

HARTLEPOOL BOROUGH COUNCIL

Creative Industries Strategy

Church Street Hartlepool

Rubicon Regeneration

March 2014

A strategy and action plan for the development of a creative industries cluster of businesses within the Church Street Area of Hartlepool building on the academic strengths and opportunities of Hartlepool College of Further Education and Cleveland College of Art and Design.

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1. Introduction

The regeneration of Church Street and the surrounding area in Hartlepool has been identified by Hartlepool Borough Council and other key stakeholders as a key priority. Church Street has struggled to find a role since the relocation of the main retail core to Middleton Grange Shopping Centre and is currently dominated by a large number of vacant premises and a failing night-time economy. The street, particularly at the southern end, presents a poor image with low vitality due to the lack of daytime uses.

The area has the potential to contribute towards the economic growth of the town. The learning-base and student activity generated by Hartlepool College of Further Education (HCFE) and Cleveland College of Art and Design (CCAD) are cornerstones of economic activity in Hartlepool. Their location, operation and areas of expertise in the creative sector provide opportunities to enhance the area's potential as an economic growth area for the town.

The Hartlepool VISION¹ recognises the critical link provided through Church Street and Church Square to the town centre and Hartlepool Waterfront. The vision is that:

“Church Street will be at the heart of a vibrant Innovation and Skills Quarter. Its cafe culture and thriving daytime economy centred around the creative industries will provide a dynamic link between the town centre and Waterfront.”

With support from the Local Government Association's (LGA) Economic Growth Adviser programme, the Council secured resources to assist develop a strategy and action plan for the area. **The aim of the project is to test and develop the proposition that the economic prospects of Church Street can be enhanced through the creation of a cluster of businesses focussed around creative, digital and media industries, whilst offering graduates from Hartlepool College of Further Education and Cleveland College of Art and Design the opportunity to establish their own business.**

The objective is to create a strategy for the development of a creative industries cluster of businesses within the Church Street Area of Hartlepool building on the academic strengths and opportunities of HCFE and CCAD.

¹ Hartlepool Vision, February 2014

This report is based on:

- A review of best practice;
- An assessment of a series of projects that can contribute to the development of a sustainable creative industries quarter;
- The identification of potential delivery models and funding streams, and
- The production of an action plan for the implementation of the strategy

The intention is that the Strategy and Action Plan will complement and help guide the Town Centre Masterplan, which aims to set out a site-specific vision for the delivery of a connected and prosperous Town Centre and Marina.

The Strategy and Action Plan has involved an extensive programme of consultation with both representatives of public and private sector stakeholders within the area.

The report is structured as follows:

Section 2 outlines the physical assets and constraints of the area;

Section 3 summarises the creative sector, specifically as an economic driver, at a national, regional and sub-regional level;

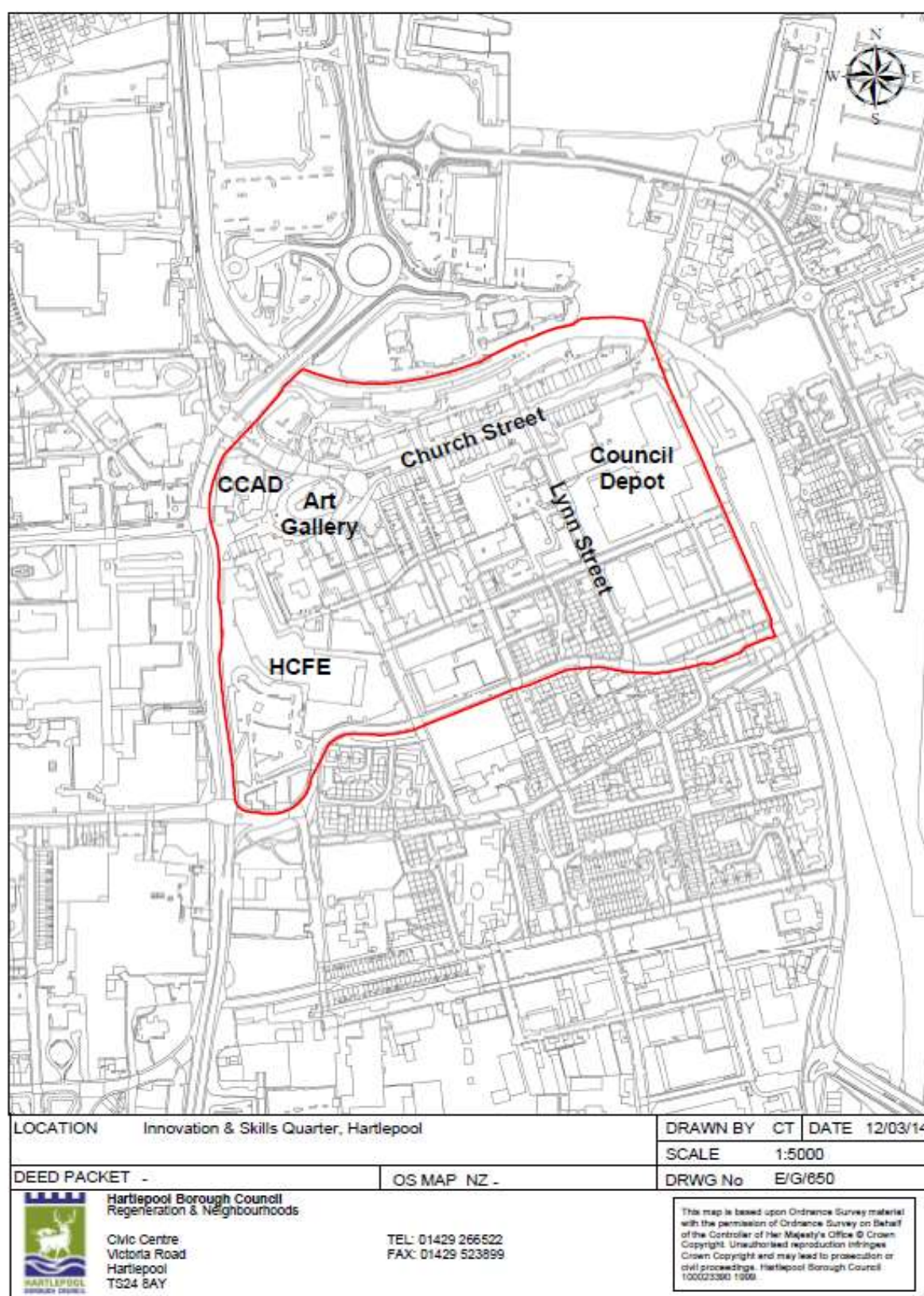
Section 4 describes some examples of good practice where the creative sector has been used to drive forward local regeneration activities;

Section 5 sets out a proposed vision and strategy for the area;

Section 6 outlines a suggested Action Plan and

Section 7 sets out potential delivery and funding mechanisms to drive forward the plan.

