, ONE, other regeneration agencies, local business occupiers and other business representatives would be useful for determining the information include on the signs.

It is recommended that signs for the SBZ are introduced from the A19 and at locations within the town centre so that the profile of the SBZ is raised beyond its immediate surroundings.

It is expected that the project would be delivered primarily by the public sector although there may be scope for private sector contributions from occupiers based within the SBZ.

There may need to be negotiations with landowners in order to locate signs in certain places within the SBZ as some of the preferred sites might lie in private ownership.

In addition to the physical expression of the area branding project within and around the SBZ, it is advised that the branding project is carried forward in areas such as marketing and publicity, perhaps through the creation of a webpage linked to Hartlepool Council's website which continues the branding exercise and lists the businesses located at the SBZ. It is not within the scope of this Action Plan to go into detail about the various ways the branding theme could be rolled out but it is anticipated that employing marketing consultancy support to develop the brands for the SBZ would include advice about how the brands could be rolled out in various mediums.

Plans B, E and H show potential signage locations (although several other plans also mention signage locations)

Issues addressed

Generally the SBZ lacks a clear, coherent identity and is not readily recognised as a distinct business location by visitors. By promoting the SBZ as a clear location for business, like Queens Meadow has been, there might be scope to increase developer and investor interest.

Navigation within the SBZ is not straight forward with individual estates not always being especially identifiable and directional

<p>signage to individual estates being sparse in places.</p> <p>Areas and occupiers not immediately accessible from main arterial roads suffer from a lack of passing trade and low visibility. Through enhanced signage greater attention might be drawn to these occupiers potentially increasing trade.</p>	
<p>Linkages</p> <p>The project has general links with all other projects suggested through the Place theme which are all concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and stimulate / encourage further investment and growth.</p>	
<p>Key stakeholders: Hartlepool Borough Council, ONE and other regeneration agencies, marketing consultancy support, SBZ business community, wider Hartlepool community</p>	
<p>Impact</p> <p>(a) Outputs</p> <p>Provision of approx 14 signs</p> <p>(b) Outcomes</p> <p>Enhanced visibility and recognition of the SBZ and its constituent zones</p> <p>Easier navigation through the SBZ with clear signs to direct movement</p>	<p>Cost: £140,000</p> <p>Assumes provision of approx 14 signs featuring a mix of 6 -7 meter totem signs with integral illumination and smaller 'secondary' totem signs with no integral illumination. Signage budget costs based upon an estimate by Harris Partnership from reference to previous experience of the provision of signage. Budget allowance included for marketing consultancy support of £30,000</p>

Zone 1 North – Trade Counter Retailing and Light Industry

Public sector 'place shaping' projects:

Project- Deallocation of Golden Flatts from employment use to another use.
Aim: Create planning conditions that would enable the site to be developed for a use other than employment
Project description Consideration could be given to the deallocation of Golden Flatts from employment use to another use and include this amendment in future development and planning policies including the emerging LDF. Consultation with planners, the Steering Group and other partners would be necessary to identify the desirability and feasibility of this proposal and to identify an agreeable end use. The project will require limited public sector investment with such costs largely associated with staff costs to prepare a case for deallocation and undertake the necessary amendments to planning policy documents. Depending upon the end use decided for the site it could make a valuable contribution to the lifestyle / amenity offer of the SBZ and / or the accommodation profile. It could create land receipts or produce section 106 opportunities if it were sold / developed. See plan A for site in question Issues addressed An oversupply of employment land affects Hartlepool, the sub-region and the region largely due to contraction within heavy industry and an associated fall in demand for large sites. An oversupply of employment land can lead to low values and low values can deter speculative development as it can become hard to make schemes stack up financially. Through a small reduction in employment land provision the intention would be to contain and concentrate demand at existing employment schemes within the SBZ helping to support values and improve sustainability. Golden Flatts is a large strategic site situated in proximity to various transport connections, services, employment uses and established residential communities. Currently lying vacant it could gain new value through redevelopment for a new use. Linkages The project has scope to link with various other 'Place' projects suggested within the SBZ Action Plan which aim to increase the

appeal and environmental quality of the SBZ to ultimately create more attractive conditions for investment.	
Key stakeholders: Hartlepool Borough Council, ONE, statutory consultees	
<p>Impact</p> <p>(a) Outputs</p> <p>New site of approx 68 acres available for development of a new use</p> <p>(b) Outcomes</p> <p>New functional use for a currently vacant plot of land</p> <p>Reduction in employment land availability potentially directing demand towards existing established employment / commercial schemes within the SBZ supporting their sustainability</p>	<p>Cost: Absorbed into 'normal' staffing costs at Hartlepool Council</p>

Project- Brenda Road infrastructure and environmental improvements	
Aim: Enhance the travelling experience along a key access route through the SBZ. Raise the profile of Brenda Road to reflect its status and enhance connectivity and perceptions about the SBZ	
<p>Project description</p> <p>Install street lighting to the length of Brenda Road and provide landscaped frontages to Brenda Road where low density development, or open space fronting the road, allows.</p> <p>As street lighting is partial to Brenda Road at present in recommending full provision it is assumed that new lamp standards, cabling and trenches will need to be provided. Such work would cause temporary disturbance of the tarmacadam surfacing.</p> <p>The landscaping could replicate the quality and style found elsewhere within the SBZ i.e. the grassed mounds found at Queens</p>	

Meadow could be adopted. The project would involve planting to include instances of specimen trees but would exclude boundary walls, fencing and street furniture. To determine an agreeable landscape treatment, discussions between the Steering Group, planners and local businesses etc would be advised. Depending upon the location of the landscaping there may be a need to negotiate with private landowners if aspects of the landscaping encroach upon privately owned land. The preference would be to minimise such encroachments where possible.

In combination, the new lighting and enhanced landscaped treatments will create a quality corridor for travel through the SBZ helping to raise perceptions about the area for visitors and potential investors. It is a very visible commitment to, and sign of, improvement and development within the SBZ. This should develop confidence within the local community and market that improvements to the SBZ are 'on track'.

The project would be financed and delivered by the Public Sector.

See plan B and plan H for the location of investment

Issues addressed

Although the primary route through the SBZ, there is only partial street lighting to Brenda Road. Providing street lighting to the road's full length should help better reflect the primary status of this route helping to make it more recognisable as such to visitors and investors.

There are a high number of low impact frontages to Brenda Road. The provision of landscaping to such low impact areas should enhance the traveling experience giving form and definition to the route with identifiable landscaped markers.

Connectivity by modes other than private transport is not particularly strong within the SBZ. Through the provision of street lighting a key route might become, in the view of pedestrians and cyclists, a more inviting prospect as it will be well-lit and so perhaps enhance perceptions of safety.

Linkages

The project links will all other Place projects suggested in the Action Plan by literally improving the physical linkages between individual projects and hopefully encouraging connectivity and travel between these helping to supporting their long term use and sustainability.

Key stakeholders: Hartlepool Borough Council, local business community with the SBZ, private landowners within the SBZ	
<p>Impact</p> <p>(a) Outputs</p> <p>Jobs created in construction work</p> <p>Approx 3,455 linear meters of new street lighting</p> <p>Approx 1,300 sq meters of landscaping</p> <p>(b) Outcomes</p> <p>Improved journey experience along Brenda Road</p> <p>Improved connectivity within the SBZ</p>	<p>Cost: £310,000</p> <p>For street lighting assumes new lamp standards, cabling and trenches and allowance for instating the tarmacadam surfacing. Assumes street lighting provision to approx 3,455 linear meters of road.</p> <p>Assumes an allowance of 1,300 sq meters of landscaping to include planting and specimen trees but excludes boundary walls, fencing, street furniture.</p>

Project- Upgrade recreation routes and introduce two additional routes	
Aims: Increase connectivity through the area and beyond and support access to opportunities at the SBZ. Promote 'green travel' by creating safe and sustainable alternatives to vehicular travel. Create new opportunities for outdoor recreation and support biodiversity within the SBZ.	
<p>Project description</p> <p>The project proposes enhancing the existing recreation routes identified in the Local Plan through improved signage to raise the prominence of these routes and encourage use. Signs could replicate the design approach established through the Area Branding project. It is proposed that a number of totem signs would be provided at key junctions / entrances to the recreation routes and these would be of a scale similar to the 'secondary' signs outlined in the Area Branding project.</p> <p>The project also proposes the introduction of two new recreation routes linking the existing recreation route which runs through the SBZ following the line of the train track with major users at Tees Bay Retail Park and Sovereign Park and through to Brenda Road. These new routes would be reflective of the existing routes in their allowable uses - cycling / walking etc - and would be of a non-</p>	

tarmacadam surface. Signage would be provided at these new routes to highlight their existence and encourage use. There may be issues around land assembly along the route of the proposed recreation routes and discussions between the Steering Group, planners and estates would be advised to locate an agreeable route.

The project would be financed and delivered by the Public Sector. There could be scope however to seek contributions through s106 agreements associated within development of sites within the SBZ.

The project has the potential to create new outdoor recreation opportunities for employees based in the SBZ and the surrounding residential communities providing enhanced routes for walking, jogging or cycling. The routes should provide a safe and sustainable alternative to access by car supporting the green travel agenda. Also the routes have scope to become locations for bio-diversity, especially the lesser 'exposed' routes such as the route close to the train track.

See plan B and plan D for the location of investment

Issues addressed

Increased use of the recreation routes should be encouraged as their visibility is raised and additional places become accessible through an enlarged network. This should increase connectivity within the SBZ which appears fairly limited by foot and cycle at present.

Linkages

The project links with a number of other Place projects suggested in the Action Plan by literally improving the physical linkages between individual projects and hopefully encouraging travel between these thereby supporting their long term use and sustainability.

The project supports Local Plan Policy R9 Recreation Routes as it will enhance existing routes and provide additional routes.

The project is liable to have linkages with Council and local PCT policies and initiatives around supporting and encouraging residents to adopt healthy lifestyles which can include regular exercise.

Key stakeholders: Hartlepool Borough Council, private landowners

Cost: £40,000 (approx)

<p>Impact</p> <p>(a) Outputs</p> <p>Development of approx 700 linear meters of non-tarmacadam pathway</p> <p>Provision of 4 signs</p> <p>(b) Outcomes</p> <p>Enhanced visibility of recreation routes increasing use</p> <p>Increased opportunities for outdoor recreation</p>	<p>Assumes provision of approx 4 smaller 'secondary' totem signs with no integral illumination at an approximate cost of £20,000</p> <p>Assumes development of approx 700 linear meters of non-tarmacadam pathway for pedestrian and cycle use at an approximate cost of £20,000.</p>
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<p>Project- Green Buffer and link to rear of proposed trade counter retail corridor at Longhill & Sandgate</p>	
<p>Aim: Improve accessibility and encourage connectivity within the SBZ. Contribute to increased foot fall at Tees Bay Retail Park, Longhill and Sandgate bringing economic benefits to business occupiers</p>	
<p>Project description</p> <p>The project proposes the creation of a new pedestrian / cycle link (non-tarmacadam surface) and a green buffer strip extending from Tees Bay Retail Park to the Tesco located at Belle Vue Way. The link would be incorporated within a new green buffer strip that would include planting to include specimen trees but would exclude boundary walls, street furniture and fencing. The new link and green buffer strip would occur at the rear of the proposed 'trade counter retailing corridor' which forms another project suggested within this Action Plan.</p> <p>To facilitate delivery of the project there would need to be land assembly along the proposed route as it lies in private ownership. The project would be delivered by the Public Sector. Private sector contributions might be possible or there could be scope to seek contributions through s106 agreements associated within development of sites within the SBZ. There would need to be collaborative working with existing land owners to enable delivery of the project.</p>	

See plan C for the location of investment

Issues addressed

Longhill and Sandgate currently feature a number of identified 'Bad Neighbour Uses', typically scrapyards, which create unattractive vistas and arguably undermine the achievement of an aesthetically appealing business environment. Furthermore given the strategic, edge of town centre location of the estates Bad Neighbour Uses are perhaps less appropriate here than some other uses.

The green buffer and the new link have the potential to create a green 'barrier' to the further spread of Bad Neighbour Uses into Longhil, especially in terms of preventing spread to the prominent Belle Vue Way frontage. This might create scope to encourage a redirection of demand for Bad Neighbour Uses away from these near town centre sites to other locations which could be considered more appropriately located, such as the proposed 'recycling quarter' in Zone 3 at Graythorp which forms another project suggested elsewhere within the Action Plan. There is noted demand for new sites for Bad Neighbour Uses at Longhill indicating that the extent and scale of their impact is liable to grow as new sites become available for development.

Through the provision of a new pedestrian linkage through part of Longhill new connections will be opened up enhancing accessibility and creating new opportunities for safe and sustainable transport by foot and by bike.

Linkages

The project has direct links with the proposed 'recycling quarter' at Graythorp in Zone 3 mentioned elsewhere within the Action Plan as it would contribute to a reduction in site availability for Bad Neighbour Uses at Longhill which, in the long term, might result in a re-direction of demand to locations like the proposed recycling quarter.

The project has more general links with all other projects suggested through the Place theme as, like all these other projects, it is concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and contribute to stimulating / encouraging additional investment and business growth

Key stakeholders: Hartlepool Borough Council, ONE, other regeneration agencies, business occupiers at Longhill and Sandgate, private landowners / landlords at Longhill and Sandgate

Impact

(a) Outputs

Cost: £110,000

Assuming development of approx 2,150 linear meters of non-tarmacadam pathway set within a

<p>Development of approx 2,150 linear meters of landscaping with an incorporated non-tarmac pathway</p> <p>(b) Outcomes</p> <p>Unattractive uses screened from Belle Vue Way</p> <p>New access and connectivity opportunities</p>	<p>green buffer comprising planting but excluding boundary walls, fencing and street furniture.</p>
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<p>Project- Green Buffer at Park View to separate residential from commercial uses</p>
<p>Aim: Create an attractive and clear screen between different uses</p>
<p>Project description</p> <p>Provide a structured landscaped buffer strip at Park View incorporating specimen trees etc to provide a screen between residential and business use to increase privacy, enhance security and reduce potential issues of conflict such as noise nuisance.</p> <p>As the project would involve development on privately owned land (Park View estate) the support of the existing head landlord at Park View would be necessary. It is not anticipated that the small loss of employment land to the green buffer strip (possibly a 10 meter wide strip) would have any serious implications for the development capacity of the estate.</p> <p>The project may contribute to supporting bio-diversity within the SBZ as green buffers could become a habitat for flora and fauna.</p> <p>The expectation is that the project would be delivered primarily through the public sector. Contributions might be possible from the head landlord at Park View, business occupiers and neighbouring residents but this would need to be tested.</p> <p>See plan C for the location of investment</p> <p>Issues addressed</p> <p>There is poor division between different uses at Park View - the business occupiers at the estate and residential occupiers in</p>

neighbouring properties. This poor division has potential to create issues of conflict around privacy / security etc.	
Linkages	
The project has general links with all other projects suggested through the Place theme which are all concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and encourage / attractive further investment and growth.	
Key stakeholders: Hartlepool Borough Council, Head Landlord at Park View, businesses at Park View, neighbouring residents	
Impact	Cost: £10,000
(a) Outputs	Assumes an allowance of 470 linear meters of green buffer to includes planting but excludes boundary walls, fencing ad street furniture in a 10 meter wide strip
Approx 470 linear meters of green buffer	
(b) Outcomes	
Enhanced privacy, security and screening between uses	

Although falling outside of the core 'place shaping' projects, the expectation is that, if taken forward, the following project would be primarily delivered by the public sector.

