



Economic Regeneration Strategy (2011-2021)

April 2014 (Refresh)



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Economic Regeneration Forum - Foreword and Introduction

Hartlepool Economic Regeneration Strategy 2011-2021 was developed by key partners and the business community to provide the vision and leadership to improve the economic vitality and vibrancy of the Borough.

After three years, it is timely to refresh this strategy so that we can reflect on what key achievements have been accomplished through the collective will of partners who have worked with conviction to transform the lives of local residents, build community cohesion and create a stronger economic base.

Achievements include:

- **Showcasing of Hartlepool Vision and the development of Hartlepool's Masterplan which will create the blueprint to revitalise the centre of Hartlepool for the next 30 years.**
- **The youth unemployment rate has continued to fall from 17% in September 2012 to 9.7% in June 2014.**
- **Tees Valley Unlimited (TVU) securing £7m of Regional Growth Fund to support 700 people into employment.**
- **New business registration rates per 10,000 of the population have increased from 29 in 2010 to 35 in 2012.**
- **New multi-million pound scheme to revitalise Seaton Carew, with Esh Group delivering new housing, improvements to community facilities and major regeneration of the main seafront.**
- **Most successful Enterprise Zone initiative in Tees Valley with 9 businesses supported, £1.7m of investment and nearly 115 jobs created.**

- **Securing over £3.5m of Skills Funding Agenda/European Social Funding to deliver the Tees Valley Workforce Skills project which will upskill 2,400 adults.**
- **Bringing 579 Empty Homes back into use through public/private partnerships.**
- **The successful launch of Hartlepool Youth Investment Project which will help prepare young people for the world of work.**

As Hartlepool continuously strives to compete within the global economic market, it is vital that the new ERS Action Plan for 2014-2017 builds on this success and helps deliver on future major economic development, skills and regeneration projects which will make the long term ambition of this strategy a reality. The new Action Plan has even greater emphasis on delivering high level strategic actions such as implementing the Hartlepool Vision and Master Plan, increased investment in skills development to help drive the economy and to ensure the labour market is not static, stimulating the economy to create higher value-added jobs and capitalising on the £170m of European funding allocated to Tees Valley over the period 2014-2020.

We hope that this re-affirms partners' commitment to making a real difference to the Borough and would invite any comments on developing unique ways which lead to greater economic prosperity for our town.



Mr Ray Priestman
Chair, Economic Regeneration Forum



Councillor Christopher Akers-Belcher
Leader of Hartlepool Borough Council

1 New Arrangements for the Hartlepool Partnership

The new Hartlepool Partnership structure includes four themed groups, which is a reduction from the nine themed partnerships that previously operated. This incorporates the statutory Safer Hartlepool Partnership and the Health & Wellbeing Board. The two other themed groups are the Economic Regeneration Forum and the Housing Partnership. These groups were identified as key themes for the future improvement of Hartlepool and the delivery of the Community Strategy vision.

Hartlepool's ERS has been developed in conjunction with the Economic Regeneration Forum, which is the Jobs, Economy and Skills sub-group of the Strategic Partnership Group. The SPG is responsible for co-ordinating the strategic direction for the Borough by working alongside the Council to develop agreed priorities.

The Economic Regeneration Forum meets four times per year and will maintain a focus on attracting new investment, regenerating the area, providing solutions for employers, particularly with regards to supporting business growth, improving business infrastructure, increasing the overall employment rate, increasing skills levels of adults to meet employer's demands and workforce development. The group will also oversee the implementation of the ERS and the delivery of the action plan.



New Strategic Partners Group Structure

2. The Vision, Aim and Objectives of the Economic Regeneration Strategy

Community Strategy Vision

Hartlepool will be ambitious, healthy, respectful, inclusive, thriving and outward-looking community, in an attractive and safe environment, where everyone is able to realise their potential.

Our Vision

Hartlepool will achieve its ambition of sustained, economic prosperity through major regeneration, driving business growth, increasing innovation, developing entrepreneurship and skills to make the area an attractive location to live, invest, work and visit.

Our Aim

Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people'

Our Objectives

1. To improve business growth and business infrastructure and enhance a culture of entrepreneurship
2. To attract new investment and develop major programmes to regenerate the area and improve connectivity
3. To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy
4. To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty
5. To boost the visitor economy

Our Actions 2011 -2014

Priority Actions (See Action Plan)

3 Hartlepool in Context

For many years, Hartlepool prospered as an industrial centre until the decline in heavy industries such as ship building, steel fabrication and manufacturing in the 1960s and 1970s. Within this period, the Borough's economic landscape dramatically changed with major job losses in these key industrial sectors. As a consequence, in 1985, unemployment peaked at 25%, an all-time high for the Borough with 10,000 adults claiming unemployment benefits.

However, Hartlepool has a long history of rising in the face of such adversity and in the past twenty years, the Borough has been transformed through public and private investment in regeneration including housing renewal areas and specific employment land sites. Today, Hartlepool Marina, Wynyard Business Park and Queens Meadow Business Park are widely acknowledged as flagship initiatives. Furthermore, the Borough continues to maintain a high profile that was significantly increased with the successful Tall Ships Race 2010, which witnessed 970,000 people visiting the Borough and provided over £20 million in revenue for the local economy.

The continued development of key employment sites such as the Southern Business Zone and improved business infrastructure activity across Hartlepool, has significantly contributed to attracting investment, encouraging growth in indigenous companies and increasing the number of new start up businesses. There have also been major enhancements to start-up accommodation for new businesses and there are now excellent office facilities and business support services at venues including the UK Steel Enterprise (UKSE) Innovation Centre and the redeveloped Hartlepool Enterprise Centre. Added to this, the emerging Innovation Skills Quarter (ISQ) including the proposed new business incubation facility for digital and creative industries on the Crown House site will offer additional office facilities to support a culture of entrepreneurship.