Figure 1: Innovation and Skills Quarter



2. Church Street: an area of opportunity?

2.1 Background

Historically, the area around Church Street was the vibrant centre of Hartlepool, supporting the port area to the north and east and the rest of the town wrapping around to the south and west. Church Street formed one of the principal streets in the new West Hartlepool in the mid-nineteenth century in response to the economic stimulus created by the harbour and docks to the north.

In the post war period, Church Street changed dramatically due to a combination of economic decline arising from the shift in trading patterns, the decline in shipbuilding and national economic and social changes.

The physical and economic decline continued to affect Church Street and the surrounding area. The decision to create Middleton Grange shopping centre in the 1970's coupled with the decline in the port related industry reduced the vitality of the area, particularly Lynn Street and accelerated the decline of the area.

Church Street, Hartlepool



There are still remnants of the Victorian street pattern, although only a few original buildings and functions remain. Most of the older properties have

been demolished and the high density that created footfall has been largely lost, specifically in the south and east, which are the furthest points away from the current town centre.

The public policy response was to raise the status of Church Street by its declaration as a Conservation Area in 1985 and to apply public funding programmes in the form of the Urban Programme and the later City Challenge (1993-98). As well as building repairs and improvement grants, environmental improvements were carried out along the length of Church Street; the most notable investment being the pedestrianisation to Upper Church Street and to the front of Christ Church, increasing vibrancy with its new use as an art gallery and tourist information centre.

Today, the Church Street area is identified as a key night-time destination. Despite a decline in the numbers of pubs and nightclubs, the area is important in supporting the night time economy of the town.

Connectivity within the area is poor, despite the fact that it is a relatively compact area. The dual carriageway servicing the Marina and Victoria Harbour via Stockton Street has effectively created a by-pass for the area and severs Church Street and the eastern area from the rest of the town. The railway line forms an east-west barrier dividing the area from the Marina.

The main footfall from the town is to upper Church Street via Victoria Road and Middleton Grange. The deterioration of the area is concentrated in the south and east, which are the furthest points away from the current town centre.

2.2 Assets and Opportunities

Despite the decline and deterioration of the area, the area does include a number of physical and economic 'assets', which collectively provide opportunities for the future revitalisation of the area.

The student base and activity generated by HCFE and CCAD are cornerstones of economic activity in Hartlepool, including supporting the day time economy. The colleges help to establish a critical mass of activity to enhance the town's offer and attract new trade and enterprise.

Hartlepool College of Further Education



HCFE has approximately 8,000 students, with a mix of FE and higher education and a strong focus on vocational skills. 100 students per annum currently study creative design. The HCFE campus is highly visible and occupies an extremely important 'gateway' site. CCAD is the only specialist art and design college in the North East. It has a range of courses including photography, textiles, graphic design, costume design and surface design, which it has an international reputation. The Church Street campus is one of two college campuses, accommodating approximately undergraduates 600 degree students with plans to expand further. The College estimates that approximately 90% of graduates are local to the Tees Valley and 60% of graduates become freelance, however the majority of these move onto other locations away from Hartlepool after graduating.

An important part of CCAD's growth strategy is the opening of new student accommodation for students in September 2014 on the site of the former Crown House building in Surtees Street. This is a major development expansion for HE provision towards its ambition to become its own awarding body by 2016. The £2.2m development by the Vela Group housing association will accommodate 56 students and provide a new lease of life for the area.

Church Street and its surroundings form a pivotal location between the retail core and the marina providing the opportunity to 'tie together' the key features of the Central Area. It's proximity to the Central Area's key assets (retail and

marina) representing a potentially attractive location for businesses/employees and other users.

Church Street includes the town's railway station and public transport interchange, which provides sustainable public transport access. The £4m investment in 2010 was completed in time for the Tall Ships' Race. Unfortunately, not all bus and coach services use the facility, with many preferring to serve the shops and at the Marina.

There is a scale/quantum of potential development sites to support the delivery of a mix of uses and both large and small scale users. The Council's depot site on Lynn Street (including the former Focus store) in regeneration terms represents the primary strategic development site. Subject to a successful relocation of the existing depot facility, the site is sufficient in scale to accommodate a range of uses.

There remain remnants of fine grain architecture and heritage assets which provide character upon which to develop a distinct quarter of the town. For example, the former post office sorting depot (now Chicago Rock / Shout) on Whitby Street is a fine Grade II listed building.

Cleveland College of Art and Design- Municipal Buildings, Church Square



2.3 Issues

Despite these assets, there continue to be a number of issues that need to be addressed, specifically the concentrations of prominent empty properties, building maintenance, shop front shutters and advertising and general maintenance of street environmental works which impact upon the vibrancy and image of the area.

The prominent buildings include the Grade II Listed former General Post Office Building on Whitby Street. The ground floor of the building is currently in use as a nightclub however the large upper floors have been vacant over over 25 years and require substantial refurbishment work.

Vacant Property- Church Street



Shades Hotel on the corner of Church Street and Lynn Street is a further vacant Grade II Listed building. The building has been vacant for a number of years and the fabric of the building is noticeably deteriorating. This is a priority building to address.

There are a number of other vacant buildings of various sizes throughout Church Street and the surrounding area including the former Yorkshire Bank

and Scarlets which offer opportunities for conversion to add to the mix of uses within the area.

The streets surrounding Church Street, within the Innovation and Skills Quarter, are also characterised by an increasing number of vacant properties. Streets such as Scarborough Street, which is known for the location of professional services, and has always been well occupied, are beginning to show signs of a weakening market.

Aerial Photograph, Innovation and Skills Quarter



Regardless of improvements in the economic climate, discussions with local property agents confirm that market viability is a real deterrent to development and take-up of available office space in the area. There has been some movement in the residential market, but the commercial market remains sluggish. The returns from the conversion of properties in the area are a challenge.