Project- Potential Relocation of Council Depot
Aim: Provide a modern, well located, easily accessible depot to meet the needs of the maintenance and repairs departments etc of the Local Authority
Project description
The emerging Town Centre Strategy makes reference to the potential for the relocation of the Council Depot from a site in the centre. This suggestion is still in embryonic stages and would need extensive discussions within the Council to determine final appeal and viability. If the depot relocation were to be pursued, the SBZ has various merits which should make it a strong contender when decisions over preferred locations are made. It has good transport connections to the town centre and the rest of Hartlepool and

there is generally a low level of congestion making access to and from any depot good. There are vacant sites and former industrial premises that have potential to be converted or developed for depot use. There are numerous workshops and light industrial uses within the SBZ which have a compatibility with a depot operation and so there should be reduced opportunities for conflict with neighbouring uses. Taking account of advice from the consultants preparing the Town Centre Strategy a 3 acre site is considered appropriate for a relocated depot. Several sites within the SBZ might have potential to accommodate a relocated depot including the vacant focal site B at the Brenda Road / Belle Vue Way roundabout (see map D), vacant plots / converted units at Park View and Sovereign Park, vacant plots at Graythorp and vacant plots / converted accommodation at Tofts Farm East and Hunters House.

See plan D for the suggested site, focal site B at the Brenda Road / Belle Vue Way roundabout. Plans D and J show the general areas of Park View, Sovereign Park, Graythorp, North Graythorp, Tofts Farm East and Hunters House where potential sites might be located.

Issues addressed

Provide replacement accommodation for the Council's maintenance and repairs departments freeing up a site in the town centre for new build development and assisting in creating greater permeability and connectivity within the town centre. Locating the depot within the SBZ would, depending upon the site / property chosen, bring vacant land or premises back into use, increase the employee critical mass within the SBZ potentially having positive impacts on local businesses which rely upon passing trade / footfall.

Linkages

The project should have links with the Town Centre Strategy where relocation of the Council Depot is mooted.

Key stakeholders: Hartlepool Borough Council, Head Landlord at Park View, businesses at Park View, neighbouring residents

Impact

- (a) Outputs
- Relocated Council depot
- Jobs created in development work
- (b) Outcomes

Cost: £8.5-9 million

Assumes development of a 6,480 sq meter scheme on a site of approximately 3 acres.

<p>Functional use for a vacant site or property with the SBZ</p> <p>Strategic site in the town centre freed up for development and permeability enhanced</p> <p>Employee numbers increased in the SBZ potentially benefiting local retailers / businesses etc</p>	
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Suggested private sector projects:

Private sector projects that could occur downstream of the public sector investment across all three themes subject to market demand, site conditions, detailed planning considerations etc.

Project- Commercial development at focal site A at roundabout at Belle Vue Way and Brenda Rd
Aim: To provide new build high quality housing on a strategic vacant site making a contribution to local housing needs
<p>Project description</p> <p>If deallocation of Golden Flatts from employment use occurs the expectation is that the site would be sold for another use (possibly recreational). Aside from the public sector costs associated with the deallocation process it is not assumed that any further public sector investment would be required for the project to proceed.</p> <p>There could be potential for significant land receipts (depending upon the resultant sale price and use of the site) to be released following the sale of the site and these could be used to finance other intervention measures proposed within the Action Plan. There might also be potential to attach a s106 to the site to orchestrate delivery of other projects suggested within the Action Plan.</p> <p>See plan A for the site in question.</p> <p>Issues addressed</p> <p>Golden Flatts is a large strategic site situated in proximity to various transport connections, services, employment uses and established residential communities. Currently lying vacant it could gain new value through redevelopment for another use and in so</p>

doing contribute to the vibrancy of the SBZ and surrounding areas and help create a 'critical mass' to support local businesses, retail outlets, public transport providers etc.

As noted within the Local Plan Hartlepool has an identified need for additional provision of family 4/5 bedroom homes and high quality housing to support the town's long term sustainability.

Linkages

The project has scope to link with various other 'Place' projects suggested within the SBZ Action Plan through cross funding and through contribution to the creation of a new use for this vacant site.

Key stakeholders: Private sector developer, Hartlepool Borough Council, Regional Housing Board, RSLs

Impact

(a) Outputs

Jobs created in construction work

The site has the potential to accommodate 825 houses assuming a 27.5 hectare site (68 acre), 100% site developed and build density of 30 dwellings per hectare (in line with Local Plan guidance)

(b) Outcomes

Increased provision of housing choice for local and migrant householders

Land receipts to cross subsidise other projects in the SBZ

Reduction in employment land availability potentially directing demand towards existing established employment / commercial schemes within the SBZ supporting their sustainability

Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of various types of residential dwellings based upon a number of assumptions.

Housing - affordable housing houses	£90 - £100 sq ft
Housing - high quality houses (assumed detached)	£155 - £165 sq ft
Housing - standard private estate housing houses (assumed semi-detached)	£145 - £155 sq ft
Housing - standard apartments	£110 - £120 sq ft
Housing - affordable housing apartments	£105 - £115 sq ft

Project- Commercial development at focal site A at roundabout at Belle Vue Way and Brenda Rd

Aim: Provide high quality business accommodation at a key focal site within the SBZ providing a strong gateway and increasing the availability of modern premises suited to modern occupier needs

Project description

The project proposes new build commercial development at a key focal point site, with a prominent frontage, that fronts on to the roundabout between Brenda Road and Belle Vue Way.

Potential uses might be small local amenity provision to - e.g. general store / café / crèche / post office etc, an enterprise centre providing office and workshop accommodation for 'niche' markets such as specialist manufacturers and office. There may be scope to utilise the site for an enterprise centre adopting the revenue model described within the Business projects. Planning considerations and market demand would be essential in specifying the end use of the site.

Given the prominence of the site there should be an emphasis on design quality, architectural interest and sustainability in the resultant development. The scheme could have scope to be an exemplar project forming a quality gateway within the SBZ and raising expectations and perceptions amongst visitors, investors and existing occupiers.

At present there is some landscaping at the site in the form of grassed earthworks. Any new development at the site could be encouraged to include quality landscaping. The planning process could be used to encourage inclusion of such quality landscape design.

It is anticipated that the project would be delivered by a private developer.

It is thought that the site is in private ownership and consequently it will be essential to work in collaboration with the current landowner to realise its delivery.

See plan D for the project location

Issues addressed

The prominent location and good access offered by the site suggest that it might have potential beyond being a vacant plot with grassed landscaping. Through carefully considered development and landscaping the site could become an integral part of the SBZ

and make a valuable contribution to the supply of quality accommodation.

There is arguably a fairly limited provision of high quality accommodation for modern business users within the SBZ. Likewise there is limited provision of local amenities such as general stores / cafés / crèches. The site might present possibilities for addressing these issues through new build development. If local amenity provision were to occur the overall 'lifestyle' offer of the SBZ would be increased potentially enhancing its appeal to new occupiers and existing occupiers whilst new opportunities for social interaction between employees, businesses and residents would be created. Such informal interaction could create / strengthen relationships within the SBZ community and possibly lead to new supply chain links.

Linkages

Depending upon the end use delivered, the project has potential links with Business projects concerned with stimulating new business start ups as it could provide new business accommodation for start ups and/or more established operators.

The project has more general links with all other projects suggested through the Place theme as, like all these other projects, it is concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and contribute to stimulating / attracting additional investment and business growth

Key stakeholders: Private sector developer, Hartlepool Borough Council, possibly a business centre operator

Impact

(a) Outputs

Jobs created in construction work

Provision of new build, high quality accommodation

Job accommodated / created at businesses taking space at the completed scheme

Potential income stream for Hartlepool Council depending upon nature of scheme developed

Cost:

An indication of the range of average benchmark rates that a Client could be expected to pay for the construction of office and light industrial uses based upon various assumptions:

Speculative industrial units - standard specification - primarily for light industrial use. Excludes fit out	£45 - £50 per sq ft
Purpose built / bespoke industrial units. Excludes fit out	£45 - £55 per sq ft

<p>(b) Outcomes</p> <p>Supply chain opportunities created at the site</p> <p>Development of high profile gateway within the SBZ</p>	<p>Office - low / medium rise standard specification. Includes Cat A fit out & air con</p>	<p>£150 - £160 per sq ft</p>
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<p>Project- Business accommodation developed at vacant, focal corner site B at roundabout at Belle Vue Way and Brenda Rd</p>
<p>Aim: Provide functional use for a vacant site enhancing the appearance and perception of a key access point within the SBZ helping to create a quality gateway whilst also contributing to the supply of quality accommodation</p>
<p>Project description</p> <p>The project proposes new build commercial development on a prominent site fronting Belle Vue Way. End use would need to be determined by discussions between Planners and the Steering Group and would be informed by market demand.</p> <p>There may be scope for office, light industrial or hybrid workspace and we have been advised that a planning application for a car showroom has previously been obtained for the site suggesting showroom use might be an option. The site might also have potential to be developed as an enterprise centre using the model explained within the Business projects. There could be scope for the site to be developed for use as a council depot.</p> <p>Given the prominence of the location, new build development should emphasis design quality and architectural interest and might have the potential to be an exemplar scheme providing a quality gateway within the SBZ.</p> <p>Unless developed as a council depot (see earlier public sector project) the expectation is that the private sector would bring forward the site.</p> <p>As the suggested site for the project is in private ownership it will be essential to work in collaboration with the current landowner / any future owner to realise its delivery. Being a vacant plot recently marketed for development the planning system offers scope to guide development at this focal site.</p>

See plan D for the project location

Issues addressed

The project would bring into use a large vacant site in a prominent location within the SBZ. A positive tone could be set at this gateway through the existence of an architecturally appealing development, positioned to give a strong impact frontage.

There is a fairly limited provision of high quality accommodation for modern business users within the SBZ. The site might present possibilities for addressing these issues through new build development.

Linkages

The project links with Business and People projects concerned with stimulating new business and supporting business growth by providing new accommodation for start ups and established operators.

The project has more general links with all other projects suggested through the Place theme as, like all these other projects, it is concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and contribute to stimulating / attracting additional investment and business growth.

Key stakeholders: Private sector developer, Hartlepool Borough Council, ONE, regeneration agencies, business centre operator (potentially)

Impact

(a) Outputs

Jobs created in construction work

Supply chain opportunities created at the site

Provision of new quality business accommodation

Job accommodated / created at businesses taking up the provided accommodation

Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of office and light industrial uses based upon various assumptions:

<p>(b) Outcomes</p> <p>Provision of gateway scheme potentially improving aesthetics, perceptions and aspirations for and about the SBZ</p> <p>Depending upon the nature of the development, the project could produce an income stream for the Council if it were developed as an enterprise centre adopting the model described in the Business theme.</p>	<p>Speculative industrial units - standard specification - primarily for light industrial use. Excludes fit out</p>	<p>£45 - £50 per sq ft</p>
	<p>Purpose built / bespoke industrial units. Excludes fit out</p>	<p>£45 - £55 per sq ft</p>
	<p>Office - low / medium rise standard specification. Includes Cat A fit out & air con</p>	<p>£150 - £160 per sq ft</p>

<p>Project- Trade counter retailing corridor provided at Longhill and fronting Belle Vue Way</p>
<p>Aim: Provide an impact frontage to a key approach to the town centre through the SBZ. Support creation of a critical business mass at Longhill and Sandgate to encourage trade.</p>
<p>Project description</p> <p>The project would be a long term aspiration involving the gradual redevelopment of vacant plots in Longhill which front Belle Vue Way. A suggested end use for redeveloped plots is trade counter retailing serving both trade and the public. Such retailing use would not compete with the town centre retailing offer or the proposed 'bulky goods' retailing at the planned Victoria Harbour scheme. Given the nature of the businesses within the SBZ there might be a viable local market to support a small cluster of trade counter operators providing easy access to various supplies, materials etc.</p> <p>At present there appear to be a small number of vacant plots at the Belle Vue Way frontage. Redeveloping these sites and other sites that might become vacant for trade counter use would be a long term process and would be reliant upon market demand.</p> <p>Through development of the frontage at Belle Vue Way aesthetic improvements are made to a key approach to the town centre and a 'quality corridor' of new development is produced guiding visitors and potential investors down Belle Vue Way to Tees Bay Retail Park and the wider SBZ. The aim would be to increase footfall within these locations as a result.</p> <p>The improved impact frontage at Belle Vue Way would further shield existing Bad Neighbour Uses at Longhill and Sandgate from the</p>

Belle Vue Way approach and from residential communities located across Belle Vue Way. Furthermore, through development of vacant sites for trade counter uses the availability of sites for further development of Bad Neighbour Uses at Longhill is reduced helping to contain the presence of such activities within their existing locations.

Through the introduction of new trade counter retailing opportunities at Longhill and Sandgate there may be scope to develop a 'critical mass' of businesses that are better able to attract additional trade and potentially, in a cyclical fashion, this additional trade could help attract in additional occupiers growing business activity at the estates.

As the suggested sites for the project are in private ownership it would be essential to work in collaboration with the current landowners to realise its delivery.