Over the past two decades, there has been a significant shift from large scale employers to small to medium sized companies. There are approximately 2,500 businesses in the Borough of which only ten companies employ more than 250 people, the lowest in the past fifty years. Of these ten companies, five employ over 500 employees.

Hartlepool has a strong economic base in key fields including service, manufacturing, high value added engineering and the petrochemicals sector, with leading companies forming part of one of the largest clusters of petrochemical companies in the world and expansions into international markets continue to occur which will benefit the wider economy.

The economic base is further balanced by an increase in the number of diverse, innovative and technologically advanced specialist businesses. Although the global economic downturn has been very challenging for Hartlepool, many companies have continued to prove their economic resilience and are building on their strengths to position themselves to take full advantage of new and exciting opportunities. These include the eventual decommissioning and potential new build of the Nuclear Power Station, Renewable sectors, Oil and Gas and Chemical Industries. The allocation of Enterprise Zone (EZ) status to the Port, Queens Meadow and Oakesway offers an enhanced opportunity to attract companies within these targeted growth sectors. These are major opportunities which will provide the key drivers to longer term economic prosperity; creating the jobs for the future and enabling a new chapter in the economic growth of the Borough.

4 Hartlepool's Economic Assessment

Hartlepool's Economic Assessment provided the necessary evidence base to increase knowledge and to better understand local economic conditions and the resilience of the area.

The assessment included a robust and comprehensive review which provided an insight of sector opportunities including: -

- **Nuclear**
- **Offshore Oil and Gas**
- **Low Carbon Economy including Offshore Wind**
- **High Value Added Engineering**
- **Knowledge Intensive Business Services**
- **Process and Chemicals**
- **Hospitality and Tourism**
- **Retail**
- **Health and Social**
- **Construction**

- Skills gaps in these growth sectors;
- The current factors which will impact on the social, economic and environmental development of the Borough; and;
- Funding opportunities.

The Economic Assessment also includes substantial statistical information relating to areas such as business start up rates, enterprise activity, employment and skills levels. Importantly, the assessment identifies the key national, regional, sub-regional and local policies and strategies which have informed the development of Hartlepool's ERS.

The Assessment and the ERS have been produced with support from Durham University Business School and in consultation with key partners. To access Hartlepool's Economic Assessment 2010-2011 please visit:

www.investinhartlepool.com/publications-and-forms/strategies



How will we measure success?

The success of this ERS will be measured on whether it achieves a wide range of key performance indicators (PI) by 2021 as shown within the ERS Action Plan. Although the targets are ambitious, it is anticipated that within the right economic conditions they are achievable. However, external political, social, economic and environmental factors may impact on targets being reached and this will need to be monitored with any underperformance reported to the Economic Regeneration Forum. Examples of some of these PI are shown right.

Performance Indicator	Current Value	2017 Target	2021 Target
Number of businesses receiving Enterprise Zone status	7 (2014)	3 Per Annum	25 (Cumulative)
Percentage occupancy levels of Hartlepool business premises	85.8% (2013)	88%	90%
Business stock (Business Units in Hartlepool)	2,190 (2012)	2,300	2,500
Value of Regional Growth Fund Investment	N/A	Monitor Only	Monitor Only
Value of inward investment	N/A	Monitor Only	Monitor Only
Percentage of newly born enterprises surviving one year	92.9% (2012)	93%	97%
Percentage of newly born enterprises surviving five years	47.1% (2012)	49%	51%
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	35 (2012)	37	42
Number of jobs created	262 (2012/13)	320	350
Value of investment in key regeneration sites	N/A	Monitor Only	Monitor Only
Value of income from external funding sources	N/A	Monitor Only	Monitor Only
Affordable homes delivered (gross)	321 (2010-13)	400	450
Number of long term (over 6 months) empty homes brought back into use	579	10% of Long Term Empty Homes Brought Back into Use Annually	10% of Long Term Empty Homes Brought Back into Use Annually
Percentage per capita reduction in CO2 emissions in the LA area	N/A	Monitor Only	Monitor Only
Congestion – average journey time per mile during the morning peak	N/A	Monitor Only	Monitor Only
Overall employment rate (proportion of people of working age population who are in employment)	62.1% (Sept 2013)	65%	70%
Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	6.6% (March 2014)	5%	2.5%
Self-employment rate	7.5% (Sept 2013)	8%	10%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	45.0% (Sept 2013)	48%	53.5%
Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	7.7% (2012)	6%	5%
Percentage of 16 to 18 year olds whose destination is not known	4.2% (2012)	2%	1.5
Youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	10.7% April 2014)	8%	7%
Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	N/A	Monitor Only	Monitor Only
Achievements are in line with national average for GCSE 5 A*-C and UCAS average score	N/A	Monitor Only	Monitor Only
Care leavers in education, employment or training	N/A	Monitor Only	Monitor Only
Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	23.1% (2012)	27%	30%
Number of Apprenticeship Starts	N/A	Monitor Only	Monitor Only
Number of Apprenticeship Framework Completions	N/A	Monitor Only	Monitor Only
Percentage gap reduction between those young people from low income backgrounds and those that are not progressing into higher education	N/A	Monitor Only	Monitor Only
Proportion of children in poverty	33% (2012)	25%	22%
Number of Credit Union Savings Accounts opened by residents	446 (2012/13)	700	750
Visitor numbers	10 million	10.5 million	11 million
Value of visitor economy	£117 million (2009)	£135 million	£185.9million
Number of unique visitors to destination Hartlepool website	43,850 (2013)	50,000	50,000 unique visits per annum
Number of social media followers	Twitter – 663 Facebook – 540	Twitter – 1,200 Facebook – 1,000	Twitter – 3,000 Facebook – 1,500

Theme One - Business





5 Improving Business Infrastructure Contributes to Objective 1 & 2

Hartlepool has witnessed major public and private sector investment over recent years to improve its business infrastructure and provide the right accommodation and environment for a variety of business uses. Improvement projects have included:

Queens Meadow - Innovation Hubs One and Two have now been delivered by UK Steel Enterprise (UKSE). The Rivergreen Developments is almost fully occupied.