3. The Creative Industries Sector

3.1 Creative clusters

The (creative) sector is an “economic powerhouse”...outperforming larger and more prominent areas, such as financial services

Culture Secretary Maria Miller, January 2014

The creative cluster in the UK is a key contributor to the creative economy and can be defined as “those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.”² The creative cluster cuts across multiple economic sectors and does not constitute a cohesive or discrete sector in the traditional sense of an industry cluster. However, it is possible to categorise the creative industries into 3 broad groups:

- **Arts and Culture:** performing arts, visual arts, literary arts, photography, crafts, museums, galleries, performing arts sites, festivals and arts supporting enterprises
- **Design:** advertising, architectures, web and software, graphics, industrial product, fashion, communications, interior, environmental
- **Media:** broadcast, digital media, film and video, recorded music and publishing

In recent years, a number of influential studies have confirmed that vital linkages exist between a vibrant culture and a dynamic economy. The common factor is creativity. The new creative industries are now in the vanguard of international economic change and trends. The role of the arts and cultural industries in regional development has come increasingly to the forefront of the public policy agenda. At local, national, UK and European levels of government there is increased awareness that culture is a major sector in its own right, and greater recognition of the value of the arts to social inclusion and of the importance of culture to regional distinctiveness and identity. Since 1997, the UK Government has strongly promoted the cultural sector, setting up the Creative Industries Task Force, and fostering growth in the creative industries as one of the key policy objectives for the Department

² UK Creative Industries Taskforce, November 1998

for Culture, Media and Sport. The rise of the creative industries can be traced to a number of long-term social and economic trends:

- growth in leisure time;
- increasing levels of education, and
- rises in disposable income

... all leading to increased consumption of cultural, leisure and “symbolic” goods. A mass customer market has developed for a wide range of diverse and highly differentiated products connected to the creative industries.

3.2 The national picture

The creative industries form one of the UK’s leading industrial sectors. Official statistics published in January 2014 reveal that the UK’s creative Industries, which includes the film, television and music industries, are now worth £71.4 billion per year to the UK economy – generating just over £8 million pounds an hour³.

The UK creative industries are renowned across the globe driving growth, investment and tourism. The Creative Industries Economic Estimates are official statistics used to measure the direct economic contribution of the Creative Industries to the UK economy; providing an analysis of the contribution made by the Creative Industries to UK Employment, Gross Value Added (GVA) and Exports of Services.

Key findings include:

- GVA (gross value added) of the Creative Industries was £71.4 billion in 2012 and accounted for 5.2 per cent of the UK Economy.
- GVA of the Creative Industries has increased by 15.6 per cent since 2008, compared with an increase of 5.4 per cent for the UK Economy as a whole.
- GVA of the Creative Industries increased by 9.4 per cent between 2011 and 2012, higher than for any of the other main UK industry sectors.
- The Creative Industries accounted for 1.68 million jobs in 2012, 5.6 per cent of the total number of jobs in the UK.
- Employment in the Creative Industries increased by 8.6 per cent between 2011 and 2012 a much higher rate than for the UK Economy as a whole (0.7%).
- The value of services exported by the Creative Industries was £15.5 billion in 2011, 8.0 per cent of total UK service exports.

³ www.gov.uk/.../creative-industries

- Between 2009 and 2011 the value of service exports from the Creative Industries increased by 16.1 per cent. This compares with an increase of 11.5 per cent for total UK service exports.

The Creative Industries Strategy 2013-2016 prepared by the Technology Strategy Board⁴ highlighted a number of major trends affecting the industry:

- continued digitalisation
- fragmentation of audiences
- changing user behaviours
- convergence – the need for services to work across different devices and environments
- disintermediation – cutting out the need for the middleman

Key data for three areas of economic contribution of the creative sector are included in Appendix 1 specifically Employment, GVA and Exports of Services.

3.3 The creative sector in the Tees Valley and Hartlepool

There is a lack of intelligence regarding the creative sector in the Tees Valley and Hartlepool.

The digital technologies sector has been identified as a growing sector within Tees Valley and a priority sector for TVU. Growth has been driven by Digital City, a major partnership initiative, creating a vibrant cluster based on digital technologies. The initiative is spread across the Tees Valley with projects based at Teesside University, the Middlesbrough Boho Zone, Redcar and Cleveland, Darlington and Stockton. The Institute of Digital Innovation at Teesside University has a global reputation for its work on 3d animation and is one of the top 20 places in the world for studying animation. The digital sector has grown across Tees Valley, with over 200 innovative digital firms created, supplying services across the globe to the likes of Nickelodeon, Pearson, Superdry, Google and Sony Playstation.

Recent engagement with Tees Valley's digital businesses has highlighted their main obstacles to growth as; inability to recruit experienced staff; poor access to angel/venture capital investment to grow a digital business; lack of collaborative opportunities; need for specialist digital business support; and the requirement for bespoke business accommodation.

⁴ Creative Industries Strategy 2013-2016 TSB January 2014

In addition, Tees Valley also has a growing creative sector ranging from established creative and digital businesses to sole traders. This is across the animation, fashion, textiles, film and photography spheres amongst others, and is supported by key training providers, such as Cleveland College of Art and Design. The area has a range of creative assets supporting and creating employment, such as the Palace Hub in Redcar, the Green Dragon Yard in Stockton and the Forum in Darlington, and the Tees Valley hosts international arts and creative events, such as the Stockton International Riverside Festival, Middlesbrough Mela and Folklore Festivals.

The area has a vibrant visitor economy, which attracts visitors from across the country and abroad to its cultural and heritage assets, from visitor attractions such as theatres, museums, art galleries, collections and sporting venues. These cultural assets create high quality jobs, generate significant economic impact and provide training and apprenticeships for young people. There are opportunities to use these assets as a springboard to further grow the visitor economy. Key assets in the Tees Valley include; the Head of Steam railway museum, Crown Street Library and Civic Theatre in Darlington; Hartlepool Maritime Experience, Historic Headland, Hartlepool Art Gallery and Town Hall Theatre in Hartlepool; the Middlesbrough Institute of Modern Art (mima), Capital Cook Birthplace and Dorman Museums, Temenos, Middlesbrough FC and Town Hall in Middlesbrough; Cleveland Ironstone Mining Museum, Guisborough Museum, Kirkleatham Museum and Zetland Lifeboat Museum in Redcar and Cleveland; and Preston Hall Museum, Georgian Theatre, ARC and Billingham Forum in Stockton (to be supplemented by the redevelopment of the grade II listed Globe Theatre).

There is limited intelligence and information regarding the creative sector in Hartlepool. A mapping exercise undertaken by Trends Business Research (TBR) for the Department of Culture and Sport in 2010 identified 81 creative businesses in Hartlepool, employing 775 people. The majority of businesses were architectural practices, arts and craft enterprises and software companies.

A review of ONS BRES Employment data – workplace jobs using a more narrowly defined definition shows that between 2009-12, the average number of people in creative industries within Hartlepool is 180. This covers principally publishing, film, TV & Sound recording, creative arts and advertising.