See plan D for the project location

Issues addressed

There are a number of prominent sites with vacant / under used plots fronting Belle Vue Way providing a low impact frontage to this key approach to the town centre and down to the SBZ.

The presence of vacant sites at the Belle Vue Way frontage may provide opportunity for Bad Neighbour Uses to further spread to this prominent location as there is noted to be continuing demand by such uses for sites at Longhill. Expansion of Bad Neighbour Use activity might be better accommodated in other locations away from the town centre and established residential communities.

Linkages

The project has direct links with the projects suggested in the Place theme which are intended to support the creation of a 'recycling quarter' at Graythorp. It would reduce the availability of sites for Bad Neighbour Uses at Longhill and, in the long term, potentially lead to a re-direction of demand to other locations.

The project has more general links with all other projects suggested through the Place theme as, like these other projects, it is concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and contribute to stimulating and encouraging additional investment and business growth.

Key stakeholders: Private sector developer, Hartlepool Borough Council

<p>Impact</p> <p>(a) Outputs</p> <p>Jobs created in construction work</p> <p>Jobs accommodations / created in trade counter retailers taking space at the new accommodation provided</p> <p>New trade counter retail accommodation created</p> <p>(b) Outcomes</p> <p>Supply chain opportunities created at the site</p> <p>Support creation of critical mass of business at Longhill and Sandgate</p> <p>Aesthetic improvements to Belle Vue Way approach through impact frontage</p>	<p>Cost:</p> <p>An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of a trade counter / bulky good /whole sale type retailing unit based upon various assumptions: £50-£60 per sq ft</p>
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<p>Project- Longhill and Sandgate Estate infill development</p>
<p>Aim: Support the creation of a quality business environment at Longhill and Sandgate through the redevelopment of vacant sites as and when they occur</p>
<p>Project description</p> <p>The project is a long term aspiration involving the redevelopment of vacant sites possibly including any sites vacated by companies relocating from/to other locations over time such as the proposed recycling quarter at Graythorpe.</p> <p>Vacant sites could be redeveloped with potentially more appropriate uses that take account of the estates' proximity to the town</p>

centre and residential communities. The end uses would need to be determined through discussions between Planners, the Steering Group and would be dependent upon market demand. Potential end uses might be light industrial / workshop / office / trade-counter retail. There might also be scope to develop a site for a relocated Council Depot depending upon the size of sites coming forward.

The expectation is that vacant sites would be redeveloped by the private sector if commercial development were to occur. For redevelopment as a Council Depot the expectation is that the public sector would be responsible for delivery.

As the suggested sites for the project are in private ownership it would be essential to work in collaboration with the relevant landowners to achieve delivery.

See plan D for the project location

Issues addressed

Given the proximity of the two estates to the town centre and established residential communities, Bad Neighbour Uses might be more appropriately located other locations. Any relocation of these uses would result in vacant sites which would need to be redeveloped if the estates would become increasingly empty. We appreciate that finding a suitable location for Bad Neighbour Uses can be difficult and we recognise that they have had a presence at Longhill and Sandgate for many years. Consequently there is clear appreciation that it is not realistic or practical for any relocation of these uses to occur quickly.

Linkages

The project has direct links with the proposed recycling quarter at Graythorpe which is suggested elsewhere in the Action Plan.

The project has more general links with all other projects suggested through the Place theme as, like these other projects, it is concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and contribute to stimulating additional investment and business growth

Key stakeholders: Private sector developer, Hartlepool Borough Council

Impact

(a) Outputs

Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of office and light

<p>Jobs created in construction work</p> <p>Jobs created and accommodated at occupiers taking up new space provided</p> <p>Development of new business accommodation or development of new Council Depot depending upon final uses</p> <p>(b) Outcomes</p> <p>More aesthetically appealing and higher quality environment created</p> <p>Supply chain opportunities created at the site</p>	<p>industrial uses and also based upon various assumptions:</p>	
	<p>Speculative industrial units - standard specification - primarily for light industrial use. Excludes fit out</p>	<p>£45 - £50 per sq ft</p>
	<p>Purpose built / bespoke industrial units. Excludes fit out</p>	<p>£45 - £55 per sq ft</p>
	<p>Office - low / medium rise standard specification. Includes Cat A fit out & air con</p>	<p>£150 - £160 per sq ft</p>
	<p>Builders yard, Local Authority maintenance depots.</p>	<p>£662 to £1,073 per sq m</p>

<p>Project- Park & Ride scheme at Brenda Rd</p>
<p>Aim: Improve connectivity within the SBZ and create additional parking provision through a new Park and Ride scheme whilst making valuable use of a vacant plot</p>
<p>Project description</p> <p>The project proposes the provision of a Park & Ride scheme on a large vacant plot at Brenda Road. This would be a long term project and would initially begin as a new car park at the site with a Park and Ride service being introduced once demand can be demonstrated to a private operator. A private operator would develop both the car park and subsequently take on the commercial risk of operating the Park and Ride service. The car park would be a standard surface car park operating on a pay and display system. There may be opportunities for the car park to be delivered through s106 agreements attached to development of other sites</p>

within the SBZ.

The project would bring into use a prominent, underused, contaminated site enhancing the visual appeal of the Brenda Road corridor.

The car park would be able to serve existing businesses and visitors at the SBZ and there may be potential for the operator to develop a relationship with the neighbouring Tees Bay Retail Park to act as a spill over car park. The current owner of Tees Bay Retail Park has committed to undertaking improvement works at the Park and consequently there might be an increase in shoppers possibly resulting in increased demand for car parking.

The project would provide car parking provision for the proposed outdoor recreation facility which is a Place project suggested elsewhere within the Action Plan and which is identified for a site to the rear of the proposed car park. In this fashion the car park has scope to benefit from round the clock use with businesses and shoppers etc using the facility in the day and in the evening by visitors to the recreation facility.

It is thought that the Council owns the site. If this is the case disposal of the site to a developer could realise land receipts to cross subsidise other projects within the Action Plan. There would need to be discussions with planners and potential alterations to land use policy at the site to facilitate development as a car park for a park and ride scheme.

See plan D for the project location

Issues addressed

The project will make efficient use of a prominent vacant plot which fronts the primary route through the SBZ, Brenda Road.

Bus services are limited in SBZ potentially reducing scope for those without private transport to access employment / trade etc opportunities and creating limited sustainable transport choices for employees and residents. The project will, in the long term, introduce a park and ride bus service to increase access and connectivity within the SBZ

A local long-term local transport objective is to reduce travel into the town centre and also parking opportunities at the centre. Through the provision of a Park and Ride scheme, alternatives to traveling by car into the centre are created helping to support a reduction in town centre congestion and the need for town centre parking.

Linkages

The project has links with the Local Transport Plan. The Plan has a priority concerning the need to ensure that traffic congestion does not hinder Hartlepool's continued economic growth and regeneration and suggests one mechanism for achieving this is supporting a modal shift to more sustainable modes of travel.

The project has general links with all other projects suggested through the Place theme as, like all these other projects, it is concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and contribute to stimulating additional investment and business growth.

The project has particular links with the outdoor recreation facility (another Place project) as it should be able to provide car parking for visitors.

The project could have funding links to the Golden Flatts development project or other new build developments proposed within the Place theme as the car park could be delivered through a s106 agreement attached to planning permissions.

Key stakeholders: Private sector developer, Hartlepool Borough Council, private sector operator

Impact

(a) Outputs

Development of a new car park

Introduction of a new Park and Ride Service

(b) Outcomes

Improvements to key frontage on Branda Road

Improved connectivity and accessibility within the SBZ

Supply chain opportunities created at the site

Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of standard, surface car parking. Includes lighting & drainage; excludes ticket machines, security fencing, etc and based upon various assumptions: £1500 - £2000 per space

Project- Outdoor leisure development at rear of proposed Park and Ride off Brenda Rd

Aim: Introduce new outdoor recreation facilities to the SBZ to benefit local residents and employees creating opportunities for healthy lifestyles and social interaction

Project description

The project proposes the development of a new outdoor leisure facility such as a football pitch - potentially an all weather type pitch with flood lighting - at a vacant plot off Brenda Road and to the rear of the proposed Park and Ride facility. The pitch would be developed and operated by a private operator who would take on the commercial risk.

An option could be to attract a user base from the nearby primary school at Seaton Lane and Belle Vue Way Community Centre to develop a sustainable and stable revenue stream to attract and retain a private operator

The project would increase the provision of outdoor recreation amenities for local residents and employees based at the SBZ increasing the overall 'lifestyle offer' and providing new opportunities for individuals to develop healthy lifestyles involving exercise. The project might also create opportunities for informal social interactions between local residents and employees helping to support development of an SBZ community and potentially leading to new supply chain opportunities and partnerships through informal connections.

It is thought that the site is in Council ownership. If this is the case disposal of the land to a developer / operator could result in land receipts to cross subsidise other projects suggested within the Action Plan.

See plan D for the project location

Issues addressed

There is no real provision of leisure and recreation facilities within the SBZ but the presence of a large employee workforce and proximity to residential areas suggests demand for such facilities might be present.

The proposed project site is a large vacant plot where levels of contamination potentially limit future development options.

Linkages

<p>The project should have direct links to the proposed Park and Ride project as visitors will be able to make use of the car park facility.</p> <p>The project has general links with all other projects suggested through the Place theme which are all concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and encourage / attractive further investment and growth.</p>	
<p>Key stakeholders: Private sector developer, Hartlepool Borough Council</p>	
<p>Impact</p> <p>(a) Outputs</p> <p>Jobs created in construction work</p> <p>Development of an outdoor recreation facility</p> <p>Potential for jobs to be created in operation of the facility</p> <p>(b) Outcomes</p> <p>New healthy lifestyle opportunities created for local residents and employees</p> <p>Place shaping supported in SBZ through development of a vacant plot</p>	<p>Cost:</p> <p>To give an indication of costs, we have assumed development of an outdoor football pitch, based on the area of a 600 sq meter football pitch, build costs could be in the region of £ 340 per sq m. The rate assumes a playing surface comprising 1000 gauge terram/ 350 mm sub base/ 65 mm dense bitumen macadam wearing course in two layers /15mm insitu rubber grass playing surface. Court marking, Drainage, Floodlights, chain link fencing with 1200 mm rebound board. It is based upon a number of assumptions. This rate will vary considerably depending on the size of the pitch and facilities included.</p>

Project- Cosmetic uplift to Usworth Rd, Park View and Sovereign Park and refurbishment of most 'viable' units

Aim: Provision of enhanced business accommodation providing a quality working environment to encourage and support existing and new business growth

Project description

The project proposes upgrading the industrial estates Usworth Road, Park View and Sovereign Park through a range of initiatives including new signage, cosmetic treatments to buildings and refurbishment of the most viable units.

Provision of new access signage at the main entrance points to individual estates, with the design of the signs adhering to an overall area brand, would be provided for through the 'Area Branding' Place project and would be anticipated to be primarily delivered through the public sector although contributions from the private sector could be sought.

The project includes for cosmetic treatments to poor condition units at Park View, Sovereign Park and Usworth Rd to include exterior treatments such as cladding, painting etc.

The project includes for the refurbishment of the most 'viable' units to encompass modifications to internal fit out / specification / floor plans etc to suit modern user requirements and modern market needs. For example local agents report that there is a need for smaller units as opposed to larger industrial units to meeting current local economic conditions. Agent advice, consultation with the local business community, regeneration agencies and the relevant head and individual landlords combined with building surveys would need to be undertaken to identify the most 'viable' units for refurbishment.

The expectation is that the cosmetic treatments to units and the refurbishment work would be delivered by the head landlord, individual landlords or owner occupiers of individual units. There might be some scope for a degree of public sector assistance through ONE for instance. With the end of Empty Property Rate Relief there is liable to be an increasing push from landlords to secure lettings on their properties and consequently there may be a new willingness to invest in the look and offer of units to attract tenants. There will be a need to encourage the private owners / occupiers to support the project to ensure delivery.

See plan D for the project location

Issues addressed

Certain units at the identified estates project a relatively tired and dated appearance which might limit their appeal to tenants and occupiers, especially if modern quality units are available elsewhere at locations like Queens Meadow. It is noted however that pricing

differentials between Queens Meadow and the more dated stock will be a crucial factor in determining demand.

Some of the vacant units at the identified estates are very large and are less suited to core market demand which is largely for smaller units

Some of the more dated stock is liable to fall short of modern access requirements such as those contained within the DDA whilst modern Building Regulations are also unlikely to be met. Furthermore there are liable to be issues around energy efficiency which will become a more pressing issue in securing lets when Energy Performance Certificates gain market penetration. It is expected that buildings with a poor rating in Energy Performance will become increasing difficult to let.