Hartlepool Enterprise Centre - A major redevelopment and enhancement scheme providing improved facilities for business incubation.

Longhill & Sandgate - A major regeneration programme that has uplifted some of the older estates in the Borough, including enhancements to Newburn Bridge Industrial Estate.

Town Centre Improvements - Building and public realm improvements to improve the appearance along key routes including HCFE, Cleveland College of Art and Design (CCAD)

Wynyard - The incorporation of the former Samsung complex now offers over 700 acres of prime business site.

Hartlepool Marina - Consolidation as Hartlepool's premier development for commercial, retail and leisure uses.

Looking to the future, the following key development areas have been identified to further improve the business infrastructure of the Borough and take advantage of forthcoming opportunities.

Hartlepool Enterprise Zone (EZ) - Part of the 5-year Tees Valley wide EZ announced in 2011. Three sites have been identified across Hartlepool that will target specific markets. the EZs have now been extended by 3 years to March 2018.

Hartlepool Docks - an enhanced capital allowance scheme targeted at renewable energy and advanced engineering sectors.

Queens Meadow Business Park – business rates discount for process, renewables and advanced engineering businesses.

Oakesway Business Park - business rates discount particularly targeted at the renewable energy and advanced engineering sectors.

Southern Business Zone - Infrastructure improvements in the main employment area of the Borough.

Innovation and Skills Quarter (ISQ) - An area of the Town Centre encapsulating both CCAD and HCFE.

Hartlepool Incubation Strategy - Development of a further incubation facility.

Strategic Sites - In addition sites have been identified for the emerging offshore wind market, including Able Seaton Port.

The priority is to develop and deliver the Hartlepool EZ working in conjunction with Tees Valley Unlimited (TVU), the private sector led Local Enterprise Partnership (LEP) and the landlords of the three identified EZ sites.

To capitalise on the EZ sites as well as the identified key growth sectors, there will be an emphasis to market Hartlepool as a business investment location to the region, the rest of the UK and an international market. Focus will be needed to ensure that the stock of commercial property available in the Borough is suitable for current and future demands of business. This will need to take into account the availability of premises on the EZ sites as well as the requirements of the identified key growth sectors.

There is also a need to improve the environment of Industrial Estates and Business Parks to ensure that they are suitable for current and future demands. This will involve working with landlords of and tenants of premises, with a particular emphasis given to identifying potential capital funding sources.

6 Supporting Business Growth

Contributes to Objective 1 & 2

Supporting businesses to grow and prosper will be the lynchpin for a dominant local economy. Through this strategy, there will be a programme of targeted support interventions which will be rolled-out to assist individual companies to develop their business growth plans. Companies welcome a co-ordinated approach to business support functions and this will be facilitated through the Tees Valley Business Compass and Skills Hub. Through these initiatives, businesses will be able to access a range of services, such as:

- Business Planning
- Inward Investment
- Infrastructure Support
- Workforce Skills Development
- Access to Finance
- Support with Recruitment

Through the Tees Valley European Structural and Investment Fund Strategy, there will be unprecedented levels of funding allocated to the sub-region through European Funded programmes which will be maximised to help businesses unlock their potential and remove barriers to growth.

Alongside this, Hartlepool will benefit from The Tees Valley City Deal which builds upon Teesside's strengths in large scale production and processing of chemicals, energy (including renewable) and new materials by helping to develop 3 major industrial sites.

Over its lifetime Tees Valley Unlimited predict that the City Deal will:

- create 3,500 supply chain or indirect jobs
- safeguard 800 jobs for the Tees Valley
- create £10 million of private sector investment in the industrial infrastructure and workforce of the Tees Valley

To ensure that the local business community remains competitive within a global market, Hartlepool Borough Council, Tees Valley

Unlimited and the wider business support network will continue to work together to engage with companies and industry experts to find solutions to growth. With over 95% of businesses within Hartlepool classified as being small to medium sized enterprises, it will be vital that they receive bespoke support services to ensure that they are effectively linked to supply chain opportunities which will help create private sector jobs for the future.

Hartlepool is a very positive destination for companies to remain and re-locate as there is wide recognition that it is enterprising, it has a highly skilled and motivated workforce, a vibrant supply-chain and attractive Enterprise Zone initiative. Hartlepool's Enterprise Zone is the best performing in the Tees Valley and highlights have already included Queens Meadow Business Park offering business rate discounts of up to £55,000 per annum for tenants, with 8 new companies attracted, creating nearly 100 jobs.

7 Developing an Enterprising Culture

Contributes to Objective 1

Increasing the level of entrepreneurship and private enterprise has been one of the major drivers of economic development across the region. Previous public sector investment supported interventions through a number of projects centred on attracting individuals to enterprise and in addition the regional Business Link service offered brokerage solutions funding for businesses at a start-up stage.

In turn, Hartlepool embarked on rolling out the findings of a long term Business Incubation Strategy which incorporated a wide range of enterprise activities. The main aim of this initiative is to lay the foundations for a strategic framework for the development of the local small business sector. The strategy not only promoted physical developments such as the UKSE Innovation Centre at Queens Meadow Business Park but also the implementation of an overarching support mechanism that would incubate both start up and small businesses.

Whilst the physical incubation developments are critical to achieving this diversification, there is still a need for additional

incubation facilities, linked to the overarching business support mechanism to ensure that robust new businesses are created.

The priority for Hartlepool is to continue to develop the physical incubation facilities that not only include the Hartlepool Enterprise Centre and the UKSE Innovation Centre but also support the needs of an emerging "creatives" cluster around the Church Square area. Alongside this, there will be a continuation of pre-start and start up incubation support services to local residents of Hartlepool who are considering self employment as a career option, particularly assisting in the development of the Leapfrog self employment programme.