Jobs in BRES are classified by the industry of employer rather than the job itself; this means that some of these jobs aren't necessarily creative in themselves (could be a secretary or cleaner, but work for a creative sector company), but on the other hand, this won't include creative staff employed by

companies in other sectors e.g. many sorts of companies might employ a graphic designer.

In theory, the 2011 Census should have data on people employed by Industry and Occupation. However, only data on residents rather than workers has been published so far, and the data on industry of employment has very little detail. The data on working resident's occupations shows the following for Hartlepool:

Creative Occupations in Hartlepool	
Media Professionals:	47
Artistic, Literary & Media:	161
Design Occupations:	73
Total	281
source: Census 2011	

The creative and broader cultural sector is made up of a lot of small companies. Research indicates that 85% of companies in the sector employ fewer than 4 people; 14% employ 5-50 and only 1% employs more than 50 people⁵. An important characteristic of the creative sector is the large number of self-employment in the sector; over 34% of the creative and cultural footprints describe themselves as self-employed, compared to 14% across other sectors⁶. Freelancing is increasingly important in the sector. An analysis of self-employment in Hartlepool shows that the area has much lower levels of self-employment than other areas in the Tees Valley.

Self employment in Hartlepool-

Area	June 2013		September 2013		Change
	%	Number	%	Number	
Hartlepool	7.8	2,800	7.5	2,800	-
Middlesbrough	8.7	4,800	9.6	5,400	+600
Stockton	11.2	9,800	11.5	10,300	+500
Darlington	14.0	6,300	13.7	6,300	-
Redcar	10.7	6,000	10.6	5,800	-200
Tees Valley	10.6	29,700	10.8	30,700	+1,000
North East	10.4	120,600	10.6	121,600	+1,000
Great Britain	14.2	4,078,200	14.2	4,101,400	+23,200

⁵ Department for Culture, Media and Sport 2011.

⁶ Sector Skills Assessment for the Creative Industries in the UK, skillset 2012

3.4 Creative clustering opportunities

The issue is whether a sufficient critical mass of creative 'agglomeration' exists within the local area to make it a driver for local growth. Despite the importance of the digital sector to the region, local intelligence indicates that the creative sector is not a key component of the Hartlepool economy; indeed, it is a much smaller component of the local economy compared to other areas in the Tees Valley. The Digital Sector Mapping currently being undertaken by Digital City will hopefully provide further intelligence about the local creative and digital sector in Hartlepool.

However, in terms of creative 'assets', the area does have a significant supply of creative talent generated from both HCFE and CCAD. Building clusters from scratch is notoriously difficult; a far better approach is to identify whether there are any latent clusters 'hidden' that would benefit from support, networking and awareness raising. Capitalising on the education and skills resource located in the area and realising the creative talent from the two institutions should provide the focus for a creative cluster programme, with an emphasis on supporting entrepreneurship.

Clustering is beneficial for the growth of the sector and provides complementary opportunities for new and existing businesses. It is important that the cluster is developed in a sustainable way so that it does not have to be sustained by public funds. An incremental approach to the development of the cluster is therefore required.

4. Best Practice

4.1 Background

Creative industries have been widely hailed as a driving force for the transformation of run-down cities and towns. The general shift in advanced economies from manufacturing to service industries emphasised close attention to customers' needs. This has led to the development of the 'new economy', which was seen to be about innovation, creativity, flexibility, reflexivity, responsiveness – those qualities exemplified in the cultural industries. At the same time, there was a proliferation of new technologies and business models in the creation, distribution and consumption of cultural goods. This transformation has given rise to the renaming of the cultural industries as 'creative industries', which are seen as having a driving role in supporting smart, sustainable and inclusive growth.

Creativity is now acknowledged as a central component in the new knowledge and innovation driven economy, adding value to processes, products and services.

This section outlines examples of good practice, showcasing a number of practical initiatives implemented in cities and towns that aim to unlock the potential of cultural and creative cities. The examples demonstrate the diverse possibilities for developing creative industries in Hartlepool, encompassing topics from finance, business support and capacity, enhancing demand for creative industries and developing creative spaces and districts.

Burslem Street Creative Hub, Stoke-on-Trent

£1.6m scheme to transform an area in Burslem, Stoke-on-Trent into a centre for creative young entrepreneurs looking to start out in business.

Led by Midlands Heart, the regeneration of Queen Street began in 2005 and has converted a row of long-standing derelict buildings in the heart of Burslem into a modern hub of creative design and energy. The completion of the scheme has led to 17 new properties having been created, with the help of £1.2m funding from the Housing Association, North Staffordshire Regeneration Zone, Advantage West Midlands and the Heritage Lottery (Townscape Heritage Initiative).

An important feature of the scheme has been the development of six live/work units, which combine a professional work area with a living space under one roof, allowing entrepreneurs to start-up in business from around £270 per month. The units are aimed at creative people who have recently started, or are planning to start a new creative business as well as being aimed at local art, design and technology students and graduates who intend to establish a business within the creative sector. To date, the scheme has supported photographers, graphic designers and ceramic artists within the first group of units.

The Queen Street scheme has transformed Victorian town-centre properties into hi-tech units and is the first housing association live/work development in the Stoke-on-Trent area.

The completion of the £1.6m scheme, next to Burslem School of Art, is a landmark achievement in Burslem's long association with the creative industries sector.

Some lessons

- Involvement of Housing Association in creating creative spaces for young entrepreneurs;
- Importance of offering financially viable options by providing affordable combined living and working accommodation for young creatives;
- Importance of ensuring that priority is given to applicants who want to locate creative businesses in the locality;
- The local area has a long association with the creative sector, specifically ceramics;

- Project links with the aspiration to develop a tourism hub of heritage, art and design;
- Support infrastructure and network in place (Creative Stoke) to advice and assist the creative sector in Stoke-on-Trent (www.creativestoke.org.uk)



Folkestone Creative Quarter

The Creative Quarter is an area of Folkestone developed by the Creative Foundation to regenerate Folkestone through the arts, the creative industries and education. Funded by the Roger De Haan Charitable Trust, the Creative Quarter is populated by artists, independent retailers and creative businesses plus a number of cafes and restaurants.

Roger De Haan, the former chairman of Saga, set up a charitable trust and placed a significant investment into a new charity, the Creative Foundation (www.creativefoundation.org.uk), designed to restore the area's vitality by encouraging creative enterprise.