Linkages

The project has general links with all other projects suggested through the Place theme which are all concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and encourage / attractive further investment and growth

Key stakeholders: Head landlords at different estates, Individual landlords at different estates, business occupiers, Hartlepool Borough Council, ONE

Impact

(a) Outputs

Enhanced business accommodation

(b) Outcomes

Better quality working environment provided to attract and support business growth

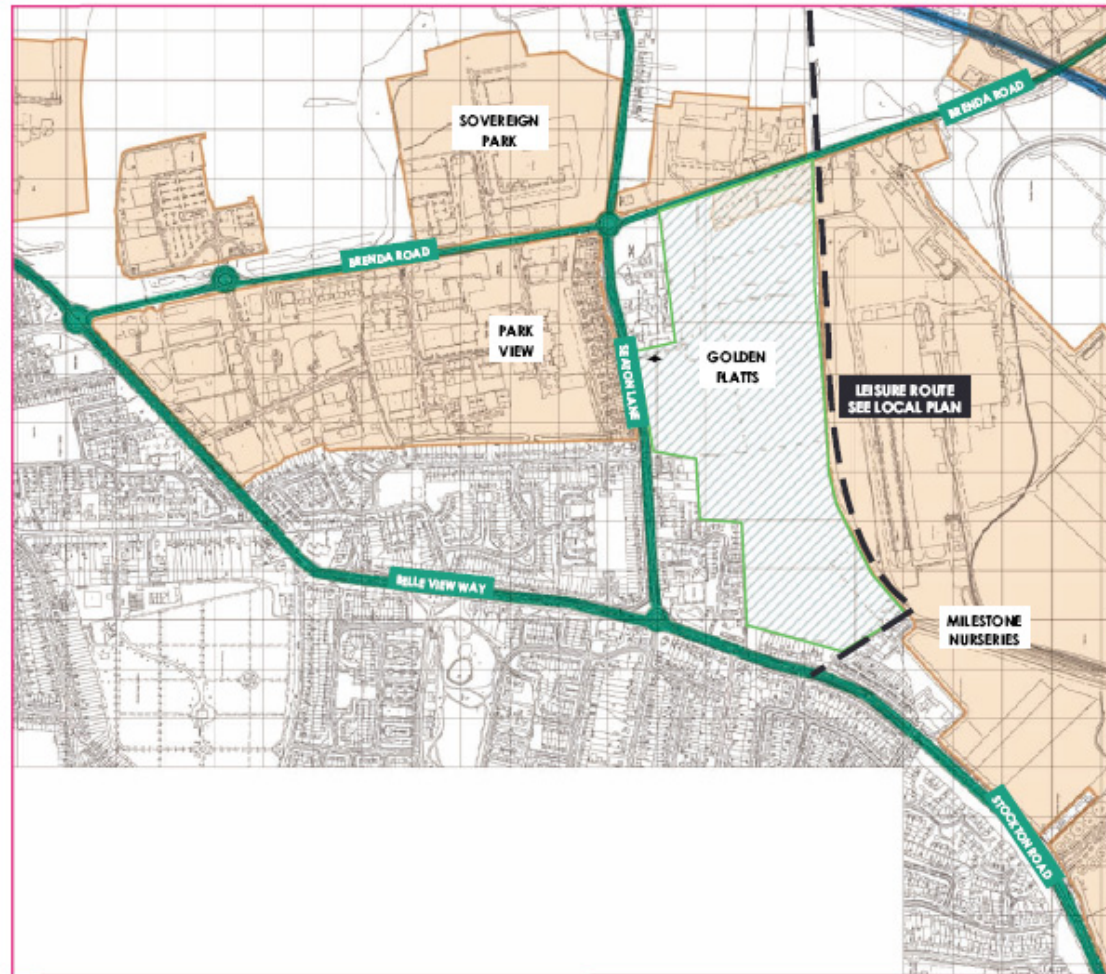
Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for refurbishment of industrial units. Excludes structural refurbishment; finishes, services & minor cladding repairs only. Based upon various assumptions: £15 - £20 per sq ft

SBZ HARTLEPOOL
GOLDEN FLATTS SITE

SITE WHICH COULD BE CONSIDERED FOR REALLOCATION TO RESIDENTIAL AND RELEASED FOR SUBSEQUENT PRIVATE SECTOR HOUSING DEVELOPMENT.

FURTHER CONSIDERATION OF DESIRABILITY AND FEASIBILITY ADVISED.



PLAN A

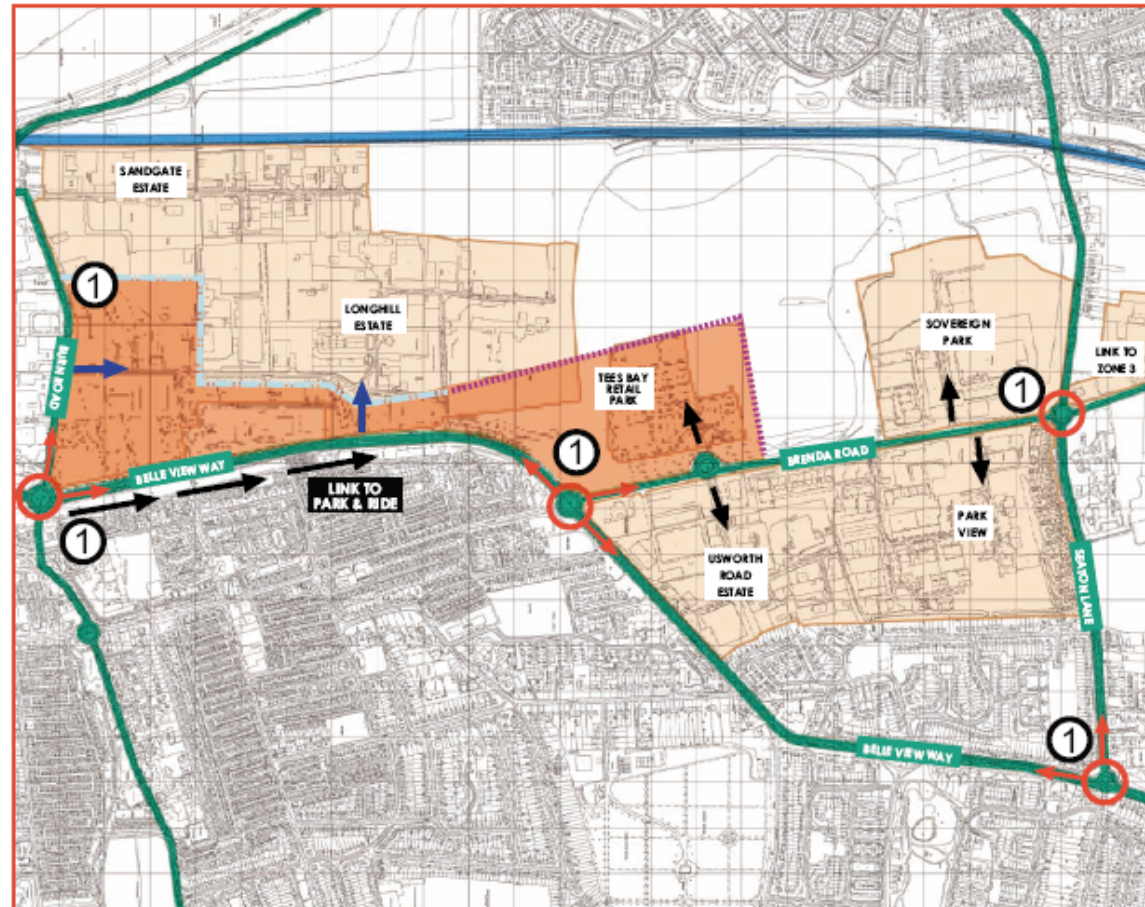


SBZ HARTLEPOOL

ZONE 1 - NORTH - MIXED USE / LIGHT INDUSTRIAL

ACCESS & SIGNAGE

-  Key access locations.
-  Potential new signage locations - to include new zone branding located on key junctions, these will act as entrance 'locaters'. Included in the area branding project.
- Potential new link from Tesco's following the line of a new landscaped buffer to Tees Bay Retail Park. Occuring within public sector place shaping programme of projects.
-  Access point to estates.



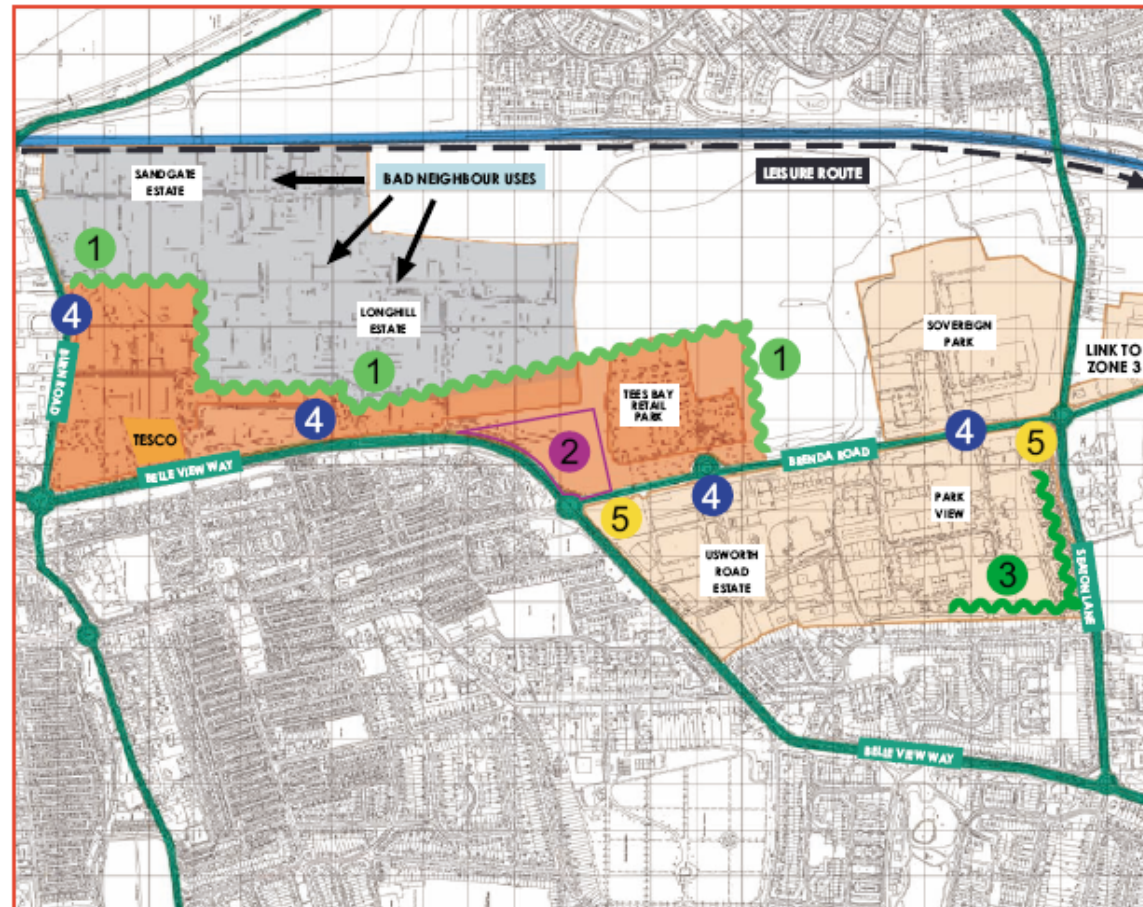
PLAN B



SBZ HARTLEPOOL

ZONE 1 - NORTH - MIXED USE / LIGHT INDUSTRIAL LANDSCAPE IMPROVEMENTS

- 1 New buffer strip providing barrier / screen to bad neighbour uses (also acting as a pedestrian link). Public sector place shaping project.
- 2 Key 'focal point' with high quality landscaping to match Queens Meadow. Private sector project occurring as part of new build development.
- 3 New buffer strip introduction on Park View, providing barrier between light industrial & residential. Public sector place shaping project.
- 4 Cosmetic entrance enhancements, to include, signage & lighting. Occuring through the area branding project.
- 5 Lighting infrastructure improvements to Brenda Road continues to Zone 3 East - Science & Research. Public sector place shaping project.



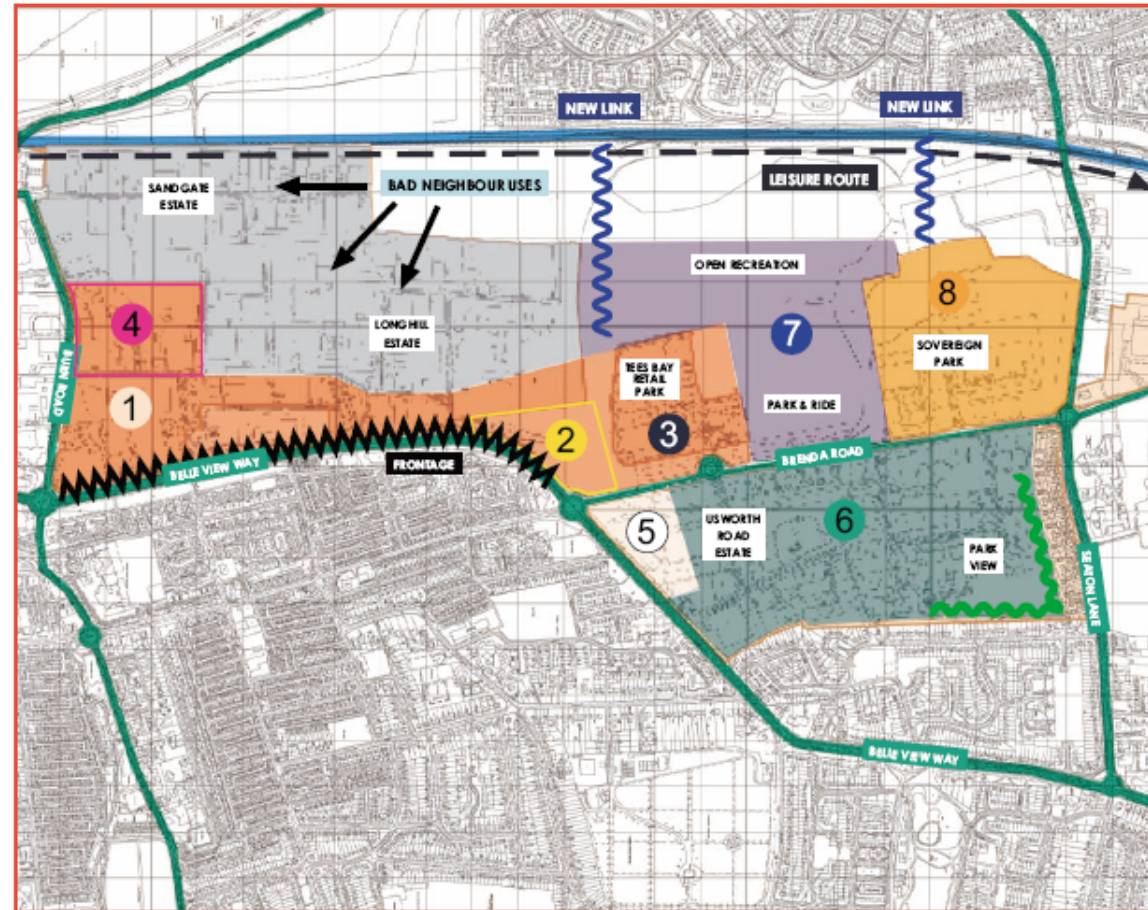
PLAN C



SBZ HARTLEPOOL

ZONE 1 - NORTH - MIXED USE / LIGHT INDUSTRIAL OPPORTUNITIES & INVESTMENT

- 1 New trade counter retail corridor including landscape buffer enhancements and a future link to Tees Bay retail park, giving strong frontage to Belle View Way. Trade center development by private sector.
 - 2 Key focal site A with commercial development potential. Private sector project.
 - 3 Cosmetically enhanced Tees Bay retail park (approved by developer) providing anchor use within the zone. Private sector project. Not detailed within the inventory of projects.
 - 4 Future expansion area for office / workshop, light industrial use. There may be scope for further infill development of similar uses at Longhill and Sandgate, especially in the long term if Bad Neighbour uses undertook any voluntary relocation to sites like Graythorpe and North Graythorpe.
 - 5 Key corner site B with commercial development potential. Possible council depot relocation site. If commercial development occurs this would be private sector.
 - 6 Usworth & Park View cosmetic uplift. Undertaken by head landlord / existing occupiers. There may be some scope for some public subsidy - this would need to be tested.
 - 7 Site with potential for park and ride to front and outdoor recreation facility to the rear. Both private sector projects.
 - 8 Sovereign Park - cosmetic uplift by head landlord and / or existing occupiers. There may be scope for some public subsidy - would have to be tested.
-  Two new recreation routes for pedestrian use, possibly cycle uses also. Public sector place shaping project.