Work will continue to help embed national and sub-regional start up programmes to make self employment and business start up an attractive alternative to unemployment and inactivity and wider promotion and awareness of enterprise activities will be undertaken through targeted marketing, including potential future entrepreneurs in schools and colleges.

To drive forward the development of enterprise and to ensure that new businesses survive for the long term, emphasis will be given to ensure that they become integrated into the wider business community through involvement with local business networking groups and associations.

8 Visitor Economy

Contributes to Objective 5

Despite being a peripheral location, Hartlepool has evolved into a location which has an appeal for people to live, work and visit. Successes include:

- **A multi-million pound 500 berth marina with a wealth of visitor facilities, including Hartlepool's largest visitor attraction, the Maritime Experience.**
- **A visitor economy valued at £130m, supporting nearly 2000 jobs and attracting over 3.2 million visitors in 2011.**

- **A comprehensive range of eating establishments predominantly situated in Hartlepool Marina - developing a night time economy.**
- **A range of traditional seaside facilities at Seaton Carew, enhanced by the heritage attractions of the Headland.**
- **The Tall Ships Races in 2010, which helped raised the profile of Hartlepool.**
- **An accommodation provision within Hartlepool which has increased in its range, mix and volume.**



The Tall Ships Races successfully provided an opportunity to raise the profile of Hartlepool and brought new visitors to the Borough. It is imperative that this success is built upon so that Hartlepool can continue to compete with other locations and increase visitor numbers. The priority will be to develop and implement a marketing plan to continue to raise the profile and positive image of Hartlepool on a local, regional and national level.

Part of the success in keeping visitors coming to the Borough is the visitor experience. Hartlepool is steeped in history and proudly complements the widely diverse, rich and vibrant heritage and cultural sites within the town. Hartlepool Vision will significantly support the tourist economy through its aim of creating major new business, leisure and retail facilities which will increase the town's profile as a visitor attraction.

Further development and enhancement to the visitor economy will be a common theme running through the Hartlepool Masterplan and most areas of the Hartlepool Vision. Key sites with developable potential include Jacksons Landing, Seaton Carew seafront and Kafiga Landings at Hartlepool Headland. All of which can help to build on Hartlepool's growing Tourism offer.

Good customer service is fundamental to a positive visitor experience. That is why partners will work collectively to improve the skills base of the existing 'tourist' workforce and the quality of the future labour supply through bespoke training programmes.

9 Supporting the Third Sector Contributes to Objective 4

There are over 600 third sector groups in Hartlepool who contribute to the local economy. These groups provide a network of support and offer specialist provision for local residents and the wider community. As a sector, it assists the recovery of deprived wards in Hartlepool and provides much needed services to some of the most vulnerable people in society.

The key strengths of the third sector includes a dedicated and highly motivated workforce (which consists of paid workers and volunteers). There is also an established Hartlepool Voluntary Development Agency (HVDA) which works very effectively with partners to respond to the demands of the local community and offer early interventions to specific social and economic challenges.

For the third sector, the ongoing move towards public/private /third sector partnerships could offer favourable business opportunities in the longer term. It will be necessary for community leaders to work together and in collaboration with the public and private sector to capitalise on any new major funding opportunities and to work as part of a consortium. This consortium approach will enable organisations to be more effective in bidding for large scale contracts or to become a subcontractor of a national 'prime provider'. Third sector groups have a significant track record of securing funding in their own

right and should continue to source funding. This will enable them to deliver services that tackle the causes and consequences of wider social and economic disparities.

To ensure that third sector organisations continue to develop and thrive will require a continuation of business support so that they may diversify into new areas and maximise new opportunities. This support will include offering trainers to advise on future funding opportunities, provide additional capacity building to upskill the workforce and enable organisations to become business orientated, and financially viable in the longer term.

Between 2014-2020, there is approximately £170m of European Funding which has been allocated to Tees Valley (of which £100m is European Regional Development Funding and £70m of European Social Funding (ESF). 20% of the ESF has been ringfenced to deliver Social Inclusion activity under three main themed headings:

- **Employability**
- **Capacity Building**
- **Financial Inclusion**

Third sector organisations, particularly those who have a track record of successfully engaging and addressing the needs of priority groups; such as people with mental health problems will be in a positive position to deliver ESF Social Inclusion activities. There will be a range of activities under these three themes which providers will need to deliver including providing tailored employability support to tackle barriers to work for those furthest away from the labour market.



Theme Two - People





10. Improving Employment & Skill Levels

Contributes to Objective 3 & 4

Employment and skills are intrinsically linked. To improve the economic resilience of the Borough and to re-balance the local economy requires continued investment in skills, increases in the number of higher skilled workers and initiatives that will allow the right conditions to create new jobs. Within Hartlepool, there are 58,300 working age adults, of which 37,000 (62.1%) are in employment. Prior to the economic downturn, Hartlepool's employment rate peaked to 66.5% in 2007/08. Over the past decade, there has been a marked shift in occupational composition with demand moving away from low skilled roles to higher skilled managerial, technical and professional occupations. This trend is likely to continue in the longer term as the economy demands fewer unskilled or lower skilled jobs and moves towards roles that require intermediate or higher skills. This will be particularly evident in higher skilled areas including high value engineering and the process industries.

Hartlepool, like the rest of the sub-region still remains heavily dependent on public sector jobs. However, it is estimated that

over the next ten years, Hartlepool will enter into a new phase where there will be a resurgence of new private sector jobs created to provide future opportunities for local residents. The major job creation opportunities include:

- **Approximately 3,000 new jobs through the EZ and Regional Growth Fund programme with £300 million of public and private investment.**
- **350 new jobs from the decommissioning of the Hartlepool Nuclear Power Station and up to 3,000 from the construction of a new facility over a five year period.**
- **The new Nuclear Power Station requiring up to 750 employees.**

In 2011, around 67% of employed residents work in Hartlepool, with 33% (12,600 adults) commuting out to work, mainly within the neighbouring sub-regional local authority areas. To support residents to take full advantage of vacancies outside of the Borough, key partners will work together to improve individuals skill levels and provide improved connectivity links to jobs across the region.

