

Hartlepool Borough Council

Town Investment Plan

TOWN DEAL BOARD DISCUSSION PAPER: PROJECTS

September 2020

Update on prioritisation process

1. Identifying the longlist of potential investment projects

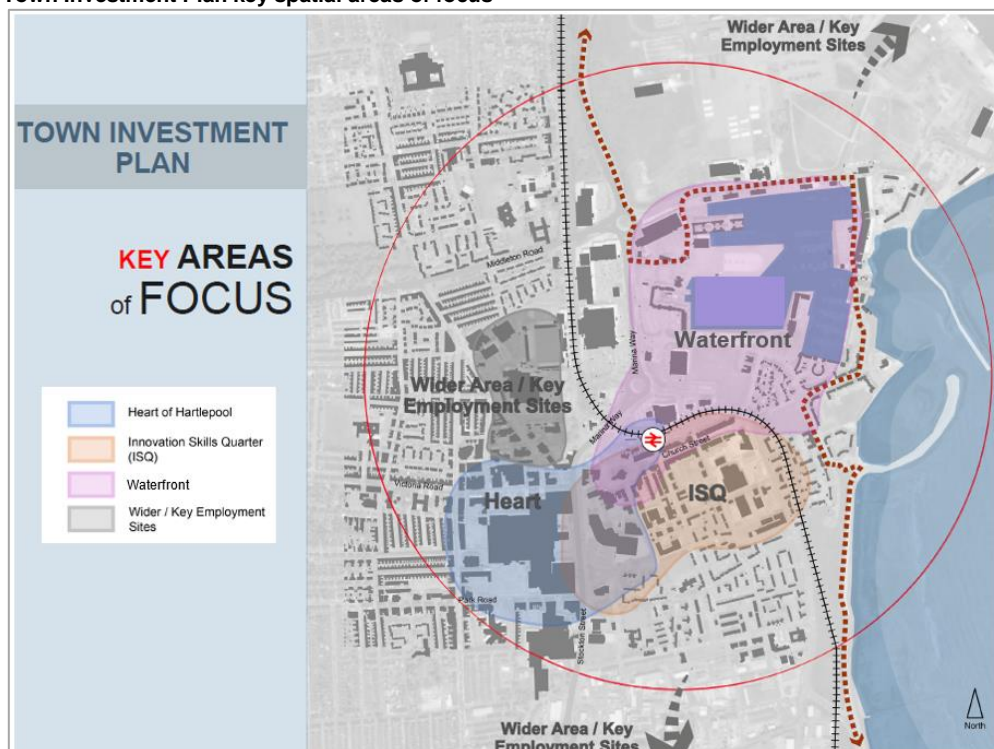
Longlist projects have been identified through the Town Investment Plan preparation and engagement process through June, July and August from a number of sources (See Annex 1):

- HBC 'Hartlepool Economic Growth Strategy 2019-21'
- Emerging Hartlepool Town Centre Masterplan (Arcadis)
- Engagement with key businesses, institutions and community groups

All ideas and proposals for capital projects were added to the longlist and categorised according to **spatial area of focus**:

- **Heart of Hartlepool:** Victoria Road, Stockton Street, colleges and art gallery
- **Innovation and Skills Quarter (ISQ):** Church Street, Tower Street, Whitby Street, Lynn Street, Exeter Street, rail station
- **Waterfront**
- **Wider area:** north-west quadrant
- **Key employment sites:** across Hartlepool town