PLAN D



Zone 2 West – Technology

Public sector 'place-shaping' projects:

Project- Infrastructure expansion at Queens Meadow
Aim: Build on the success of Queens Meadow by completing the access road and street lighting infrastructure to open up new sites for further employment development
Project description Continue the expansion of the estate via the provision of new, single carriage way estate access roads and associated street lighting. The new access roads would open up plots to the rear / undeveloped portion of the estate which totals approximately 32.4 hectares (80 acres). An option to consider would be making provision when laying the access roads for a large space occupier to the rear of the estate. This occupier should be able to provide a screen to the Corus site which is visible from the estate and perhaps detracts from the vista. By creating accessible plots through the provision of estate roads the expectation is that developer and investor interest is increased as plots are largely 'ready to go' without the need to wait for infrastructure to be provided. It is anticipated that the new estate access roads and street lighting would be provided by the public sector. There may be scope for developer contributions to support the delivery costs. As the head landlord at Queens Meadow involves a partnership including Hartlepool Council and ONE there should be no issues around land assembly to facilitate delivery of the estate access road or gaining access etc to undertake development. Issues addressed Portions of the estate are undeveloped and lack estate road infrastructure.

<p>Linkages</p> <p>The project supports other Place projects focused on completing the wider development of Queens Meadow.</p> <p>The project has general links with all other projects suggested through the Place theme which are all concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and encourage / attractive further investment and growth.</p>	
<p>Key stakeholders: Hartlepool Borough Council, ONE, other regeneration agencies</p>	
<p>Impact</p> <p>(a) Outputs</p> <p>Jobs created in construction work</p> <p>Approx 2,700 linear meters of estate access road provided with street lighting</p> <p>(b) Outcomes</p> <p>New plots for development unlocked</p>	<p>Cost: £3,500,000</p> <p>Assumes allowance of approx 2,700 linear meters of estate access road developed to include standard street lighting.</p>
<p>Project- Provide new public realm and landscaping through out Queens Meadow</p>	
<p>Aim: Build on the success of Queens Meadow by extending the provision of quality landscaping to create an attractive, high quality working environment able to attract business and investor interest</p>	
<p>Project description</p>	

The project includes for the provision of high quality public realm to appropriate locations within Queens Meadow, appropriate in terms of relation to development patterns / uses / access routes. The intention would be to continue the landscaping theme / design established at the entrance to Queens Meadow and it is recommended that a CPO is put forward for the farm sited next to the entrance to Queens Meadow.

High quality landscaping treatments would be provided to the main access route through the estate and a central vista through to the rear of the site would be strengthened through landscaping. Areas at the rear of the site would benefit from landscaping to screen any unattractive vistas to the Corus site.

New public realm areas would be introduced in locations near businesses and which have scope to be congregation (and contemplation) points. The precise location and size of public realm areas would need to be determined in consultation with Planners, ONE, existing occupiers and landlords and the business community to ensure it was appropriate.

The landscaping and public realm provided might include paving, planting, street furniture and specimen trees.

It is advised that this project should proceed in conjunction with, or follow after, the Place project 'Infrastructure expansion at Queens Meadow' as the landscaping suggested would largely follow the estate access road which that is delivered through this complementary project.

The expectation is that the project would be delivered primarily by the public sector although there may be scope to gain private sector contributions from existing business occupiers and developers. As the head landlord at Queens Meadow is a partnership that includes Hartlepool Council and ONE there should be no issues around land assembly to ensure delivery of the project or around gaining access to undertake the development.

Issues addressed

The expected increase in development at Queens Meadow will result in additional employees and visitors creating potential increased demand for extra public open space

The high quality landscaping at the entrance of the estate is not currently replicated throughout.

<p>Linkages</p> <p>The project supports other Place projects focused on completing the wider development of Queens Meadow in particular the project 'Infrastructure expansion at Queens Meadow'.</p> <p>The project has general links with all other projects suggested through the Place theme which are all concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and encourage / attractive further investment and growth</p>	
<p>Key stakeholders: Hartlepool Borough Council, ONE, other regeneration agencies, existing business occupiers, private developers</p>	
<p>Impact</p> <p>(a) Outputs</p> <p>Jobs created in construction work</p> <p>Approx 730 linear meters of landscaping provided</p> <p>Development of 200 sq meters of public realm</p> <p>(b) Outcomes</p> <p>New opportunities for employees to gain access to quality outdoor space</p> <p>New opportunities created for social interaction between employees potentially resulting in new supply chain connections and supporting the establishment of an integrated community at Queens Meadow</p>	<p>Cost: £50,000</p> <p>Assumes allowance of 200 sq meters of public realm to include paving, street furniture, landscaping, lighting and assumes allowance of 730 linear meters of landscaping and green buffer provision to including planting and instances of specimen trees but excludes boundary walls, fencing, street furniture</p>

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At this stage of planning the delivery agent for the following project is yet to be defined. There is scope for it to be delivered by the public sector, the private sector or through a partnership arrangement. Further consideration amongst the Steering Group and partners will be necessary to better determine the most desirable means for the project to be delivered.

Project- Further enhance Queens Meadow entrance
Aim: Enhance the entrance to Queens Meadow to further confirm its status as a prestige employment site
<p>Project description</p> <p>Improve the entrance to Queens Meadow by addressing an 'unsightly' use occupying a prominent site at the entrance to the estate. The site is currently in private ownership. Options might include Hartlepool Council purchasing the site from the landowner and retaining for landscaping or disposing of the site for appropriate development. The planning system could be used to guide the nature of any future development to ensure that it improves and does not detract from the entrance to Queens Meadow. An improved entrance should better reflect the quality of the environment found at Queens Meadow and improve perceptions from visitors and potential investors / developers.</p> <p>Issues addressed</p> <p>The entrance to Queens Meadow suffers somewhat from the existence of an untidy site featuring outhouse and shed type constructions which have arguably minimal aesthetic appeal. Attempts to screen the site have occurred but a more successful solution would be redevelopment of this site along more appropriate lines that accord with the high quality environment found at Queens Meadow.</p> <p>Linkages</p> <p>The project supports other Place projects that are focused on completing the wider development of Queens Meadow.</p> <p>The project also has more general links with all other Place projects as, like all these projects, it is one element of a wider package of</p>

intervention measures intended to enhance the environment, facilities, connections and accommodation offer within the SBZ to ultimately stimulate business growth and expansion and attract new investment	
Key stakeholders: Hartlepool Borough Council, current landowner / occupier, potentially a private sector developer, ONE	
<p>Impact</p> <p>(a) Outputs</p> <p>Removal of an unsightly use at the entrance to Queens Meadow</p> <p>Depending on the nature of development - provision of new landscaping or provision of new build scheme</p> <p>(b) Outcomes</p> <p>Improved gateway to Queens Meadow</p>	<p>Cost: Highly variable according to end use and means of taking the site forward - acquisition by Hartlepool Council, collaboration with existing landowner etc.</p> <p>For illustrative purposes only, we provide a cost for a 50 sq meter allowance of landscaping at the site including planting and instances of specimen trees but excluding fencing, boundary walls and street furniture: £2,000.</p>

Suggested private sector projects:

Private sector projects that could occur downstream of the public sector investment across all three themes subject to market demand, site conditions, detailed planning considerations etc

Project- Completion of schemes on site / in pipeline at Queens Meadow
Aim: Build upon the success at Queens Meadow through further development of quality business accommodation

Project description

The project refers to the completion of schemes currently on site or in the pipeline at Queens Meadow. These are all schemes being taken forward by the private sector.

Through the project high quality business accommodation will be provided helping to cement Queens Meadows reputation as a prestige employment site and helping to support demand and value increases.

Issues addressed

At present Queens Meadow is only partially developed. Vacant plots and undeveloped areas detract from the high quality built form found elsewhere in the estate.

Linkages

The project supports other Place projects focused on completing the wider development of Queens Meadow.

The project has general links with all other projects suggested through the Place theme which are all concerned with creating the enhanced environment, facilities, connections and accommodation that should improve the SBZ and encourage / attract further investment and growth

Key stakeholders: Private sector developer, Hartlepool Borough Council

Impact

(a) Outputs

Jobs created in construction work

Development of new business accommodation

Cost: already committed by the private sector developers behind the various schemes.

<p>Jobs created and accommodated at businesses taking up the newly developed accommodation</p> <p>(b) Outcomes</p> <p>Supply chain opportunities created at the site</p>	
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<p>Project- Mixed use site fronting Stockton Rd to include local amenities</p>
<p>Aim: Increase provision of local amenities within the SBZ</p>
<p>Project description</p> <p>The project proposes the development of local amenities such as a local general store, café, bar, crèche etc at the site at Stockton Road of a new mixed use scheme which we understand is currently being proposed by a developer. There would be a need to work with the planning applicant behind the scheme to explore if such an inclusion would be possible. There would also need to be careful consideration given to access issues off Stockton Rd.</p> <p>Provision of local amenities at this location could serve local employees and businesses based at Queens Meadow.</p> <p>Issues addressed</p> <p>There is limited provision of local amenities such as general stores, cafes etc within SBZ limiting the overall 'lifestyle offer' of the area</p> <p>Linkages</p> <p>The project has links with many of the Place projects as it would provide local amenities for, and be largely supported by, the employees and businesses based at the new and improved business accommodation that would be delivered through other Place projects.</p>

The project also has more general links with all other Place projects as, like all these projects, it is one element of a wider package of intervention measures intended to enhance the environment, facilities, connections and accommodation offer within the SBZ to ultimately stimulate business growth and expansion and attract new investment.

Key stakeholders: Private sector developer, Hartlepool Borough Council

Impact

(a) Outputs

Jobs created in construction work

Jobs created at the occupier(s) taking space at the completed accommodation

Provision of new local amenity space - e.g café / local shop / crèche

(b) Outcomes

Contribute to the long term viability of the mixed use scheme proposed for the Stockton Road site

Creation of new opportunities for social interaction between employees, residents and visitors in and around Zone 2 and the wider SBZ

Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of retail - small local amenity retailing units. Excludes shop fronts. Based upon various assumptions: £65 - £75 per sq ft

SBZ HARTLEPOOL
ZONE 2 - WEST / TECHNOLOGY
ACCESS & SIGNAGE

-  Main access point providing links through to the main site.

-  Public sector place shaping project providing road infrastructure links to individual plots of Queens Meadow Phase 2. Also shown to illustrate long term options and potential for future access links to Milestone Nurseries and through to Brenda Road and Seaton Lane. As this is just to show future possibilities these links are not included in the project inventory and do not form part of the public sector place shaping projects proposed within this action plan.

-  1 Zone signage & branding to entrance of Queens Meadow. Occuring within the area branding project.

-  2 Strong link to rear of the site to allow for large anchor terrace to be at the backdrop of the estate gained through landscaping and public realm treatments, both occuring through public sector place shaping projects.

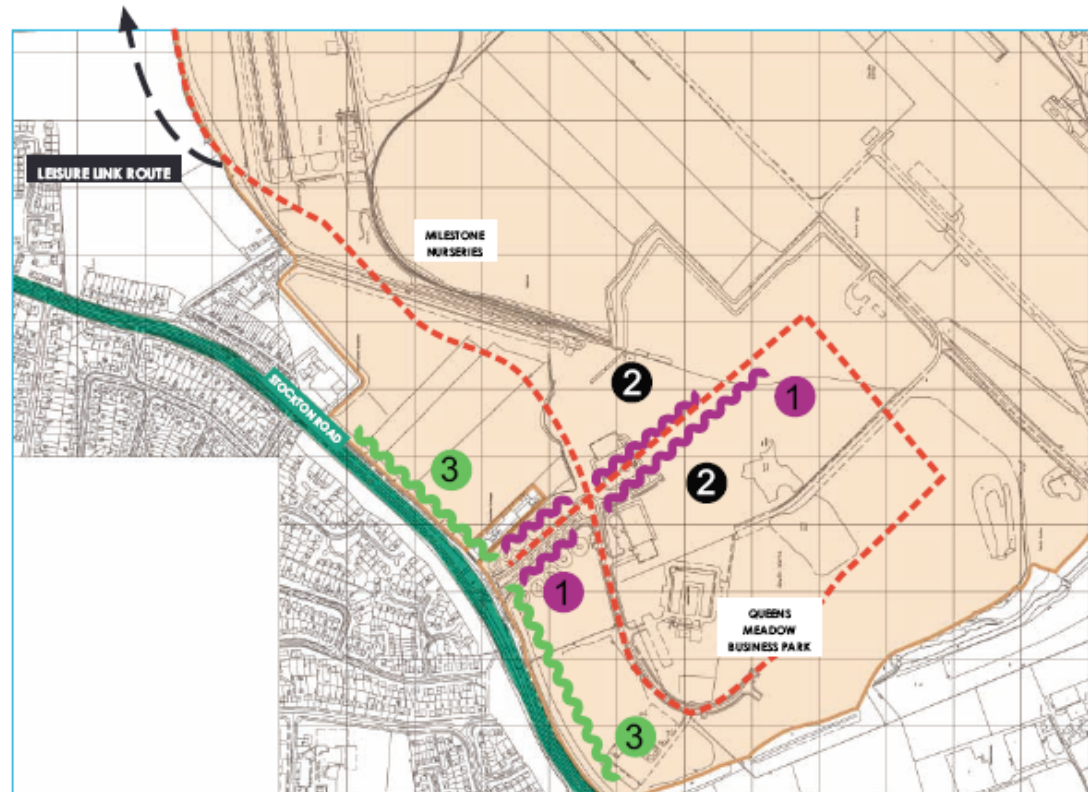


PLAN E



SBZ HARTLEPOOL
ZONE 2 - WEST / TECHNOLOGY
LANDSCAPE IMPROVEMENTS

- 1 Provision of new vista, providing links & views towards the rear of the Queens Meadow Park. Achieved through landscaping and positioning of future new build development. Landscaping would be public sector, new build development would be private sector led.
- 2 Proposed public realm areas. Public sector place shaping scheme.
- 3 High quality landscaping to main approach and street frontage. To be completed by developers providing private sector schemes which front onto Stockton Road.