There will be a need for continued investment in education and learning to improve the skill levels of young people and working

age adults, not just at Level 3 or above. Ongoing investment in foundation level qualifications will provide many local residents with a pathway onto higher skilled training programmes.

Tees Valley Unlimited has developed the Employment, Learning and Skills Framework (ELSF) which sets out the Tees Valley's priorities across 14-19 learning, higher education, adult skills and employment support. TVU commissions the established Employment, Learning and Skills Advisory Group (ELSAG) as the key multi-stakeholder group to take forward the agenda set out in this framework. Hartlepool Borough Council is represented on the ELSAG to ensure that the objectives and actions highlighted within the ELSF are implemented. By influencing at the Tees Valley level, Hartlepool's representatives can raise key strategic matters that will ultimately contribute to local actions to improve employment and skills levels being achieved.

It is a vital time for the employment and skills agenda with 25,000 new jobs expected to be created and 116,000 replacement jobs needed over the next decade. Many of these jobs will be in high level occupational areas and STEM subject areas and there will be a need to support a further 6,500 people to achieve a Level 4 qualification and 8,500 to achieve a Level 3 in their relevant area over the same period.

11. Improving 11-19 Skill Levels

Contributes to Objective 3 & 4

Partners across Hartlepool view improving the education and skills levels of young people as a key challenge. The established 11-19 Partnership aims to improve the life chances and economic wellbeing of all young people by fully supporting the reforming of educational systems, modernising education facilities, offering good quality careers advice and guidance and advancing high-level technical skills. The Partnership remains at the forefront of ever-faster technological change by providing high quality vocational education which will be central to meeting the demands of the business community and improving the skill levels of the future workforce.

Despite high levels of social deprivation in Hartlepool, the 11-19 educational standards have consistently improved year on year, such as the percentage of young people achieving 5 GCSEs A*-C including English, Mathematics which is currently at 59% in 2013. To support the skills agenda, there is now increased flexibility for local educational institutions including schools, colleges and universities to be directly responsive to labour market changes.

Partners are working together to develop and deliver local strategic interventions which will leave a maximum impact on improving the skill base of young people, will raise the standard of educational achievement at GCSE 5 A*-C, with an emphasis on English and Mathematics, development of the post 16 further and higher education core offer. From 2016, there will focus on eight core subjects which will include English and Mathematics with this measure being known as Progress and Attainment 8.

There is also still capacity to expand the number of apprenticeships offered to young people and to achieve this requires increased engagement with employers to promote the benefits of the programme. Particular focus will be on targeting relevant employers to support them to employ their first apprentice, that will include HR and employment legislation advice and in-work support mentors. Apprenticeship programmes and new apprenticeship frameworks will continue to be established to support emerging industries and growth sectors that will be responsive to employer's demands.



Partners will also continue to work with 11-19 providers to commission education and training provision which will improve educational standards and influence providers delivery to ensure the curriculum offer meets young people's needs. A key priority is to narrow the educational attainment gap for those young people who are from disadvantaged backgrounds and increase the economic well-being of all young people.

The Partnership has an existing 11-19 Strategic and Operational Plan which provides a robust framework for partners to work within. Furthermore, the Partnership will increase the dialogue between existing networks and industry professionals who will inform of future skills needs, particularly in growth sector areas and emerging industries. As part of the Hartlepool Youth Investment Project the partnership will increase vocational

education and strengthen the delivery of (STEM) subjects. In 2013/14, the Hartlepool Education Commission was established to work across our schools to improve education standards and ensure Hartlepool children can enjoy an excellent education and help broaden their career aspirations. HYIP and The Education Commission will both be vital to prepare young people for the world by enhancing links between schools and industry which will provide major benefits in meeting future employer skills demands.

To ensure that education establishments and employers understand future skills requirements and the challenges there will be ongoing research into this subject and this exercise will also be relevant to the identification of adult skills gaps.

12. Developing a Competitive Workforce (Adult Skills)

Contributes to Objective 3 & 4

Skill levels within Hartlepool's working age population have steadily increased in the past decade, with the number of adults achieving NVQ Level 3 and 4 in 2010 at 44% (25,600) and 22% (12,800) respectively. The Borough now has a much improved skills base with which to attract investors and enable its workforce to take full advantage of future employment opportunities within growth sector areas.

The benefits of a skilled workforce for an area are widely researched with evidence of improved employment rates, increased economic resilience and enhanced productivity within the workplace. For the individual worker, being qualified to a higher level provides greater security in the workplace, higher median earnings and increased options for career development, than those with low or no qualifications.

To make this happen, providers have greater flexibilities to deliver a mix of learning and training that meets the needs of learners and employers. The Skills Funding Agency (SFA) will now have a much more focused role in providing the strategic direction for improving skills levels and will no longer manage providers in effectively developing programmes for each local area. There is now an expectation that education and training providers will work directly with LEPs, local authorities and employers.

The Economic Regeneration Forum will lead on this role and will seek to influence the delivery of post-16 provision so that it is responsive to the needs of the future labour market and ensure that Hartlepool's workforce and businesses remain globally competitive. This will mean working closely with key adult skills providers who can accelerate an increase in the number of apprenticeships, internships and improve workforce development.

Improved partnerships will enhance the formal learning steps for local residents that will enable them to naturally progress through the stages from foundation to advanced higher level qualifications. It is clear that post-16 providers will need to work more collaboratively to ensure that there is greater emphasis on matching bespoke training programmes to employer's demands.



This will be achieved by pooling specialist training provision and expertise to develop joint-targeted interventions according to need.