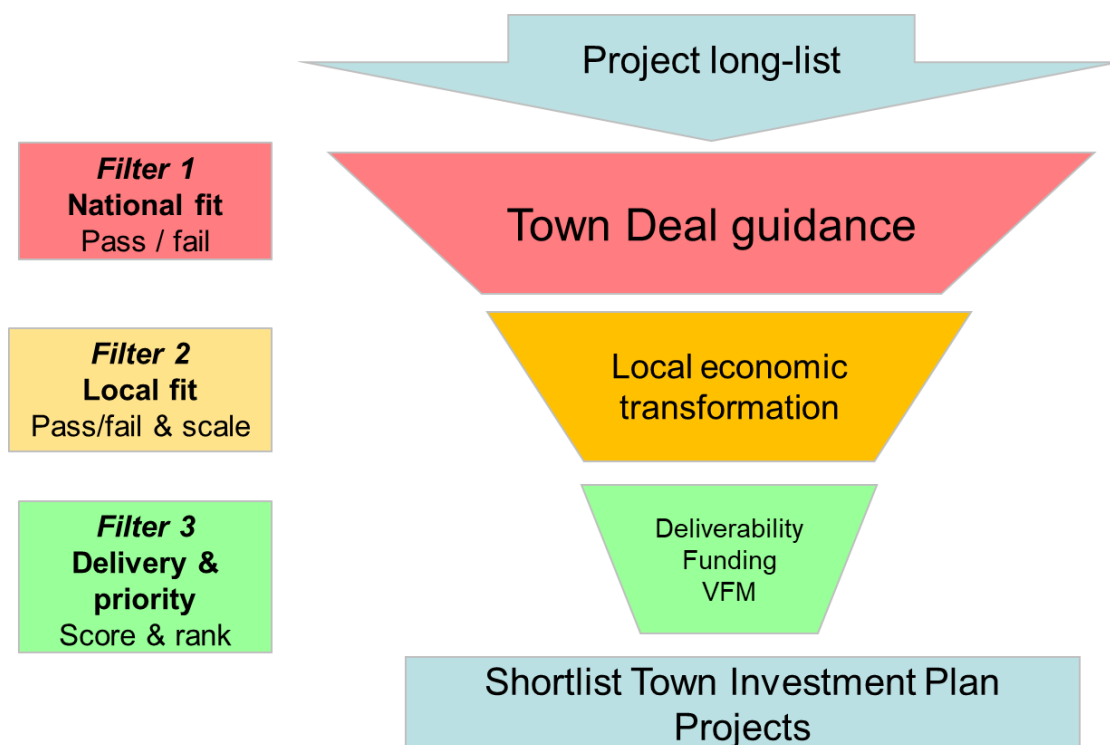
Figure 1: Town Investment Plan key spatial areas of focus



2. Prioritisation process

As presented at the last board meeting (July) a three-step prioritisation process has been used to assess the 37 longlist projects for: 1) national fit with the Town Deal agenda; 2) local fit with the Hartlepool TIP vision / objectives; and 3) delivery and priority.

Figure 2: Town Investment Plan: project filtering and prioritisation process



Step 1: National fit

- **37 projects** were assessed at this stage
- 5 projects did not fully match national Town Deal objectives and outputs (public realm enhancements and place branding)
- Two projects did not match the spatial priorities: town centre, gateways and key employment sites (Seaton, Mill House)

Step 2: Local economic transformation

- **30 projects** were assessed at this stage against **3 criteria**: 1) Does the project directly align with the Town Investment Plan vision? 2) Does the project have identified source(s) of match funding or closely complement other planned investments? 3) Does the project contribute to one or more of the Hartlepool Town Investment Plan objectives (Annex 2).

For each criterion, projects are awarded up to three ticks depending on the assessment of contribution: for example: modest match funding = one tick; higher percentage match funding and other complementary investments = three ticks; one TIP objective met = one tick, two objectives = two ticks etc.

- 7 projects were ruled out as they **did not fully align with the TIP vision, objectives/outcomes and/or complementary investment**. Reasons include...
 - Project is currently undefined
 - No end use is expected to be deliverable
 - Project location is undefined

- Project has no clear contribution to Hartlepool-specific objectives
- Two projects were merged into others at this stage.
- Remaining **21 projects** are categorised by their contribution to 'local economic transformation' according to the number of ticks received (5 or more = High)

Hartlepool Town Deal Board project workshop 27th August 2020:

- *21 projects presented*
- *Priorities assessed and debated*
- *Project-specific recommendations made*

The meeting was advisory, with those in attendance making a recommendation on priorities to the Town Deal Board in September. It was agreed that the workshop group would focus on identifying a maximum of 10 projects to be carried forward to Step 3 assessment of delivery and priority, with this assessment to be presented at the September Board.