At its heart lies an intervention by the Trust to purchase and refurbish a number of run-down properties and pass them to the Creative Foundation on 125 year peppercorn leases so that they can be let at affordable rents to artists, craft workers and other small creative businesses. Some £50m has been set aside to purchase and refurbish run-down and often derelict buildings. Prior to this intervention, much of the property in the area had been severely neglected and its refurbishment would not have been attractive to commercial investors.

The Trust is committed to delivering both environmental and socio-economic regeneration and has funded significant education and community initiatives to bring young people and adult learning into the quarter. By working in partnership with education and development organisations, the scope has been expanded to house a university centre, an adult education centre, a new academy and a purpose-built performance space and business centre. The Creative Foundation also manages a range of arts projects in Folkestone, including the Folkestone Triennial, the Folkestone Book Festival and its own performing arts centre, Quarterhouse. Over 300 jobs have been created in businesses or activities that have arisen from the Creative Foundation's intervention; it is now one of Folkestone's largest sources of employment. Since the Quarter was established, Folkestone has enjoyed a greater number of visitors from London and the relocation of creative businesses from London and the rest of Kent.

It is an ambitious attempt to use 21st century philanthropy to stimulate inclusive and 'bottom-up' regeneration based around small businesses and individual imagination and skill. The area has become a prime visitor attraction for Folkestone and is seen as an example of best practice for creatively-led regeneration

Some lessons

- Initial Arts Council grant was important, contributing over £600k towards the cost of refurbishing two groups of buildings into studio space;
- Work in progress: recognition that long-term commitment required to bring about creative-led regeneration (de Haan Trust is able and willing to provide long-term commitment);
- Ultimate success will be dependent on holistic regeneration of Folkestone, specifically the surrounding harbour area;
- Unique regeneration model: regeneration led by philanthropic motives and not the public sector. Indeed, after a shaky start, the Council only now fully supports the initiative and recognises its wider benefits for the whole of Folkestone;
- Advantage of this approach is that the Trust / Creative Foundation can make its own choices and implement its ideas. Flexibility is important;
- Subsequent development of the Creative Quarter has been achieved in association with various statutory organisations;
- Quality of design and development important in promoting a distinctive style and character;
- High level of service and cheap and peppercorn rents are key drivers in acting as catalysts for regeneration.

Newly Refurbished “The Wedge”, Folkestone Creative Quarter



Nottingham Creative Quarter: The Pop-Up Centre

Pop-up boutique department store launched by Nottingham's Creative Quarter in conjunction with Nottingham Trent University.

In conjunction with the Hive (www.ntu.ac.uk/hive) Nottingham Trent University's centre for entrepreneurship and enterprise, Nottingham's Creative Quarter opened 10 Fletcher Gate as the Pop-Up Centre, which featured 30 independent local retailers, over a third of which are from the Hive. The initiative offered space free-of-charge to both established businesses, young start-ups and emerging retailers. It is part of a programme of support that the Creative Quarter Company is offering to address vacant units in the city and provide support for new businesses.

Products have included furniture, boutique fashion, accessories, food and drink, music, books, crafts etc. The Pop-Up Centre was also supported by property development company Bildurn (who own the building), which is working with the City Council to bring vacant properties back into use.

Estimates suggest that the City Centre Pop-Up Centre attracted over 10,000 shoppers and took more than £34,000 in sales.

Some lessons

- Importance of free-of-charge space has enabled young entrepreneurs to test emerging retail product ideas;
- Pop-Up Centre has created retail 'vibe' and vibrancy, supporting a range of independent retailers in the city;
- Seen as being a success enabling small and new businesses to see what trading on the high street could do for them.

Creative Quarter Loan Fund

Loans of up to £25,000 at a special rate to support new start-ups and existing businesses based in the Creative Quarter in Nottingham.

As part of the national City Deal initiative, more than £40m is being spent on developing the Creative Quarter in Nottingham. The Creative Quarter is the flagship project within the city's Economic Growth Plan. Businesses located within the Quarter will be supported through a mix of financial incentives, physical assets and business support structures. A specific £1m Creative Quarter Loan Fund has been established to create a high-value clustering effect building on the key creative and digital media sector in the city. Nottingham City Council has teamed up with First Enterprise Business Agency to offer loans of up to £25,000 at a special rate to new start-ups and existing businesses based in the Creative Quarter. Loans can be used to:

- Secure services
- Purchase equipment
- Meet a shortfall in funding for specific new projects.

Up to £25,000 can be repaid over a period of up to 5 years at an interest charged at 6% and an arrangement fee of 2%.

To be eligible, businesses have to be located in the Creative Quarter, demonstrate business viability and job creating / safeguarding potential.

The city is already home to many creative industries. Well known during the industrial revolution for its lace-making industry, the city is now better known for a number of design icons including Speedo, Paul Smith, Games Workshop and Serif. A Creative Quarter Community Interest Group (CIC) has been formed to oversee the development of the Quarter and to fully develop its stated aims, business plan and strategy. The Creative Quarter Company is a separate identity, which reports to the Economic Growth Board for Nottingham.

Some lessons

- Although at an early stage, the Loan Fund is already attracting businesses to the Creative Quarter;
- Easy and flexible application process important;
- Additional advice and support infrastructure for start-ups seen as important running alongside loan scheme;
- Existing creative industry cluster important in driving growth and development of creative sector as is presence of two universities;
- Important part of the overall strategy is the need to bring vacant properties back into use.

5. Vision, Strategy and Objectives

Despite the current low economic value of the creative sector in Hartlepool, a review of the town's assets and opportunities reveals a potential reservoir of creative talent as well as some other assets:

- CCAD has an internationally recognised specialism in art and design;
- As well as an impressive physical gateway to Church Street, HCFE provides a range of creative courses, which have strong local demand;
- The two academic institutions generate a ready and healthy supply of job ready, adaptable skilled workers;
- The Hartlepool Art Gallery provides gallery space for contemporary and fine art, photography, crafts and works of national, regional and local importance;
- The town is the home for a number of creative groups and societies and a number of professional artists and creative individuals live in the town;
- The town hosts a range of distinctive events for both visitors and the local community.

The vision is that the creative and cultural strengths of the town will be a catalyst for change and provide the over-arching framework for the Church Street Action Plan.

Creativity can be at the heart of a new identity for the area and a driver for the physical masterplan through building on the creative strengths and opportunities in its broadest sense, including:

Creative Competitiveness

The economic base of the town needs to grow and provide higher value jobs for local people. There is the potential to diversify and increase the contribution of the creative sector as an economic driver. Actions are needed to nurture and develop new start ups, strengthen cultural enterprises (including 'culturepreneurs') and improving the provision of specialist support and advice. At a practical level, studio and workspace need to be developed in the town to support creative enterprises and individuals, particularly spin-outs from CCAD. There may also be potential for the town to benefit from the significant regional growth of Digital City.