PLAN F



SBZ HARTLEPOOL
ZONE 2 - WEST / TECHNOLOGY
OPPORTUNITIES & INVESTMENT

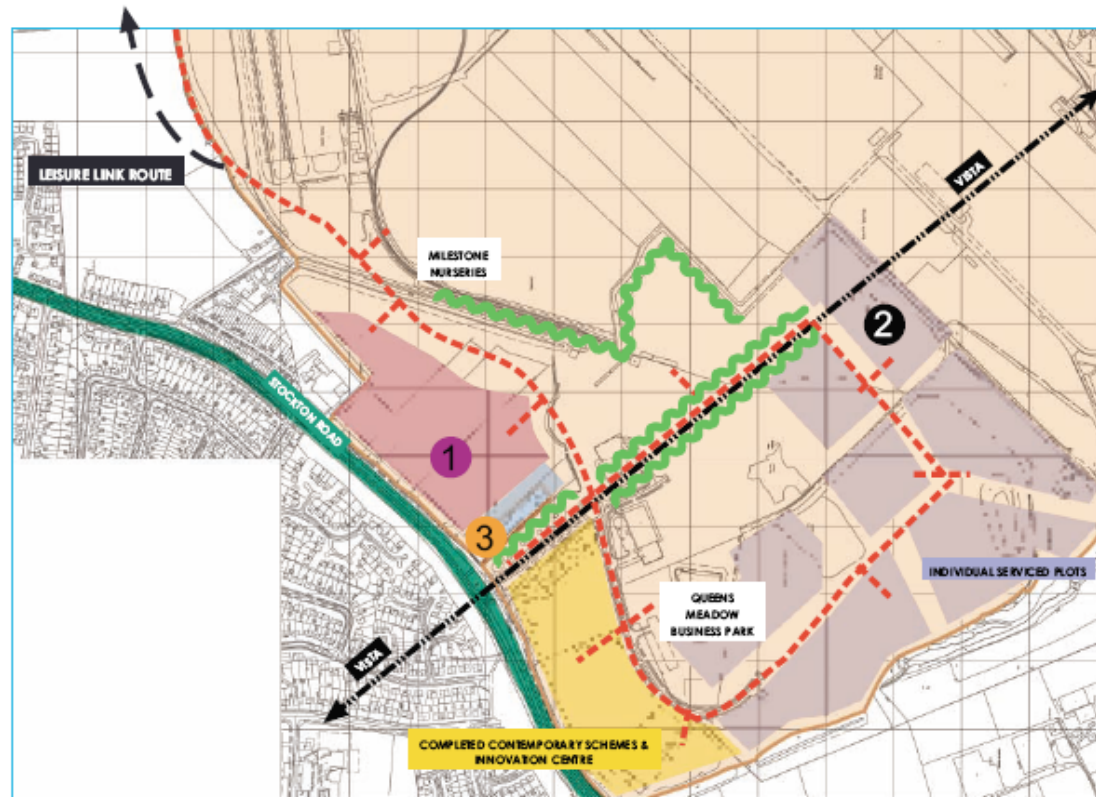
-  Individual plots served by completed infrastructure, landscaping & street lighting. Plots developed out by the private sector.

-  Structured Landscaping. Public sector place shaping project.

-  Private sector scheme already achieved planning approval. Employment use.

-  Large space user, providing backdrop to vista. Fully serviced plots to encourage anchor to rear of development. Development plots taken forward by the private sector.

-  Further enhancement of entrance to Queens Meadow proposal. Options could be landscaping or re-development of the site. Various delivery options including the existing occupiers taking forward the site, potentially with public subsidy, or the council acquiring the site etc. Further consideration advised on preferred option(s).



PLAN G



Zone 3 East – Science and Research

Public sector 'place-shaping' projects:

Project- Infrastructure upgrade and landscape interventions at Tofts Farm East and Hunters House
Aim: Improve access and the environmental setting for business at the estates
Project description <p>The project proposes improvements to the street lighting and the landscaping occurring to the main access road in Tofts Farm East and Hunters House Estate and new entrance signage to raise the profile of the estate.</p> <p>The signage aspect of the project would be delivered through the 'Area Branding' Place project identified previously.</p> <p>Street lighting is not fully present throughout the estates. The project would include for the provision of new street lighting to the main access road through the estate and would include for standard street lighting, lamp standards and cable trenches.</p> <p>The landscaping to the main access road would include for planting and also specimen trees if appropriate taking accounting of the position of existing buildings. Discussions with business occupiers at the estate landscape would be advised to help determine designs for the landscaping.</p> <p>The project would be a very visible commitment and investment in the SBZ helping to build interest and confidence amongst businesses and the market that interventions and enhancements are 'on track'.</p> <p>It is expected that the project would be delivered primarily by the public sector although there might be scope to gain private sector contributions from existing business occupiers and landlords. Depending upon land ownership issues within the estate, there would be a need to work closely with landowners and landlords to organise access to carry out the project and to agree upon locations for landscaping and the position of street lights.</p>

Refer to plan H for location of investment.

Issues addressed

Street lighting is not present throughout the estates and the project would address this issue. There is a fairly substantial element of landscaping at Tofts Farm East but this mostly comprises flat grassed areas and might be given extra interest through different landscaping treatments to include planting etc.

Linkages

The project has more general links with all other Place projects as, like all these projects, it is one element of a wider package of intervention measures intended to enhance the environment, facilities, connections and accommodation offer within the SBZ to ultimately stimulate business growth and expansion and attract new investment.

Key stakeholders: Hartlepool Borough Council, other regeneration agencies, ONE, existing business occupiers and landlords

Impact

(a) Outputs

Jobs created in construction work

Provision of street lighting to approx 300 linear meters of existing access road

Development of approx 450 linear meters of landscaping

(b) Outcomes

Enhanced environmental setting for business

Cost: £45,000

Assumes standard street lighting to approx 300 linear meters of estate access road. Assumes allowance of 450 linear meters of landscaping.

Project- Provision of new access road at Graythorp to link Tees Road with Brenda Rd

Aim: Contribute to the creation of an appealing 'offer' at Graythorp to occupiers by enhancing connectivity and opening up new sites

Project description

The project suggests that a long term aspiration to consider might be provision of a new link road with associated street lighting through Graythorp joining Tees Road with Brenda Road extending forward the existing access road into Graythorp and North Graythorp. Such an access road would help unlock vacant plots found at Graythorp and North Graythorp and create enhanced connectivity and ease of movement within the zone. A long term aim could be that these unlocked sites are developed by occupiers from industries like recycling and renewable energy, potentially helping to establish Graythorp as a 'recycling quarter'.

The feasibility of such a link road would need to be thoroughly tested through site surveys, discussions with landowners along the proposed route and appropriate traffic assessments.

The proposed route of the link road runs through privately owned land and consequently land assembly would be required to facilitate project delivery.

Refer to plan H for location of investment.

Issues addressed

There appears to be much vacant and underused land in Graythorp and North Graythorp that might have a future use as sites for recycling and renewable energy occupiers. This vacant land is not currently served by access roads and so remains largely 'locked' to developed.

Linkages

The project has direct links with the Place projects focused on enhancing Longhill and Sandgate by altering physical conditions in

zone 3 to encourage demand diversion from Bad Neighbour Uses to this environment.

Taken in combination with the other projects designed to support the creation of a dedicated 'recycling quarter' at Graythorp and North Graythorp, the project could develop potential linkages with businesses and industries located in the SBZ as it could become a recognised hub of local regeneration activity and a convenient place to take materials for recycling. More strategic links with large occupiers like Abel UK and other large occupiers at the sub-region and regional level might be possible if the recycling quarter develops a reputation as a successful recycling cluster.

Key stakeholders: Hartlepool Borough Council, ONE

Impact

(a) Outputs

Jobs created in construction work

Development of approx 1,200 linear meters of estate road with street lighting

(b) Outcomes

Unlock vacant plots for development potentially contributing to the creation of a recycling quarter at Graythorp and North Graythorp

Cost: £1.6 million

Assumes allowance of approx 1,200 linear meters of single carriageway access road to include street lighting

Suggested private sector projects:

Private sector projects that could occur downstream of the public sector investment across all three themes subject to market demand, site conditions, detailed planning considerations etc.

Project- High quality laboratory development at Tofts Farm, Hunter House and to frontage to Brenda Rd

Aim: Provide high quality accommodation suitable for occupiers from industries like the Blended Chemicals sector and thereby help attract these high value occupiers to the SBZ and Hartlepool

Project description

The project proposes encouraging the development of high quality laboratories at Tofts Farm, Hunter House and at the frontage to Brenda Rd that would be able to offer accommodation suited to the needs of the blended chemicals sector, amongst others. The SBZ might be considered a good location for the accommodation of this sector as it has availability of large vacant sites and premises, features a good water supply, has good local transport routes and is within proximity of complimentary uses such as the large Huntsman Tioxide plant. Market demand from occupiers within the blended chemicals sector, and other sectors requiring laboratory facilities, will be essential for the project.

It is expected that the project would be developed by the private sector.

As the sites of the project are in private ownership close collaboration with landowners / landlords etc would be necessary to realise the project.

Refer to plan J for location of project

Issues addressed

To support the Blended Chemicals sector within Hartlepool, and the wider sub-region and region as identified within regional policy documents, appropriate laboratory accommodation is needed. This project could make a contribution to the supply of this accommodation. It should be noted however that the sites suggested within this project are the optimum sites in Hartlepool, the sub-region or the wider region for the provision of laboratory accommodation, a full survey of all potential sites and locations would be needed to establish optimum sites.

<p>Linkages</p> <p>The project would link with Business and People projects which look towards supporting the blended chemicals industry as it would be creating accommodation suitable for this sector. It also links with the regional policies which expresses support for developing the Blended Chemicals sector within the region.</p> <p>The project could develop linkages with local Higher Education (HE) facilities potentially being a location for spin out businesses developed at Universities, or the businesses based at the newly developed laboratories could develop internship type opportunities for students.</p> <p>The businesses occupying space at the scheme could develop local, sub-regional, regional and national supply chain linkages within appropriate sectors.</p>	
<p>Key stakeholders: Private sector developer, Hartlepool Borough Council, operators from the blended chemical sector, ONE, other regeneration agencies</p>	
<p>Impact</p> <p>(a) Outputs</p> <p>Jobs created in construction work. Jobs created and accommodated through the businesses taking space at the new laboratories</p> <p>Development of new laboratory space</p> <p>(b) Outcomes</p> <p>Supply chain opportunities created at the site and at the future businesses occupying the completed laboratories</p>	<p>Cost:</p> <p>An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of laboratory space based upon various assumptions and with the costs being dependent upon the level of services provided: £290 - £320 per sq ft</p>

Project- Communal ancillary facilities to support occupiers at Graythorp

Aim: Contribute to the creation of an appealing 'offer' at Graythorp to new and existing occupiers, potentially including recycling and renewable energy occupiers

Project description

The project proposes the provision of communal facilities that could be ancillary uses to the recycling and renewable energy sectors or more general ancillary facilities and services on a vacant plot, currently in private ownership, located at the roundabout where Brenda Road connects with Tees Road. Facilities might include a weigh bridge / van wash / local shop / café.

Through the provision of these type of facilities in Graythorp the long term aim would be to create an environment with an appealing offer to new and existing occupiers, potentially including those from the recycling and renewable energy sectors.

As the suggested site for the project is in private ownership it will be essential to work in collaboration with the current landowner to realise its delivery.

Refer to plan J for location of project

Issues addressed

There could be scope for the enhanced offer to attract in relocated Bad Neighbour Uses from Longhill and Sandgate addressing potential issues around these estates being better suited to other types of uses.

Linkages

The project has direct links with the Place projects focused on enhancing Longhill and Sandgate by altering physical conditions to encourage demand diversion from Bad Neighbour Uses to zone 3.

Taken in combination with the other projects designed to support the creation of a dedicated 'recycling quarter' at Graythorp and

<p>North Graythorp, the project could develop potential linkages with businesses and industries located in the SBZ as it could become a recognised hub of local regeneration activity and a convenient place to take materials for recycling. More strategic links with large occupiers like Abel UK and other large occupiers at the sub-region and regional level might be possible if the recycling quarter develops a reputation as a successful recycling cluster.</p>	
<p>Key stakeholders: Private sector developer, existing landowner, Hartlepool Borough Council, recycling and renewable energy occupiers</p>	
<p>Impact</p> <p>(a) Outputs</p> <p>Jobs created in construction work</p> <p>Jobs created in the facilities developed</p> <p>Development of new facilities - nature of facilities determined by planning considerations and market demand</p> <p>(b) Outcomes</p> <p>Enhanced appeal of Graythorp and North Graythorp to new occupiers potentially including recycling and renewable energy occupiers</p>	<p>Cost:</p> <p>An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of retail - small local amenity retailing units. Excludes shop fronts. Based upon various assumptions: £65 - £75 per sq ft</p>

Project- Cosmetic uplift to sites / properties along main access road through Graythorp / North Graythorp

Aim: Improve the aesthetics of the area to make it a more attractive location for investment

Project description

The project proposes cosmetic upgrades to untidy sites and premises through the introduction of screening which might involve hoardings, fencing or planting and cosmetic treatments to the exterior of properties. The project improves the overall look of Graythorp by addressing any instances of untidy sites / properties which can form unattractive vistas and potentially detract from positive perceptions of the area.

If a long term aspiration for the zone were to be for it to be promoted as, and become, a 'recycling quarter' it will be important to create the 'right' environmental setting to encourage occupiers and useful to establish a benchmark for the form of screening treatments used to shield untidy uses which could be communicated to new occupiers moving into the area.

Within the Annex we include a Design Guide which relates to the entire West Zone and provides general guidance around the screening and mothballing of sites and suggested principles for occupiers to follow when undertaking new development and in the long term stewardship of their sites and properties.