The Forum will facilitate this and ensure that any future joint working will include enhancing the vital intermediate technical skills that are increasingly important, as jobs become more highly skilled and technological change accelerates. Key providers in the post-16 sector are English Martyrs School and Sixth Form College and Hartlepool Sixth Form College (HSFC) who predominantly deliver A-Levels. CCAD who offer specialist Further and Higher Education programmes in Art and Design and HCFE who are the main provider of vocational and technical programmes for students aged 16-18 years and 19 plus. All of these providers have benefitted from substantial investment to improve and re-develop their educational facilities. This has included nearly £30 million for a re-build at HSFC and HCFE who have opened a new £50 million state of the art facility which includes the North

East Regional National Skills Academy for Environmental Technologies. CCAD has also benefitted from a significant re-development of their Higher Education facilities within the Church Square area.

These colleges and other training providers continue to have a major role to play in developing the future skills needs of adults and shaping its provision to coincide and complement other post-16 learning and training provision including Hartlepool Borough Council's Adult Education which provides support with apprenticeships, Adult Skills training as well access to informal first steps learning.

To ensure that Hartlepool's workforce remains highly skilled and competitive, partners will have to work in collaboration and consult with employers to understand emerging and future demands.

13 Increasing Aspiration & Social Mobility

Contributes to Objective 4

Partners view improving social mobility as a principle social policy goal. To achieve this requires the full support of parents and carers, schools, post-16 providers, higher education institutions, statutory agencies and employers to ensure that young people can maximise on opportunities at every stage in their life from foundation years through to the world of work.

Significant progress has already been made to improve the social mobility of young people through the implementation of key strategies such as Hartlepool's Not in Education, Employment or Training (NEET) Reduction and Early Intervention Strategies. In addition, the Raising Participation Age (RPA) Strategy is fully operational and will see all young people remain in education or training up to the age of 18 years from 2015.

The Hartlepool Youth Investment Project (HYIP) has now been established and this is the over-arching key strategic project which brings together all partners to prepare young people for the world of work and to reduce the youth unemployment rate.

Through the HYIP, there is a dedicated Youth Guarantee Working Group with membership from the key partners and critically employers who are responsible for monitoring the progress of this project. Under the umbrella of HYIP, there will be renewed focus on developing a range of initiatives which raise the aspirations of young people and provide them with an insight into key industries and how to set up in business. Actions to be developed will include:

- **Improving links between schools, post-16 providers and the business community to develop work-related learning and work experience programmes (particularly within growth sector areas),**
- **Enhancing Careers Information, Advice and Guidance Services**



- **Increasing links to internships, apprenticeships (including advanced apprenticeships) and employment with training**
- **Developing a culture of enterprise through regular 'Enterprise Events' which will help young people develop the skills needed to create their own business**
- **Designing student youth exchange projects with other European countries**
- **Raising awareness of Higher Education programmes (and help to facilitate an increase in the number of young people who apply to the country's top universities (particularly those individuals from the most deprived wards).**
- **Designing early intervention and mentoring programmes for young people who are identified as 'high risk' of becoming NEET.**

The 11-19 Partnership and Economic Regeneration Forum will be regularly updated on the progress of the HYIP and will help improve compacts between educational establishments and the business community.

Hartlepool Education Commission will be instrumental in providing the platform to improve educational standards for Hartlepool children and to increase aspirations. HYIP and the Education Commission will complement each other in their overall ambition of ensuring that young people are inspired in learning and that they have increased opportunities to progress into Higher Education and high quality jobs in the long term.

14 Tackling Worklessness, Economic Inactivity and Benefit Dependency

Contributes to Objective 4

Hartlepool has been particularly challenged by the effects of the decline in major industries in the 1970s and 1980s and has not as yet fully recovered from this. The causal effect of the reduction in large scale employers within the Borough has led to a third and fourth generation of workless households dependent on welfare benefits.

To tackle economic inactivity and to prevent a new generation of young people from being disadvantaged from the labour market, there is already an established Hartlepool Works Employment & Skills Consortium which has a membership of over 40 providers. The partners work within a set strategic framework which ensures that they develop collaborative and targeted interventions, with a specific focus on priority groups or unemployment 'hotspot areas'. In the longer term, consortium members will continue to design employability programmes for local residents that will include literacy and numeracy courses, intensive Information, Advice and Guidance (IAG) services, volunteering, work trials, sector specific training, in-work mentoring and self-employment advice. These activities will be critical in assisting residents, particularly those with limited or no work experience, to develop the necessary skills base that employers demand. As part of this strategy, this consortium approach will be enhanced so that it adds value to major worklessness programmes and new flexibilities as shown below.

The Work Programme: This is the most radical welfare to work reform since its inception in 1945 and The Work Programme has replaced all other Department for Work and Pensions (DWP) funded programmes. This is the main welfare funded programme over the coming years. Prime providers will be given up to two years to work with customers and greater freedom to decide the appropriate support for them. In Hartlepool, it is anticipated that up to 2000 customers will start on the



programme each year and should have a major impact on reducing worklessness rates. The Council will continue to engage closely with the prime providers to strategically direct them towards targeting the most vulnerable workless adults.

New Flexibilities within Jobcentre Plus: Job Centre Plus (JCP) is now empowered to decide when and how to support customers and have the autonomy to make decisions locally. This includes offering customers a range of support from day one of their new benefit claim. JCP has a fundamental role to play in Hartlepool to support unemployed customers back to work and will continue to work together with local community partners, service providers, Registered Social Housing Providers, Council and employers of all sizes - to find new and innovative ways to support people back to work.

To continue to reduce worklessness rates further, the Economic Regeneration Forum will facilitate engagement with local companies to improve the links between the supply of labour and the demand of employers. Integral to any consultation with employers will be understanding future skills needs that allow an improved match of labour to the relevant sectoral vacancies. In addition, employment advisors will need to have an increased understanding of the future labour market so that they can assist claimants to re-focus their job search to complement the needs of the wider labour market. In future, higher level careers advice will need to be provided to all working age adults in areas including specialist sector specific training and career paths into new growth sector areas.