Creative Design

The urban landscape can influence people's perceptions and behaviours. Innovative improvements to the streetscape, specifically towards the lower end of Church Street and the quality of design and development can bring real economic, social and environmental benefits to the town. At a practical level, the creativity of local people needs to be utilised in decision-making and implementation of the masterplan e.g. through support for public art.

Creative Destination

Creative Hartlepool offers the potential to develop thematic and new innovative products and brands to create interest and marketing platforms to broaden the town's appeal throughout the year, particularly to growing, higher spend sectors. There is a need for improvements in the cultural infrastructure in the town and extend the reach of facilities like the Art Gallery and the Studio. There is also an opportunity to develop new festivals / events to exploit future market opportunities in the Church Street area.

Vintage Village Fair 2013, Church Square, Hartlepool



Creative Hartlepool could be a key component of a wider physical, economic and social strategy and action plan with quality and creativity at its core.

6. Action Plan

6.1 Developing new strategic partnerships

In terms of growing the sector, a new partnerships and trading relationships need to be developed with a number of organisations / agencies including the local authority, HCFE, CCAD, TVU, Digital City etc.

Creative businesses and individuals in the area need to be aware of the various support programmes and initiatives that are available in the area and the various delivery vehicles responsible for operating the programmes.

6.2 Local Actions

The programme ideas set out in this section build on current activities and ideas and best practice elsewhere. Further work will be required to test and develop the proposals in partnership with the private sector.

Creative Competitiveness		
Intervention	Description	Lead
Hartlepool Creative Network	<p>Establishing a Hartlepool Creative Network, which will act as conduit to link local creative industries to sub regional projects and programmes? In addition, the network would devise a series of focused projects to support the development of the creative and cultural sector within the area.</p> <p>Although industry representation would include the many facets of the creative sector, a focal point would be the art, media and design sub sectors.</p> <p>We suggest that a local Creative Symposium is organised to launch the network, the focus of which would be twofold:</p> <ul style="list-style-type: none"> • to explore barriers and development concerns from a business perspective and • to showcase the breadth of creative activity in the area. <p>An important role of the Creative Network will be to facilitate links between businesses and the colleges.</p>	HBC / CCAD / HCFE

Creative Competitiveness		
Intervention	Description	Lead
Centre for Creative Entrepreneurs	<p>Enterprise starts with creativity and innovation but relies on a very strong business sense to make it work. This proposal recommends establishing a physical ‘hub’ of activity to help young entrepreneurs develop their own ideas and opportunities and drive them forward. This could be an extension of the Hartlepool Enterprise Centre with a focus on supporting and showcasing creative enterprises. It would also link with CCAD outreach activities to support students, e.g. folio.</p> <p>Any future programmes will provide a coherent and effective support offer by complementing the services of creative sector support hubs already in place at the sub regional and regional level. Support is likely to include:</p> <ul style="list-style-type: none"> • support and advice for new and young businesses • networking and events • incubator space • property search • access-to-finance • marketing <p>This could include the design and delivery of a range of short courses to inform and enable creative entrepreneurs to broaden and deepen their professional skills.</p> <p>An important element of support will be alumni support, where enterprising young people will be linked up with similar ex-students, who can help them fulfil their ambition.</p>	HBC / CCAD / Digital City

Creative Competitiveness		
Intervention	Description	Lead
Access to creative equipment and technical advice	<p>In some instances, early start-up businesses in the creative sector don't just require studio space; in many instances, what is required is access to equipment and technical advice that is not affordable until the business is well established. Building on current support and 'support infrastructure' provided within CCAD, a menu of equipment and technical information and advice services will be developed and promoted for use by creative enterprises.</p> <p>This could be accommodated within the centre for creative entrepreneurs.</p>	CCAD

Creative Competitiveness		
Intervention	Description	Lead
Hartlepool Creative Fund	<p>A number of grant and loans schemes are already in place within the area to support businesses to start up and grow (e.g. support through Digital City). The lack of finance and investment is a barrier to creative businesses. Work is required to investigate the potential of developing a specific Creative Loan Fund to create a high-value clustering effect building on the key creative and digital sector in Hartlepool. This could be based on the model set up by Nottingham City Council and First Enterprise Business Agency, which offers loans of up to £25,000 at a special rate to new start-ups and existing businesses based in the Creative Quarter. Loans can be used to:</p> <ul style="list-style-type: none"> • Secure services • Purchase equipment • Meet a shortfall in funding for specific new projects. <p>In addition, the fund could be extended to support the conversion / refurbishment of existing buildings to accommodate enterprises.</p> <p>To be eligible, businesses would have to be located in the town (preferably in the Church Street area), demonstrate business viability and job creating / safeguarding potential.</p> <p>Funding could be provided through the Growth Fund or new round of European Funding (2014-2020)</p>	HBC / Digital City / TVU

Creative Competitiveness		
Intervention	Description	Lead
Business management and marketing skills	<p>There is a need to ensure that the current local business support offer (start-up, micro support and enterprise development) provides high quality business support services to firms in key sub sectors within the creative sector.</p> <p>The focus of activity needs to be on:</p> <ul style="list-style-type: none"> enhancing business and operational skills in cultural enterprises, including business planning, financial management and marketing; a cultural / creative business mentors scheme, linking experienced individuals with those seeking support and advice in early stages of their careers. 	HBC / Digital City

Creative Competitiveness		
Intervention	Description	Lead
Creative Workspace	<p>Even in creative industries, the physical fabric of facilities and the built environment remain an essential ingredient in business success. The lack of appropriate and affordable workspace is identified as a barrier for creative firms wishing to set up, grow and expand.</p> <p>The activity will include research to investigate the potential development of incubation units for new creative / cultural businesses (building on the feasibility study commissioned by the Council) . The focus is likely to be on the re-use / conversion of existing premises to provide space for creative enterprises (start-ups and established enterprises looking to expand.</p>	HBC

Creative Competitiveness		
Intervention	Description	Lead
New talent, new business	<p>A bespoke programme – “Culturepreneurs” – could be developed, to provide a creative industries start-up programme (targeted towards young people) offering business skills workshops, courses in business creativity (linked to TVU) and business planning and specialist consultancy support.</p> <p>The intention would be to develop a model programme aimed at retaining creative talent in the area and attracting new talent.</p>	HBC (Hartlepool Enterprise Centre) / CCAD / Prince’s Trust