Local economic transformation contributions of projects were debated and it was agreed that 6 'High' contribution projects would be presented to the Board and assessed for deliverability and prioritisation, alongside one 'Medium' contribution project which has potential to score 'High':

- **Waterfront Connections:** Town Centre masterplan connectivity programme to provide new and enhanced walk cycle-routes to and around the Waterfront
- **Tees Valley Civil Engineering Institute:** Hartlepool College and Seymour's co-sponsored project for development of an 11-acre site at Brenda Road as part of training to support activities that enable 5G activities and associated college facility
- **Health and Care Centre of Excellence:** NHS Trust and Hartlepool College co-sponsored project to develop a full-scale operational training ward at University Hospital including healthcare simulator technology
- **Innovation and Skills Quarter property strategy:** programme of targeted acquisitions, refurbishments and urban fabric improvements including the refurbishment of the Shades building for food & beverage / leisure use
- **Walk-cycle bridge to waterfront:** Town Centre Masterplan project to design and construct a new walk-cycle link from Station Approach towards the Waterfront, crossing the railway at the station, and connecting in to the new network of routes by the marina
- **Reimagining Middleton Grange - Phase One:** Town Centre Masterplan project to improve Middleton Grange and its surroundings
- **Hartlepool United Project 25:** [Provisional support subject to further project definition and scaling of funding requirement] Potential to invest in a specific element of the football club's plan for a new stadium, commercial and community sports and wellbeing facilities

Step 3: Delivery and priority

- 21 projects have been scored and ranked against a final three criteria: 1) deliverability confidence; 2) scale of co-funding; and 3) potential measurable economic impact. Projects from the 'High' category at Step 2 received a positive weighting (+50%) to the overall score.
- The top 9 scoring projects are outlined in the table overleaf. Indicative budget estimated for each project are being developed by the project team, with further refinement before submission.

	Delivery & priority score	Town Deal Inclusion
Waterfront connections (Masterplan)	42	Priority
Tees Valley Civil Engineering Institute	40	Priority
Health & Care Centre of Excellence	36	Priority
Innovation & Skills Quarter: Property Strategy inc. Shades (Masterplan)	34	Probable
Walk-cycle bridge to Waterfront (Masterplan)	32	Probable
Re-imagining Middleton Grange: phase 1	30	Probable
HUFC Project 25	27	Possible
Wesley Chapel Hotel	24	Possible
Culture & Heritage programme	24	Possible

3. Next steps and decisions

Further project design, definition and cost work is required on a number of the projects prior to the Town Investment Plan submission.

The Town Deal Board is asked to review and ratify the recommendation of the advisory group which attended the project workshop that **the top 7 ranked projects outlined should be included for detailed project development and inclusion in the Town Investment Plan.**

The Board is also asked to consider the recommendation that the eighth ranked projects – the redevelopment of the Wesley Chapel for hotel use and the Culture & heritage capital programme – are also included for detailed project development and a subsequent decision on potential Town Deal investment at the October meeting.

Finally, the Board is asked to consider that at least one ‘possible’ project will be included above the £25m threshold to mitigate the risk that any project is withdrawn later.