15 Reducing the Causes and Consequences of Child Poverty & Financial Exclusion

Contributes to Objective 4

In Hartlepool in 2011, almost 1 in 3 children were classified as living in poverty. In some of the poorest performing wards such as Owton, this increased to almost 50%. The Borough has the 3rd highest rate of child poverty in the North East of England and sits in the top 25% in the UK.

The introduction of the Child Poverty Bill in 2009 enshrined in legislation the previous Government's promise to eradicate child poverty by 2020. The Child Poverty Act 2010 placed a duty on local authorities and their partners to ensure that this happens. Within Hartlepool, child poverty is measured by the 'proportion of children living in workless households'. The causes and consequences of poverty are more than just a lack of family income and relate to wider social, economic and environmental issues such as low educational attainment; low skills levels and inter-generational worklessness.

The Council and its partners have produced and implemented a Child Poverty Needs Assessment and Strategy for 2011 – 15 and key partners from the public, private and third sector have signed up to a 'Child Poverty Pledge' that commits organisations to work in new and unique ways to tackle poverty. The Child Poverty Strategy sets out six objectives which cut across the eight Community Strategy themes including Health and Wellbeing and Jobs and the Economy. The two key objectives that are specifically relevant to the ERS are to: - increase the parental employment rate and improve adult skill levels.

Being in work is the best way out of poverty and the Children's Strategic Partnership oversees the progress of the strategy. In

addition the Think Family, Think Communities programme is focusing on supporting parents into employment. A multi agency steering group is overseeing this area of work and is monitoring the progress of this programme. Although it will be extremely unlikely within the current and longer-term economic climate to eradicate child poverty fully; this ERS will significantly contribute to ameliorating child poverty rates by implementing new actions to increase the number of families, parents and carers to access employment and training programmes and financial inclusion services.

Hartlepool still has particular issues in relation to indebtedness and currently, 47% of households in the Borough have a poor credit rating and five out of nine households fall into groups described as 'on the breadline' or 'credit hungry'. The established and committed Financial Inclusion Partnership will be the multi-agency group which will provide the strategic direction for this agenda. Pivotal to supporting local communities, particularly within the most deprived wards, will be for key partners to increase access to banking; affordable credit and face to face money advice. Supporting the financial inclusion agenda will lead to longer term economic and social benefits for the local community. For instance, HM Revenues and Customs (HMRC) reported in 2009 that 3,715 families in Hartlepool with dependent children aged under 16 years were not claiming the tax credits they were entitled to (which equated to £500,000 of benefits).





Theme Three - Places



Church Street



Hartlepool Waterfront



Port Estate



Queens Meadow



The Headland



Town Centre



Seaton Carew



Wynyard



16 Regenerating Key Sites

Contributes to Objective 1 & 2

Regeneration is at the heart of all partners' approaches to delivering real benefits through supporting economic growth, securing investment and making the Borough a modern and attractive place. Recent regeneration activity has resulted in major physical change, helping to create high quality places, improve the image of the Borough and support the diversification of the local economy. This has included the development and regeneration of key sites which led to the creation of the Marina (including the Hartlepool Maritime Experience), the Wynyard Business Park and Queens Meadow Business Park.

Building on the successful implementation of key strategies, which have provided the rationale for regeneration, there continues to be major initiatives to improve the area including the completion of the new HCFE, the expansion of CCAD, the creation of purpose built student accommodation, the establishment of the integrated transport interchange and the extension to the UKSE Innovation Centre. To complement this activity, new and innovative ways of delivering regeneration are being explored including the use of Council assets plus partnering arrangements with public agencies and the private sector. The Council has also

taken a pro-active approach to regeneration with the purchase of key sites including Jacksons Landing to enable the Council to drive the regeneration agenda. Successful proactive interventions have also led to the redevelopment of Morison Hall on the Headland and the development of a residential scheme for the Friarage Manor House.

Regeneration Priorities: The Hartlepool Regeneration Masterplan and Hartlepool Vision.

The Council has ambitions to continue the regeneration and development of the town to achieve further step change to ensure its long term success. In order to do this a long term plan for the future of the town is required. The preparation of the Hartlepool Regeneration Masterplan and the Hartlepool Vision will provide this direction and allow the focus of resources to deliver their aims and objectives. The Hartlepool Vision sets out the eight regeneration priorities for investment for the town including The Headland, Hartlepool Waterfront, Town Centre, Seaton Carew, Enterprise Zones (Queens Meadow and Port Estates) and Wynyard Business Park. The Masterplan will provide the detailed site specific solutions focused on the Town Centre and Waterfront that will ensure the delivery of a connected and prosperous wider Town Centre and Marina. The Masterplan will ensure that a

transformational approach to development is achieved creating the jobs of the future and enabling the next chapter in the economic growth of the Borough. Implementation of the Masterplan will increase Hartlepool's profile as a major leisure and visitor destination. Bold deliverable solutions for leisure, tourism, retail and recreation will help to redefine the town and open up its potential.

The key sites addressed within the Masterplan will be the recently acquired Jacksons Landing, which along with Trincomalee Wharf are key Waterfront development sites, the Church Street area, sitting within the Innovation and Skills Quarter has the College of Further Education and Cleveland College of Art and Design acting as key drivers for change in this area along with the redevelopment of the Councils depot site in Lynn Street, the retail offer within the town centre and Middleton Grange shopping centre will also be addressed through the Masterplan by the completion of a retail revival strategy.

The Council has a sustainable master plan for the regeneration of Seaton Carew, which will further enhance the overall Hartlepool visitor offer.

17 Housing

Contributes to Objective 2

Over the past fifteen years, there has been substantial investment in housing regeneration and improvements which have helped to improve the housing offer and encourage people to want to live and work in the area. This has included an extensive New Deal for Communities project, Housing Market Renewal (HMR) and Decent Homes Programme which have improved the physical housing environment and improved the housing offer within Hartlepool.