Creative Competitiveness		
Intervention	Description	Lead
Mapping the Creative Sector	<p>There is a lack of knowledge and intelligence regarding the value and volume of creative enterprises within the Hartlepool area. Further mapping and engagement with creative enterprises is required to improve intelligence about the sector as well as involving enterprises in the development of the Action Plan.</p> <p>The mapping could be undertaken in collaboration with Digital City.</p>	HBC / Digital City

Creative Destination		
Intervention	Description	Lead
Enhancing the role of Hartlepool Art Gallery as a creative attraction	<p>Hartlepool Art Gallery is an important visitor attraction, providing a changing exhibition programme of contemporary and fine art, photography, crafts and work of national, regional and local importance as well being the location of the Tourist Information Office.</p> <p>A Business Plan needs to be developed to ensure that the facility to increase visitors and maximise the opportunities arising from the creative assets in the locality. The plan would need to explore a number of areas, e.g.:</p> <ul style="list-style-type: none"> • financial, operational and management review • develop further links education, specifically local schools and colleges • provide additional events and activities (entertainment, which could complement the Studio and Town Hall Theatre programme) • spatial and physical planning, including improved signage 	HBC / private sector

Hartlepool Art Gallery, Church Square



Creative Destination		
Intervention	Description	Lead
Enhancing the cultural offer	<p>There is the potential to strengthen links between the Art Gallery, Town Hall Theatre and Studio to act as focal points to enhance the town's cultural offer. The objective is to improve the cultural offer for both the people of Hartlepool and visitors and promote the value of cultural and creative activity in addressing the wider agenda of health, education and economic regeneration.</p> <p>This could be included as a specific element of the Business Plan for the Art Gallery.</p>	HBC / the Studio

Creative Destination		
Intervention	Description	Lead
Live/work units	<p>Further work needs to be undertaken to ascertain the potential for developing Live / Work units in the Church Street area; specifically:</p> <ul style="list-style-type: none"> • identify if there is a need and demand for Live / Work units • identify potential sites • consider whether the creative cluster provides a potential type / theme for businesses to be located in the units • consider delivery strategies 	HBC / Housing Association

Creative Destination		
Intervention	Description	Lead
Events programme	<p>Hartlepool already has a programme of events, which enhances the town's tourism offer, profile and economic impact. There is the potential to develop and programme additional events utilising the space at the various venues (Art Gallery, Studio, colleges etc) as well as using outdoor space at Upper Church Street and HCFE.</p> <p>In the short term, a promotional plan and events programme needs to be developed that delights both residents and visitors, animates public space and offers the best value for money. This could include:</p> <ul style="list-style-type: none"> • craft events • art and cultural events • sport <p>The Hartlepool Creative Network could take 'ownership' of the plan to develop ideas and oversee implementation.</p>	HBC / Hartlepool Creative Network

Hartlepool Christmas Light Switch-On 2013, Church Square



Creative Destination		
Intervention	Description	Lead
Pop-up shop	<p>There are a number of empty properties within the Church Street area. The potential exists to make temporary use of space through providing short term retail space (pop-up retail).</p> <p>The council, in partnership with the Creative Network, would launch a Pop up Shop programme, to support the temporary conversion of vacant space for retail premises, extending shopper activity down Church Street. The suggestion would be to test and develop the concept through a pilot pop-up shop programme.</p> <p>Further advice is available from the Empty Shops Network.</p>	HBC / Creative Network / private landlords

Creative Design		
Intervention	Description	Lead
Branding and Public Realm programme	<p>The area needs to design and develop a new brand and makeover as part of the drive to promote the creative theme and make the area more popular for visitors and local people. The brand proposition would be used to market and promote the area to investors, visitors and businesses. This could include developing an on-line presence.</p> <p>Building on this new brand vision, the area needs to design and develop a clear public realm programme, which aims to improve and create attractive public spaces and places, specifically around the Art Gallery and transport hub. The approach should encourage artists, design, and planning and construction professionals to influence and create a shared vision for public space planning and high quality design.</p> <p>The approach should encourage and support more public art (sculpture, photographs, street furniture, lighting, projection) made by local artists, art practitioners or craftspeople.</p>	HBC / Hartlepool Creative Network

Creative Design		
Intervention	Description	Lead
Further pedestrianisation of Church Street	<p>The pedestrianised space at the upper end of Church Street is a pleasant and vibrant area, linking with the main shopping area of the town centre. As part of the masterplan programme, it is recommended that further work is undertaken to investigate the potential of extending pedestrianisation specifically between the Art Gallery and transport interchange.</p>	HBC through the masterplan programme

6.3 Business Plan

The next stage will be the preparation of a detailed business plan to include specification and prioritisation of projects for implementation and preparation of a funding strategy..

6.4 Catalyst Projects

In addition to the Acton Plan, there are a number of 'catalyst projects', which have the potential to transform and drive forward the regeneration of Church Street. Many of these projects will be subject to review and development within the Hartlepool Regeneration Masterplan, including establishing funding and delivery mechanisms.

6.4.1 Lynn Street Depot

The council is keen to explore the potential of utilising the land and assets that it owns to realise its regeneration objectives. Key to Church Street will be the relocation of the Council's depot facility to a more suitable location and the redevelopment of the existing site. The creation of an innovative, mixed-use development together with the incorporation of quality public realm, will contribute to future economic growth and encourage vibrancy and increased footfall in this area. A range of options will need to be explored, including the potential for expanding education provision in the area (particularly if CCAD is looking to expand post 2018) as well as a range of housing options, including live work units, creative workspace and ground floor retail / A3 use.

As set out in the Masterplan Brief, the key principle underpinning investment within the Lynn Street Depot is that *"new, large scale developments at either end of the area (Hartlepool College of Further Education being the other) will increase footfall and help to establish a high quality mixed environment that will significantly enhance the image of the area."*

6.4.2 Expanding HE and FE provision in Hartlepool

CCAD and HCFE have significant breadth and depth in teaching portfolio and delivery to cater for the wide range of learner interest and needs. Both institutions are key catalysts for economic growth in Hartlepool. The Council and other stakeholders need to support both institutions, including supporting any expansion of provision in Hartlepool. Further work is needed to better connect the institutions to businesses, to ensure that future skills needs are

met and also ensure that employers are supported in their efforts to innovate and bring business growth to the region and Hartlepool.