Annex 1 – Longlist projects

1	Urban regen	Heart	Reimagining Middleton Grange - Phase 1a
2	Urban regen	Heart	Reimagining Middleton Grange - Phase 1b
3	Urban regen	Heart	Heart of Hartlepool - Wesley Chapel Refurbishment and Public Realm
4	Urban regen	Heart	Heart of Hartlepool - Civic Quarter regeneration programme
5	Urban regen	Heart	Heart of Hartlepool - Carlton Bingo Hall redevelopment
6	Urban regen	Heart	Heart of Hartlepool - Northern School of Art car park public realm
7	Urban regen	Heart	Heart of Hartlepool - Victoria Road public realm
8	Urban regen	Heart	Heart of Hartlepool - Streetscape and branding
9	Arts/culture/heritage	Heart / Wider	Culture and heritage programme (Art Gallery, Borough Hall, Town Hall Theatre)
10	Urban regen	ISQ	ISQ Campus - Shades Building refurbishment and commercial use
11	Connectivity	ISQ	ISQ Campus - Change of use, refurbishment and acquisitions
12	Urban regen	ISQ	ISQ Campus - Campus Streetscape and Branding (Whitby St, Station Approach, Lynn St.)
13	Urban regen	ISQ	ISQ Campus - Frontage enhancements
14	Connectivity	ISQ / Waterfront	Connected Hartlepool - New Railway Pedestrian Crossing
15	Urban regen	Waterfront	Hartlepool Waterfront - Expansion of NMRN
16	Connectivity	Waterfront	Connected Hartlepool: Waterfont connections
17	Urban regen	Waterfront	Hartlepool Waterfront - New waterfront events space
18	Urban regen	Waterfront	Hartlepool Waterfront - New leisure centre
19	Urban regen	Waterfront	Hartlepool Waterfront - Trincomalee Wharf Redevelopment (Remediation)
20	Connectivity	Waterfront	Connected Hartlepool - Waterfront Gateway vehicle access
21	Urban regen	Waterfront	Hartlepool Waterfront - Kafiga Landings Visitor Economy Intervention
22	Arts/culture/heritage	Wider	Wider Regeneration - Hartlepool United Football Club Redevelopment Scheme
23	Connectivity	Wider	Connected Hartlepool - Digital Skills Hub
24	Urban regen	Wider	Wider Regeneration - Odeon Cinema Redevelopment
25	Connectivity	Wider	Connected Hartlepool - Creation of Enterprise Mobility as a Service platform
26	Connectivity	Wider	Connected Hartlepool - Cycle Infrastructure
27	Connectivity	Wider	Connected Hartlepool - Enterprise Electric Vehicle Charging Points
28	Urban regen	Wider	Wider Regeneration - Residential development of former Mill House Leisure Centre site
29	Urban regen	Wider	Wider Regeneration - York Road public realm
30	Connectivity	Wider	Connected Hartlepool - Seaton Carew accessibility
31	Skills/enterprise	site	Tees Valley Civil Engineering Institute
32	Urban regen	Key employment	Health and Care Centre of Excellence
33	Skills/enterprise	Key employment	Key Employment Sites - Brenda Road Investment
34	Skills/enterprise	Key employment	Key Employment Sites - Queens Meadow Acquisition and Development
35	Skills/enterprise	Key employment	New premises for growing business
36	Skills/enterprise	Key employment	Key Employment Sites - Hartlepool Port - Offshore windfarm capacity improvements
37	Skills/enterprise	Key employment	Key Employment Sites - Able Seaton Port - Oil and gas decommissioning facility and har