The expectation is that individual property owners and occupiers would be encouraged to undertake the screening and upgrade work. There may be potential grant assistance from ONE or other partners to facilitate uplift treatments. As the properties are in private ownership it will be necessary to work collaboratively with the owners to ensure project delivery.

Refer to plan J for location of project

Issues addressed

There are occasions where sites at Graythorp project an untidy image which detracts from the overall look of Graythorp and potentially undermines perceptions of the area.

Linkages

The project has direct links with the Place projects focused on enhancing Longhill and Sandgate by altering physical conditions in the zone to encourage demand diversion from Bad Neighbour Uses to zone 3.

Taken in combination with the other projects designed to support the creation of a dedicated 'recycling quarter' at Graythorp and North Graythorp, the project could develop potential linkages with businesses and industries located in the SBZ as it could become a recognised hub of local regeneration activity and a convenient place to take materials for recycling. More strategic links with large occupiers like Abel UK and other large occupiers at the sub-region and regional level might be possible if the recycling quarter develops a reputation as a successful recycling cluster.

Key stakeholders: Private sector developers, existing occupiers at Graythorp and North Graythorp, Hartlepool Borough Council

Impact

(a) Outputs

Screening to untidy sites creating improved aesthetics

(b) Outcomes

A benchmark on preferred forms of site screening is established

Improved perceptions of the area created

Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for refurbishment of industrial units. Excludes structural refurbishment; finishes, services & minor cladding repairs only. Based upon various assumptions: £15 - £20 per sq ft

Project- New build development for employment use on unlocked sites in Graythorp and North Graythorp

Aim: Create new business and employment opportunities potentially within a recycling quarter

Project description

Development of unlocked sites by the private sector for employment use, potentially seeing the development of a 'recycling quarter', according to market demand. Low density development and vacant plots, distance from residential communities and proximity to instances of fairly heavy industry might suggest that there is scope for recycling and renewable energy operators to develop purpose built, modern recycling / renewable energy facilities at Graythorp and North Graythorp on existing and unlocked sites. The establishment of a recycling quarter at this location could help encourage the gradual relocation of Bad Neighbour Uses from sites at Longhill and Sandgate as there may be greater opportunities for expansion and diversification where proximity to residential uses is not a consideration.

Taking advice from the Environment Agency there are considerations to take into account when proposing development of a recycling quarter at Graythorp and North Graythorp. It is advised that generally sites for recycling use need impermeable surfacing with drainage to an appropriate foul sewer potentially via a treatment system eg an oil interceptor. Any facility should be remote (500m +) from any residential premises and any SSSI. The Agency considers whether an assessment on the potential impacts on nearby designated sites is required when specific development proposals are presented. Recycling uses have the potential to cause pollution of controlled waters but this can be mitigated by the use of the correct pollution prevention measures. The Environment Agency recommends that the requirements of PPS23 and the Environment Agency Guidance on Requirements for Land Contamination Reports should be followed for any specific development proposals.

According to the Environment Agency's flood maps part of Graythorpe (south) are within tidal flood zone 3 which is the high risk zone and represents a 0.5% or more chance of flooding per annum from tidal sources. In accordance with PPS25, the flood risk sequential test may be required for sites within high risk flood zones but this will only be possible to determine when more detailed proposals for specific sites are presented. The sequential test involves demonstrating that there are no reasonable alternative sites in a lower probability of flooding. The Agency can object if this has not been conducted. Development proposals for sites in Graythorp in the high flood risk area would need to be accompanied by an appropriate flood risk assessment (FRA), and that FRA clearly demonstrates that the site is not at risk and will not cause or exacerbate flooding elsewhere.

Refer to plan J for location of project

Issues addressed

Heavy industry and Bad Neighbour Uses could find a more accommodating home at Graythorp and North Graythorp where residential communities are remote and similar uses are already present. If relocation of such uses were to occur from places like Longhill and Sandgate then new sites would be opened up for potentially more appropriate development such as workshop, light industrial and office at these estates.

Linkages

The project has direct links with the Place projects focused on enhancing Longhill and Sandgate by altering physical conditions at zone 3 to encourage demand diversion from Bad Neighbour Uses to the zone.

Taken in combination with the other projects designed to support the creation of a dedicated 'recycling quarter' at Graythorp and North Graythorp, the project could develop potential linkages with businesses and industries located in the SBZ as it could become a recognised hub of local regeneration activity and a convenient place to take materials for recycling. More strategic links with large occupiers like Abel UK and other large occupiers at the sub-region and regional level might be possible if the recycling quarter develops a reputation as a successful recycling cluster.

Key stakeholders: Private sector developer, existing landowner, Hartlepool Borough Council, recycling and renewable energy occupiers

Impact

(a) Outputs

Jobs created in construction work

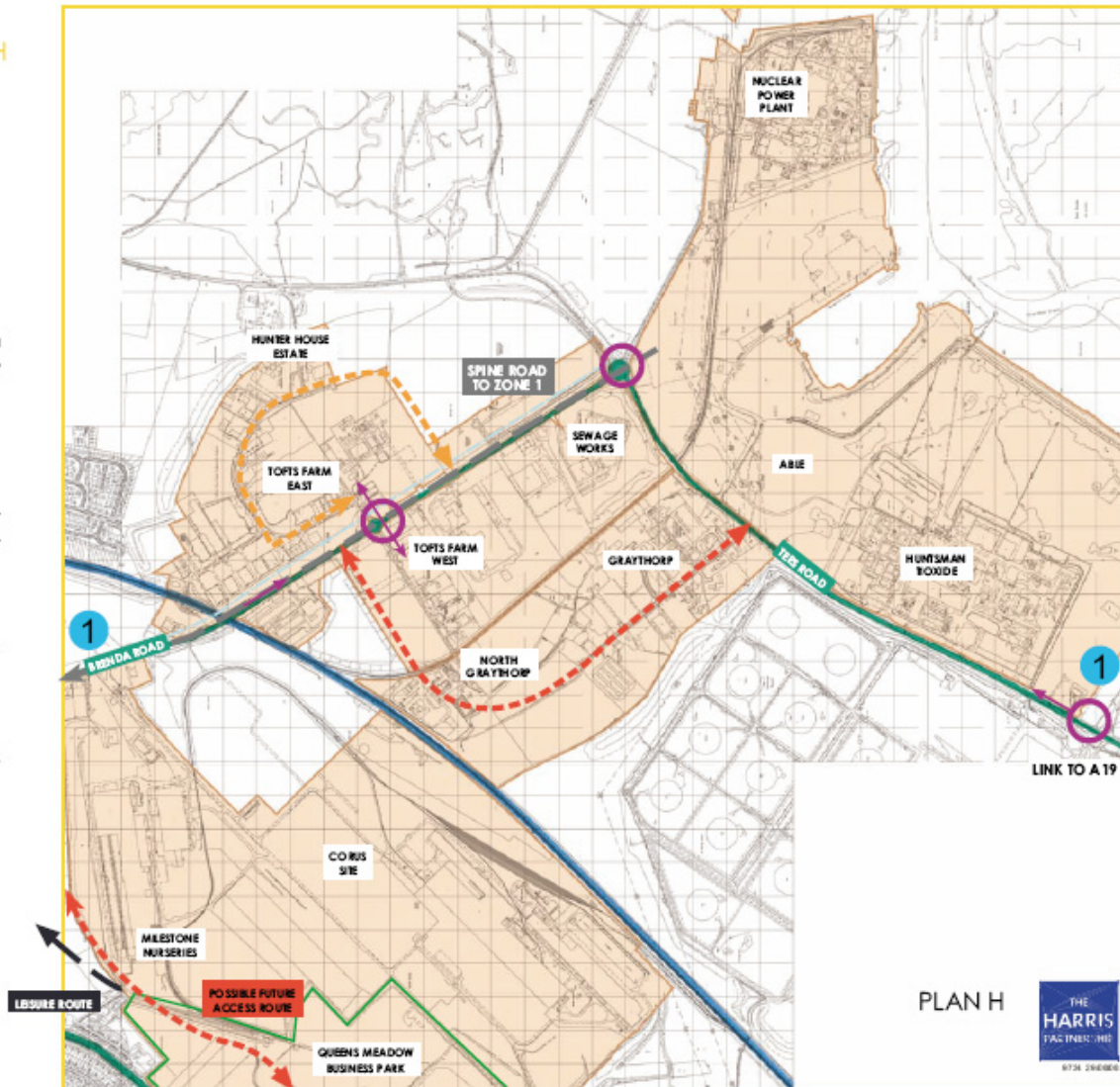
Cost:

An indication of the range of average build cost benchmark rates that a Client could be expected to pay for the construction of office and light

<p>Jobs created in the facilities developed</p> <p>Development of new facilities - nature of facilities determined by planning consideration and market demand</p> <p>(b) Outcomes</p> <p>Enhanced appeal of Graythorp and North Graythorp to new occupiers potentially including recycling and renewable energy occupiers</p>	<p>industrial uses based upon various assumptions:</p> <table border="1" data-bbox="1163 380 1911 545"> <tr> <td data-bbox="1163 380 1755 477">Speculative industrial units - standard specification - primarily for light industrial use. Excludes fit out</td> <td data-bbox="1755 380 1911 477">£45 - £50 per sq ft</td> </tr> <tr> <td data-bbox="1163 477 1755 545">Purpose built / bespoke industrial units. Excludes fit out</td> <td data-bbox="1755 477 1911 545">£45 - £55 per sq ft</td> </tr> </table>	Speculative industrial units - standard specification - primarily for light industrial use. Excludes fit out	£45 - £50 per sq ft	Purpose built / bespoke industrial units. Excludes fit out	£45 - £55 per sq ft
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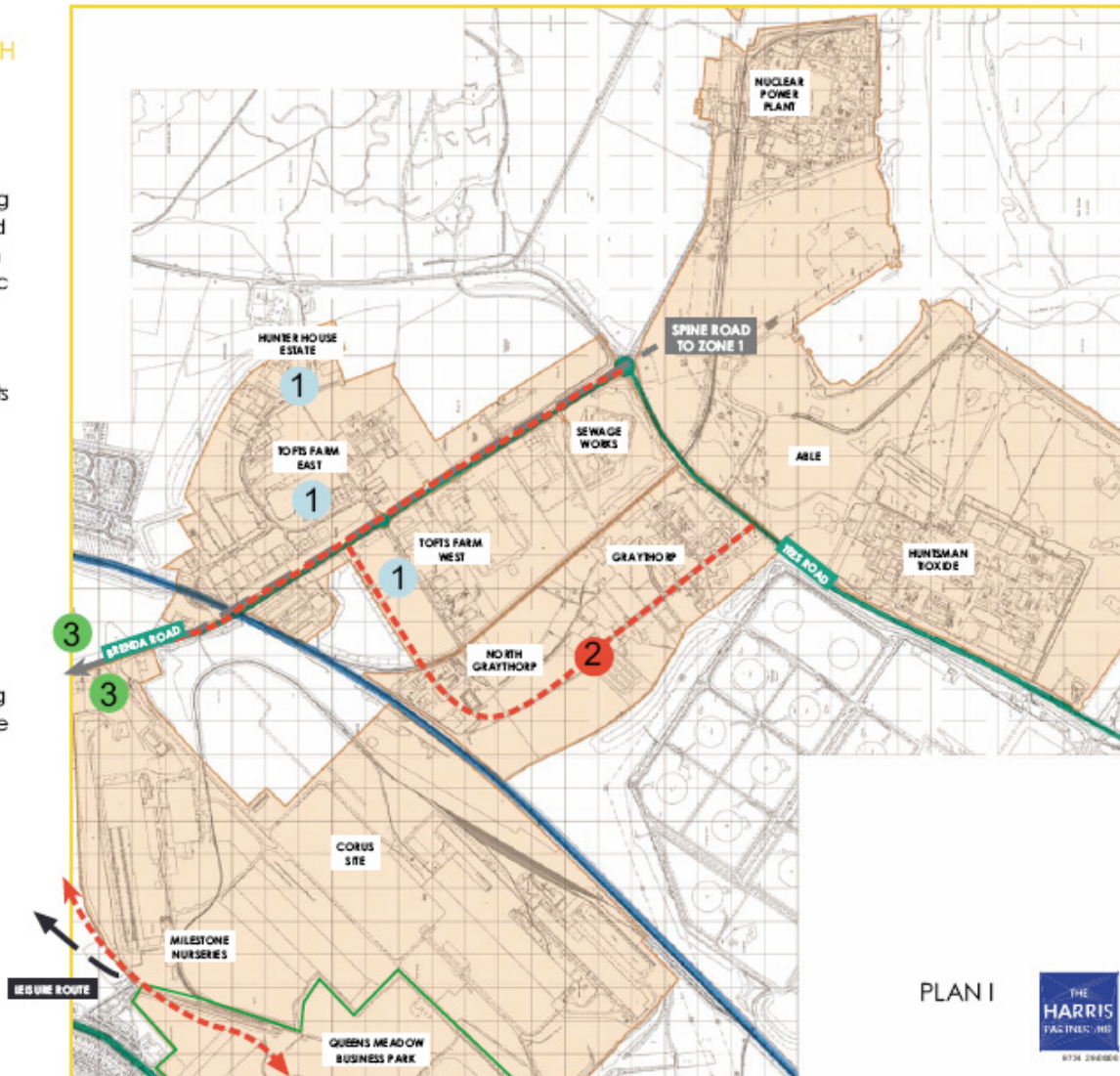
SBZ HARTLEPOOL
ZONE 3 - EAST / SCIENCE & RESEARCH
ACCESS & SIGNAGE

-  Signage located at access points into the zone. Occuring under the area branding project.
-  Possible future improved links through Graythorp & North Graythorp. New estate road with lighting. Public place shaping project.
-  Improved lighting and landscaping. Public sector place shaping project.
-  New lighting to Brenda Road continuing from Zone 1 North. public sector place shaping.
-  Possible entrance signage locations occuring under the area branding project.



SBZ HARTLEPOOL
ZONE 3 - EAST / SCIENCE & RESEARCH
LANDSCAPE IMPROVEMENTS

- - - Improved lighting and landscaping infrastructure to Brenda Road, and to proposed access route through North Graythorp & Graythorp. Public sector place shaping project.
- 1** Lighting and signage improvements to Toffs Farm East & West and to Hunter House. Public sector place shaping project.
- 2** New access road and lighting to Graythorp. Public sector place shaping project.
- 3** Potential for gateway landscaping at Brenda Road to signify entrance to Zone 3. Public sector place shaping project.