6.4.3 Environmental Improvements

Church Street must improve its offer to visitors and residents. A creative and innovative programme of public realm and environmental improvements needs to be developed and implemented to build on what makes Church Street distinctive, specifically:

- improving buildings of distinction (e.g. former Yorkshire Building and Scarlets);
- improving traffic management;
- improving connections (specifically with the town centre and the marina)

6.4.4 Property Improvement programme

Market viability is a real deterrent to development and take-up of available office space in the area. Despite some movement in the residential market, the commercial market remains sluggish. The return from the conversions of properties in the area is a challenge. The Council needs to work with developers and local landowners to encourage re-use and redevelopment of redundant buildings. Landlords are crucial to the future regeneration of Church Street. Further work is needed to explore appropriate options to encourage landowners to invest in redundant properties, including working with landlords to explore funding mechanisms, e.g. creating incentives to encourage landlords to re-use / re-develop properties.

7. Delivery

7.1 The Four-Point Approach

The Action Plan sets out an ambitious framework and programme to transform the area. The key to the strategy's successful implementation will lie in a genuine partnership and multi-agency approach involving public agencies, private sector and education and voluntary organisations. Building on international best practice (particularly from the USA) and High Street revitalisation projects in the UK, the Main Street Four-Point Approach⁷ provides a useful foundation for prioritising local actions to revitalise Church Street. The priorities are set out below.

Organisation

Clearly, the Council will continue to be the driver for engaging stakeholders and partners, developing the action plan and implementing (in the short term) selective actions. Organisation establishes consensus and cooperation by building partnerships among the various groups that have a stake in Church Street. Establishing the Hartlepool Creative Network will provide the conduit to create ownership to the regeneration programme and link creative industries into the process. By getting everyone working toward the same goal, the Network programme can provide effective, ongoing management and advocacy for the Church Street district.

Promotion and branding

Promotion and branding take many forms, but the goal will be to create a positive image that will rekindle community pride and improve consumer and investor confidence in the area. Advertising, retail promotions, special events, and marketing campaigns can help sell the image and generate footfall and vibrancy. A clear 'creative' brand proposition needs to be developed to communicate the area's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

Design

Design means getting Church Street into top physical shape and creating a safe, inviting environment for residents, shoppers, workers, and visitors. Building on the brand proposition, design will need to take advantage of the

⁷ <http://www.preservationnation.org/main-street/>

visual opportunities inherent in the area: public and private buildings, shop fronts, signs, public spaces, parking areas, street furniture, public art, landscaping and promotional materials. Design activities also include instilling good maintenance practices, enhancing physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

Economic Restructuring

The focus on all activities will be to support and encourage targeted investment into the Church Street area to create a vibrant creative and innovation quarter. The economic restructuring programme will strengthen the existing economic assets, specifically learning and skills, while diversifying its economic base and growing the creative economy. The goal is to build a creative commercial district that responds to the needs of today's consumers, which will act as an economic driver for Hartlepool.

7.2 Funding

Despite a significant reduction in regeneration funding, a number of funding opportunities do exist, which will require further assessment during the business planning / implementation phase.

The digital and creative sector is a growing key sector within Tees Valley and it is likely that further intervention funding will be available via the LEP. The Tees Valley European Structural & Investment Funds Strategy (2014-2020) outlines the strategic priorities for the £173m ERDF and ESF allocation to support the Tees Valley's economic growth. The strategy has a specific focus on innovation, increasing SME competitiveness, the low carbon economy, employment, skills and social inclusion. The creative industries sector has been identified as offering growth potential; 52% of ERDF funding is allocated to Thematic Objective 3, *Enhancing the competitiveness of small and medium enterprises*, which is likely to include a number of programme themes relevant to developing the creative cluster in Church Street, e.g. targeted business support, business accommodation, entrepreneurship etc. Funding is expected to become available from early 2015.

Similarly, the Tees Valley Strategic Economic Plan (March 2014) sets out a future vision and ambition for the region, including a priority to create a more diversified and inclusive economy. The strategy, which will form the foundation for the 'growth deal' with government, includes a number of interventions which are relevant to Church Street creative cluster, e.g. building

on creative assets and opportunities, town centre development, improving housing, developing the visitor economy etc.

Church Street has been identified by the Council as an area priority within the town's wider regeneration. The Hartlepool masterplan will explore the full spatial and economic potential of the area. It is important that the principles and actions set out in this strategy and action plan are incorporated within the regeneration masterplan. The Council will need to investigate how it can use its assets and resources, specifically in the short term, to take forward some of the delivery priorities set out in 7.1. This is not just about funding interventions but also how to maximise its assets in the area, e.g. the Art Gallery, Lynn Street Depot etc.

Digital City has been a recipient of external funding in recognition of the sector's potential for economic growth and has designed a number of programmes to support the digital / creative sector. Partners will need to collaborate with Digital City to ensure that it benefits from existing programmes and also in the design of future interventions.

An important element of the Strategy and Action Plan is to provide and promote a vision for the future, which can be used to attract private sector investment in the future. Targeted interventions from the public sector will need to be used to lever-in and secure private sector investment into the area.

Appendix 1: Value of the Creative Sector in the UK

Creative Economy Employment (2011 – 2012)

- The Creative Economy accounted for 2.55 million jobs in 2012, or 1 out of every 12 jobs in the UK.
- IT, software and computer services was the largest Creative Economy group, with employment of 791 thousand in 2012 (31% of employment in the Creative Economy).
- Employment within the Creative Economy grew by 143 thousand (6.0%) between 2011 and 2012, a higher rate than for the UK Economy as a whole (0.7%).

Creative Industries Employment (2011 – 2012)

- The Creative Industries accounted for 1.68 million jobs in 2012, 5.6 per cent of the total number of jobs in the UK.
- Employment in the Creative Industries increased by 8.6 per cent between 2011 and 2012, a higher rate than for the UK Economy as a whole (0.7%).

Gross Value Added (GVA) (2008 – 2012)

- Gross Value Added (GVA) is measured in current prices (i.e. they do not account for inflation).
- GVA of the Creative Industries was £71.4 billion in 2012 and accounted for 5.2 per cent of the UK Economy.
- GVA of the Creative Industries has increased by 15.6 per cent since 2008, compared with an increase of 5.4 per cent for the UK Economy as a whole.
- GVA of the Creative Industries increased by 9.4 per cent between 2011 and 2012, higher than for any Blue Book industry sector in the National Accounts.

Exports of Services (2009 – 2011)

- Exports of Services are measured in current prices (i.e. they do not account for inflation).
- The value of services exported by the Creative Industries was £15.5 billion in 2011, 8.0 per cent of total UK service exports.
- Between 2009 and 2011 the value of service exports from the Creative Industries increased by 16.1 per cent. This compares with an increase of 11.5 per cent for total UK service exports