Annex 2 – Local contribution assessment

TOWN DEAL PROGRAMME		Filter 2: Local Transformation			
		Achievement of long term vision	Complement other investments	Achieve a specific TIP objective/outcome	Contribution
Waterfront	Waterfront connections (Masterplan)	✓✓	✓✓	✓✓	HIGH
Key employment site	Tees Valley Civil Engineering Institute	✓✓	✓✓	✓✓	HIGH
Key employment site	Health and Care Centre of Excellence	✓✓	✓	✓	HIGH
ISQ / Waterfront	Connected Hartlepool - Walk-cycle bridge to Waterfront (Masterplan)	✓	✓✓	✓✓	HIGH
ISQ	ISQ Property Strategy inc. Shades (Masterplan)	✓	✓✓	✓✓	HIGH
Heart	Reimagining Middleton Grange - Phase 1	✓	✓	✓✓✓	HIGH
Wider	Hartlepool United Football Club Project 25	✓	✓	✓	MEDIUM
Heart	Heart of Hartlepool - Wesley Chapel Refurbishment and Public Realm	✓	✓	✓✓	MEDIUM
Heart / Wider	Culture and heritage programme (Art Gallery, Borough Hall, Town Hall Theatre)	✓	✓	?	MEDIUM
Waterfront	Hartlepool Waterfront - Trincomalee Wharf Redevelopment (Enabling)	✓	✓	✓	MEDIUM
Key employment site	Key Employment Sites - New Premises	✓	?	?	MEDIUM
ISQ	ISQ - Streetscape and Branding (Whitby St, Station Approach, Lynn St.)	✓	✓	✓	MEDIUM
Waterfront	Connected Hartlepool - Waterfront Gateway Vehicle Access	✓	✓	✓	MEDIUM
Key employment site	Key Employment Sites - Brenda Road Investment	✓	✓	?	MEDIUM
Key employment site	Key Employment Sites - Queens Meadow Acquisition and Development	✓	?	?	MEDIUM
Heart	Heart of Hartlepool - Civic Quarter regeneration programme	✓	✓	✓	MEDIUM
Waterfront	Hartlepool Waterfront - Expansion of NMRN	✓	✓✓	✓✓	FUNDED
Waterfront	Hartlepool Waterfront - New waterfront events space	✓	✓✓	✓✓	FUNDED
Waterfront	Hartlepool Waterfront - New leisure centre	✓	✓	✓	FUNDED
Key employment site	Key Employment Sites - Hartlepool Port - Offshore windfarm capacity improv	✓	?	?	MEDIUM
Key employment site	Key Employment Sites - Able Seaton Port - Oil and gas decommissioning facil	✓	?	?	MEDIUM

Annex 3 – Filters and criteria applied

Filter 1

<i>Pass/fail</i>	a. Town Deal alignment	
	Urban regeneration	increase density strengthen local assets (inc. cultural) site acquisition / prep. / remediation / devpt. planning for strategic direction and change
	Skills & enterprise infrastructure	private sector investment small business development space for skills space for SME growth
	Connectivity	local transport scheme improved digital connectivity
	b. Spatial alignment	Central Area (Town Centre, ISQ, Waterfront) Gateway Key employment site
	c. Economic contribution	Sub-regional scale Long term resilience

High value

Filter 2

*Pass/fail
and scale*

- Long term vision**
- an inclusive, proud and productive town where aspiration and creativity are valued
 - a town which supports and welcomes visitors, learners and innovative businesses
 - where people are inspired and enabled to get more out of their work and investment
 - which promotes itself with pride and makes its mark over a wide economic footprint

- TIP outcomes**
- Improve the physical appearance of the town
 - Maximise the productive and inclusive use of land and buildings
 - Address private sector risk to secure new investment in high-value jobs, especially in professional services
 - Enhance and extend the town's visitor economy assets
 - Provide more high-quality workspace
 - Work with education institutions to deliver the assets needed
 - Secure direct inward investment to establish a high-quality local jobs market
 - Improve and make new physical connections to support resident and visitor engagement
 - Improve the appearance, function and capacity of the town's gateway arrival points
 - Maximise digital connectivity and inclusion

- Complement other investments**
- Extension / progression of existing funded project
 - Part of / aligned to HBC/TVCA capital investment

Part of / aligned to private / other sector investment

Filter 3

<i>Score</i>	Deliverability confidence	0 = long-term, no cost information, no concept designs, no identified delivery lead, high-risk 10 = immediately deliverable, fully costed, fully designed, identified delivery lead and PM, risks mitigated
	Scale of co-funding	0 = no co-funding identified in time scale 10 = high-value co-funding secured, low Town Deal intervention rate
	Economic impact	0 = minimal identifiable economic impact (jobs, productivity, recovery value, amenity, land value) 10 = regional or national scale economic impact, good identifiable BCR (jobs, productivity, recovery value, amenity, land value)