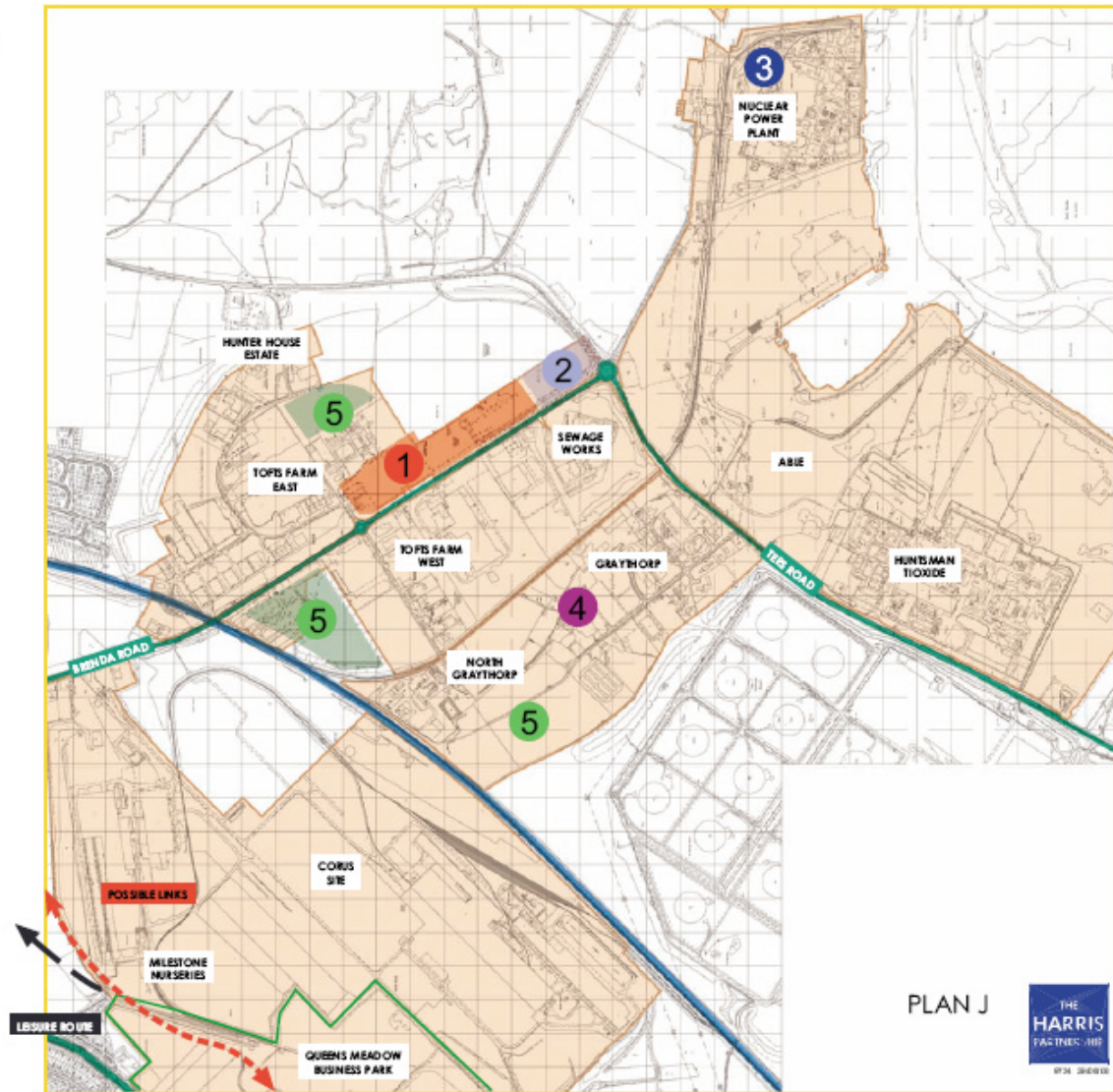


SBZ HARTLEPOOL

ZONE 3 - EAST / SCIENCE & RESEARCH OPPORTUNITIES & INVESTMENT

- 1 Redevelopment of sites along Brenda Road and at Toffs Farm East providing laboratories that could accommodate companies in the chemicals / research sectors. Private sector project.
- 2 Potential development of key corner site. Maybe opportunity to introduce new facilities & services like local shop, cafe that could serve local businesses. Private sector project.
- 3 Eventual decommission of the nuclear power station will create opportunities in decommissioning work. There may in the long term be scope for development of a new power station but this is very far from being determined.
- 4 Cosmetic uplift to sites along proposed access road. Also screening of untidy. Private sector project but could be some scope for public sector subsidy - would need to be tested.
- 5 Sites unlocked for future development by proposed link road. Could be potential to encourage occupiers from the recycling and possibly the renewable energy sectors to sites, possibly including relocated Bad Neighbour uses from Longhill and Sandgate.

Note: 'Parts of Zone 3 lie within the Inner Consultation Zone relevant to the Nuclear Power Station. Within such areas there are some restrictions on permitted use and proposed development might be referred to the Health and Safety Executive for consideration'



PLACE SHAPING PROJECTS - INDICATIVE INVESTMENT FRAMEWORK

The table below summaries the various areas and levels of public sector investment necessary to deliver the place shaping projects included within the Place theme. As discussed previously costs are based upon high level indicative rates and relate to the 'build' costs only. In planning for delivery stages further detailed site surveys and design will be necessary and project costs can be further firmed up.

Project	Total budget allowance	Breakdown of items - budget allowance	Notes and Assumptions
Area branding	£140,000	£110,000 for signage £30,000 for marketing costs	Assumes provision of approx 14 signs featuring a mix of 6 -7 meter totem signs with integral illumination and smaller 'secondary' totem signs with no integral illumination. Signage budget costs based upon an estimate by Harris Partnership from reference to previous experience of the provision of signage. Budget allowance included for marketing consultancy support of £30,000
Brenda Road infrastructure and environmental improvements	£310,000	£280,000 for street lighting £30,000 for	For street lighting assumes new lamp standards, cabling and trenches and allowance for instating the tarmacadam surfacing. Assumes street lighting provision to approx 3,455 linear meters of road.

		landscaping	Assumes an allowance of 1,300 sq meters of landscaping to include planting and specimen trees but excludes boundary walls, fencing, street furniture.
Upgrade recreation routes and introduce additional routes	£40,000	£20,000 for signage £20,000 for new recreation routes	Assumes provision of approx 4 smaller 'secondary' totem signs with no integral illumination. Assumes development of approx 700 linear meters of non-tarmacadam pathway for pedestrian and cycle use
Green Buffer and link to rear of proposed trade counter retail corridor at Longhill & Sandgate	£110,000		Assumes allowance of approx 2,150 linear meters of green buffer strip, 10 meters wide, including planting and specimen trees but excludes boundary walls, fencing, street furniture and also assumes inclusion of a footpath / cycle path with a non-tarmacadam surface.
Green Buffer at Park View to separate	£10,000		Assumes an allowance of 470 linear meters of green buffer to includes planting but excludes boundary walls, fencing, street

residential from commercial uses			furniture in a 10 meter wide strip
Infrastructure expansion at Queens Meadow	£3,500,000		Assumes allowance of approx 2,700 linear meters of estate access road developed to include standard street lighting
Provide new public realm and landscaping through out Queens Meadow	£50,000		Assumes allowance of 200 sq meters of public realm to include paving, street furniture, landscaping, lighting and assumes allowance of 730 linear meters of landscaping and green buffer provision to including planting and instances of specimen trees but excludes boundary walls, fencing, street furniture
Infrastructure upgrade and landscape interventions at Tofts Farm East and Hunters House	£45,000	£25,000 for street lighting £20,000 for landscaping	Assumes standard street lighting to approx 300 linear meters of road and an allowance of 450 linear meters of landscaping.
Provision of new access road at Graythorp to link Tees Road with	£1,600,000		Assumes allowance of approx 1,200 linear meters of single carriageway access road to include street lighting

Brenda Rd			
Total	£5,805,000		

Phasing of Physical Regeneration in the SBZ

This section of the Action Plan outlines the process and order for the delivery of the projects falling under the Place theme. It considers both public sector place shaping projects and private sector project suggestions. It positions projects in accordance with their ability to be 'quick wins', their timetable for completion and their linkages with other projects. The intention is to present a programme where the success and outputs of one project feed into and provide a platform for the establishment of another project creating a chain of success building upon success.

The programme presented in this Action Plan could be considered an 'ideal' physical programme setting out a preferred process and staged approach. However the identified risks to project delivery, as set out earlier in this document, have the capacity to impact upon the pace and order in which the programme proceeds and consequently any programme should be kept as a live document that can be referred to and revised as the market, policy and financial context alter, sites become available and occupiers move in / move out of the area.

Rather than be a prescribed approach, the greater value of the proposed physical programme might lie in its ability to demonstrate to investors, funders, developers, occupiers and local residents the interlinked cohesive nature of the SBZ regeneration proposals giving these important stakeholders confidence and assurances about change and development within the SBZ. This should help create a more favourable stakeholder environment for private sector led regeneration to proceed.

Within the proposed programme, the Area Branding project initiates activity. By beginning with this project the SBZ immediately becomes identifiable as a distinct entity and an obvious commitment to and investment in the area is made. The intention of this is to build confidence and excitement amongst both existing and potential occupiers, developers and investors about the future potential and change process occurring at the SBZ. The ambition would be to raise aspirations and grow interest in the SBZ. It should be a readily marketable project allowing maximum exposure for the SBZ and its wider regeneration plans.

Following the Area Branding and Golden Flats projects, the proposed programme identifies early investment in expanding infrastructure provision, providing landscaping and public realm in Zone 2 - West - Technology at Queens Meadow and also providing street lighting to the SBZ's primary transport corridor Brenda Road. These projects will focus investment in high profile locations that will be very visible indicators of change and improvement. For Queens Meadow the idea is that early investment will reap early returns in terms of private sector led regeneration which will build confidence, strengthen the business and accommodation offer and provide funds (or s106 agreements) to cross subsidise / support the delivery of projects in more under performing locations within the SBZ. For Brenda Road early investment within this central transport corridor will provide a higher profile entrance and route that better reflects the high aspirations and ambitions there are for the SBZ.

As mentioned in various other places within the Action Plan, in regards to the place projects, generally the public sector place shaping projects are an initial 'pump priming' investment which creates the more favorable and attractive settings to encourage and stimulate private sector development. We then suggest a range of private sector projects that could be delivered within the SBZ, according to market demand.

Consequently by and large within each zone public sector place shaping projects occur first to be later followed, as the market allows, by private sector projects.

The focus of delivery then turns to projects within Zone 1 - North - Mixed Use / Light Industrial. The Zone appears to be a reasonably active location hosting a wide variety of businesses and is already benefiting from various investments such as recent new build at Usworth Rd, a BID at Longhill and Sandgate and planned investment at Tees Bay Retail Park by the private sector. The ambition is to prompt further private sector investment through 'pump priming' type activities including landscaping and green buffer works and a new pedestrian link in order to capitalise on the individual displays of confidence that some occupiers and investors are showing (as demonstrated by their investment in the area). Some private sector projects like the suggested cosmetic upgrades to instances of older, tired properties in Usworth Road, Park View and Sovereign Park might be prompted through an element of public sector subsidy, but this would need to be tested for feasibility. Other private sector projects would be delivered according to market demand and the availability of sites.

Zone 3 - East - Science and Research is the longer term focus for phasing with projects here not planned to initiate for several years (detailed timings would need to be established in subsequent planning for delivery stages).. Whilst this area is rather under developed and features some of the SBZ's oldest stock and untidy sites, it also hosts the SBZ's largest employers which we understand are operating well. Abel UK for instance has recently been granted planning permission for a significant expansion. The suggested projects for Zone 3 will require extensive planning and, in light of the scale of some proposals, delivery timeframes will be extended. For instance the public sector project to provide a new link road at Graythorp and North Graythorp would involve significant time (and cost) investment in planning, land assembly, site surveys and traffic assessments etc whilst the potential recycling quarter at Graythorp would be a long term project occurring as and when occupiers move in to the area, it 20 year time frame would not be to excessive in imagining.

Appendix

Generic construction costs for various building types

The following tables provide an indication of the range of average rates that could be attributed to the construction of different types of buildings (and the provision of surface level car parking).

It is important to emphasize that the following costs should only be treated as a high level indication of potential rates and to press that they will not reflect the rates that occur on all projects. Project and site related matters will impact upon the specific rates occurring on specific projects and for each project these issues and matters will vary.

Building function	£ per sq ft	£ per sq m	Notes / Assumptions
Speculative industrial units - standard specification - primarily for light industrial use.	£45 - £50	£484- £538	Excludes fit out
Purpose built / bespoke industrial units	£45 - £55	£484- £592	Excludes fit out
Office - low / medium rise standard specification	£150 - £160	£1615 - £1722	Includes Cat A fit out & air con
B1 Business Park development	£105 - £115	£1130- £ 1238	Includes Cat A fit out; excludes air con
Refurbishment of industrial units	£15 - £20	£162- £ 215	Excludes structural refurb - finishes, services & minor cladding repairs only
Retail - small local amenity retailing units	£65 - £75	£700- £ 807	Excludes shop fronts
Trade counter / bulky goods / whole sale type retailing unit	£50 - £60	£538- £646	Excludes fit out
Housing - affordable housing houses	£90 - £100	£969- £ 1076	
Housing - high quality houses	£155 - £165	£1668- £1776	Assumed detached
Housing - standard private estate housing houses	£145 - £155	£1559- £ 1668	Assumed semi-detached

Housing - standard apartments	£110 - £120	£1184- £ 1292	
Housing - affordable housing apartments	£105 - £115	£1130- £ 1238	
Laboratories for commercial use (for blending chemicals etc) not for universities / research use	£290 - £320	£3122-£ 3445	Cost dependant upon level of services / facilities included

Item	£ per car parking space	Notes / Assumptions
Surface car park (potential future use as a park and ride)	£1500 - £2000	Includes lighting & drainage; excludes ticket machines, security fencing, etc

Notes and assumptions underpinning all costs:

- High level indicative rates only
- Assumes good ground conditions
- Exclusive of external works
- Only inclusive of building costs