A key objective for all housing regeneration activity is to contribute to developing a positive environment to support business growth and investment and economic development by improving the attractiveness and the vitality of the housing market in central Hartlepool.

To achieve this, the Hartlepool Housing Strategy, alongside the Local Plan (Core Strategy) sets out the framework for new housing delivery, improvement of existing housing and housing related services for the next 15 years. The focus of these strategies is to balance housing supply and demand; support housing growth; provide affordable accommodation; improve housing quality and design and tackle empty properties. As part of the wider economic development agenda, these strategies also take into account the need to provide all property types and tenures that will meet future housing demands including executive homes that will encourage skilled workers to live in the Borough. This latter element of the strategy is vital when considering the new wave of higher skilled jobs that will be created through business growth activity such as the decommissioning of the power station and potential new build, new enterprise zones and emerging new industries.

Future Housing Regeneration Priorities: Despite considerable levels of investment, there are still major challenges within Hartlepool's housing market including an excess of obsolete Victorian terraced housing; approximately 600 long-term (over 6 months) empty properties and some social housing estates which no longer meet the housing needs and aspirations of residents. There continues to

be a considerable need to maintain the momentum of regeneration and to provide a range of affordable housing.

Housing Regeneration: The Council has successfully delivered the Trinity Square, Trinity Court, Headway, Belle Vue and Raby Road Corridor schemes which has resulted in a significant improvement in housing provision in these areas and encouraged families and economically active residents to move into the town centre locality. Within the central area, the housing market is still suffering significant signs of decline with growing numbers of empty properties. The continuation of the HMR programme is essential to address the problems with the imbalance of supply and demand and abandonment in the private sector. Work is already underway to deliver the remaining HMR priority of the Carr/Hopps regeneration scheme with acquisition of properties progressing well.

Empty homes

The Council has an adopted Empty Homes Strategy which aims to bring empty homes back into use through incentive and

enforcement measures targeted at poorly maintained properties and prevent areas from declining. This will be coupled with tighter management of the private rented sector through the landlord/tenant unit within Housing Services and a range of incentive and enforcement options including selective licensing which will improve neighbourhoods.

The Council is currently delivering property refurbishment through the Empty Property Purchasing Scheme and is also working in partnership with Housing Hartlepool (part of Thirteen Group) to deliver the empty homes lease scheme. Both schemes are providing fully refurbished 1, 2 and 3 bedroom affordable homes for local residents.

Affordable housing

The Council is currently working with registered provider partners to submit bids to deliver new build affordable housing for the 2015-18 National Affordable Housing Programme.





18 Improving Connectivity

Contributes to Objective 2

An efficient and effective transport infrastructure system will help attract new investors, developers and businesses to the Borough; but will also improve access to employment and training for local residents across the region.

As a traditional industrial centre, Hartlepool's freight movement demands have always been well catered for through rail, the port and the A19. The A19 gives access for personal, business and freight movement to National, European and International destinations.

However, whilst the current road network in Hartlepool is effective, transport flows have increased to the point where the network is near to capacity and forecasts indicate increasing congestion in the longer term. In addition, due to its location, Hartlepool has relatively poor public transport connectivity to other labour market opportunities in the Tees Valley and this can act as a deterrent to people who may wish to commute in and out of the Borough. If not effectively tackled through a more strategic and sustainable approach, this may impact on the economic

growth of the area and prevent local residents and businesses achieving their full potential.

Longer term challenges to Hartlepool's transport infrastructure have been identified including:

- **Network capacity constraints on the A19 around Wynyard which could impact on access to key business sites including Seal Sands.**
- **Poor connectivity with adjacent city regions by public transport;**
- **Potential for additional congestion with new employment sites; and**
- **A number of key employment sites are not currently adequately served by public transport.**

To counter-act these longer term challenges, the main focus of transport enhancements is the Tees Valley Metro project which will deliver a frequent rail service between Hartlepool and prime locations including Durham Tees Valley Airport, Teesside Park, Middlehaven and James Cook University Hospital. This will increase the number of residents who commute in and out of the Borough by improving access to businesses in key growth sector areas.

The A689/A19 improvement works funded through schemes such as Pinch Point funds has commenced on site and will provide a significant improvement to the strategic highway infrastructure.

The Tees Valley Economic and Regeneration Investment Plan has also set out an ambitious but realistic programme of public sector investment which recognises the significant reductions in public spending whilst building a strong economic case for investment in transport improvements which will unlock the barriers to private sector growth.

To further improve transport infrastructure and connectivity the Council will develop interventions to: -

- **Increase car sharing;**
- **Expand public transport usage;**
- **Increase participation in walking and cycling to work, and;**
- **Improve and extend cycle paths to increase participation.**

19 Sustainability Appraisal

Council Officers have completed a sustainability appraisal of the Economic Regeneration Strategy Action Plan. The purpose of this exercise was to assess how well the action plan will contribute to sustainable development. The content of the action plan is assessed against the Council's sustainability appraisal objectives; the objectives were drafted, consulted upon and agreed during the review of the Community Strategy in 2007. The sustainability appraisal objectives are wide ranging, reflecting the nature of sustainability, and are listed below:

- **Economy**
- **Education and skills**
- **Health**
- **Safety and security**
- **Housing**
- **Transport**
- **Built and natural environment**
- **Biodiversity and geodiversity**
- **Water, air and soil pollution**
- **Liveability and place;**
- **Equity, diversity,**
- **Equality and participation;**
- **Energy efficiency and natural resources**
- **Waste**
- **Climate change and futurity**

The process for undertaking a sustainability appraisal is an agreed methodology providing consistency in approach. The outputs from the appraisals are collated in a brief sustainability appraisal report. This report summarises how the action plan is anticipated to contribute to sustainable development and will include recommendations for making the action plan stronger in future.

The sustainability appraisal report is available to read online at:
www.investinhartlepool.com

Disclosure

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances.





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