

REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO

DECISION SCHEDULE



Monday 13 February 2012

at 9.00 am

in Committee Room C, Civic Centre, Hartlepool

Councillor Jackson, Cabinet Member responsible for Regeneration, Economic Development and Skills will consider the following items.

1. KEY DECISIONS

- 1.1 Economic Regeneration Strategy – *Assistant Director (Regeneration and Planning)*

2. OTHER ITEMS REQUIRING DECISION

- 2.1 Crown House Managed Workspace Feasibility Results – *Assistant Director (Regeneration and Planning)*
- 2.2 Buy Local Campaign - *Assistant Director (Regeneration and Planning)*
- 2.3 Skills Support for the Unemployed – *Director of Child and Adult Services*

3. ITEMS FOR INFORMATION

No Items

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No Items

REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO

Report To Portfolio Holder

Date 13th February 2012



Report of: Assistant Director (Regeneration and Planning)

Subject: ECONOMIC REGENERATION STRATEGY

SUMMARY

1. PURPOSE OF REPORT

To report to the Portfolio Holder on the revisions to the new Hartlepool Economic Regeneration Strategy and Action Plan, as a result of the consultation process and to seek comments and approval on the final draft, prior to publication.

2. SUMMARY OF CONTENTS

This report provides a brief outline of the Economic Regeneration Strategy and Action Plan and gives an update on the revisions made to both documents following consultation with key stakeholders.

3. RELEVANCE TO PORTFOLIO MEMBER

The development of an Economic Regeneration Strategy falls within the Regeneration and Economic Development and Skills Portfolio.

4. TYPE OF DECISION

Key Decision RN 103/11 test (ii) applies

5. DECISION MAKING ROUTE

To be considered by the Regeneration and Economic Development and Skills Portfolio Holder.

6. DECISION(S) REQUIRED

- i) That the Portfolio Holder approves the proposed final draft of the new Hartlepool Economic Regeneration Strategy and Action Plan, prior to publication.

Report of: Assistant Director [Planning and Regeneration]

Subject: ECONOMIC REGENERATION STRATEGY

1. PURPOSE OF REPORT

- 1.1 To report to the Portfolio Holder on the revisions to the new Hartlepool Economic Regeneration Strategy (ERS) and Action Plan, as a result of the consultation process and to seek comments and approval on the final draft, prior to publication.

2. BACKGROUND

- 2.1 Following the completion of the Hartlepool Economic Assessment in March 2011, the development of the ERS and Action Plan commenced in June 2011 and was undertaken by an internal Steering Group comprising senior officers, with support from external partners.
- 2.2 In line with the Economic Assessment, the ERS has also been split between the three main sections of ***Business, People and Place***. The ERS covers the period 2011-2021 and provides a very clear framework for the future direction and delivery of the Council and relevant partner's services, aimed at maximising economic growth for the Borough. The ERS takes into account available resource and where this should be targeted to gain the maximum added value for the future prosperity of the area.
- 2.3 The scope of the strategy has proposed that business development/support including business infrastructure, tourism, regeneration, physical housing and employability and skills form the main themes and that issues such as financial inclusion and child poverty are incorporated into the key relevant themes.
- 2.4 The strategy provides a broad overview of how partners will work in collaboration to improve the economic vitality and landscape of the Borough through key activities. This will include attracting new investment to regenerate Hartlepool, encouraging new businesses to locate to the area and create jobs through the Enterprise Zones (EZ) and Regional Growth Fund (RGF) initiatives. In addition, it identifies local interventions such as those to improve the stock of affordable and attractive housing to encourage residents to remain living in the area and increase adult skill levels to ensure that residents can access future jobs and those created in new industries, such as renewables.

- 2.5 The ERS complements and adds value to the core objectives of the Tees Valley Local Enterprise Partnerships (LEP)/Tees Valley Unlimited (TVU) Business Plan – Statement of Ambition and the key local strategies such as the Hartlepool Sustainable Community Strategy, Core Strategy, Housing Strategy and the Early Intervention Strategy.
- 2.6 Alongside the ERS is a three year Action Plan which will provide focused, key strategic actions that will significantly contribute to the employment, skills, enterprise, business support and regeneration agenda. Actions will be linked to the relevant five objectives outlined in paragraph 3.3 and each action will directly or indirectly contribute to a range of performance indicators (PI) that have a stated 2014 target.

3. VISION, AIM AND OBJECTIVES OF THE ERS

- 3.1 The ERS describes a ten year vision from 2011-2021 which is that:
- ‘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’.
- 3.2 The ERS will adopt the existing aim outlined within the Hartlepool’s Ambition, Sustained Community Strategy for 2008 – 2020 which is to:
- ‘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’.
- 3.3 The five high level strategic objectives of the ERS are:
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.

4. KEY PERFORMANCE INDICATORS – MEASURING SUCCESS

- 4.1 As well as the 2014 targets shown within the Action Plan, the success of the ERS will be measured on whether it achieves a wide range of long term key PI targets by 2021 (**See Appendix 1**).

- 4.2 As part of the consultation process, partners were invited to consider if the above targets were appropriate, achievable and stretching and where necessary were revised or new targets developed.

5. CONSULTATION PROCESS

- 5.1 Hartlepool's ERS has been developed in consultation with key partners from the public, private and third sector. In June 2011, the following three workshops were delivered:

- Housing and Spatial Regeneration
- Employability and Skills and
- Business & Tourism.

- 5.2 Representatives from a wide range of organisations attended including business and community leaders, elected members and experts from relevant specialist areas. The workshops were facilitated by Durham University Business School (DUBS) and key topics were debated including factors that will impact in the short, medium to long term on the social, economic and environmental development of the town.

- 5.3 Comments and feedback received within these workshops and through wider consultation have been used to formulate the ERS and Action Plan.

- 5.4 The first draft of the strategy was forwarded to partners and elected members on Friday 18th November 2011, with a request for comments to be returned by no later than Monday 12th December 2011. The feedback received was very positive and there were only minor revisions required.

- 5.5 The inaugural Economic Regeneration Forum meeting on Monday 12th December 2011 was dedicated to reviewing the ERS and Action Plan and enabled members to offer any additional comments. It was agreed at this meeting that members of the Forum would be given until the end of December 2011 to offer any final comments.

- 5.6 At the Portfolio Holder meeting on 16th December 2011, it was agreed that any final changes would be made and the documents re-submitted to the Portfolio Holder in February 2012, to seek approval for the revised document to become the final draft, prior to publication.

6. FINAL COMMENTS

- 6.1 Final comments have now been received from the Economic Forum and they have been incorporated into the final proposed ERS and Action Plan (**See Appendix 2 and 3 respectively**). Again, there have only

been very minor changes made. However, as requested by the Forum, the key change within the ERS is that under the Measuring Success section on page 7, a table has been incorporated that shows all of the Performance Indicators with:

- Current baseline figures; and;
- 2014 and 2021 targets.

7. NATIONAL APPRENTICESHIP SERVICE (NAS): In addition, a meeting was held with NAS on Tuesday 10th January 2012 to discuss how they could support the successful implementation of the ERS and Action Plan.

7.1 NAS has end to end responsibility for Apprenticeships in England and the agency has been designed to increase the number of Apprenticeship opportunities and provide a dedicated, responsive service for both employers and learners. NAS are responsible for: -

- Promoting Apprenticeships and their value to employers both in the public and private sectors.
- Promoting Apprenticeships and their value to learners, particularly 16 to 18 year olds.
- Co-ordinating the funding for Apprenticeship places.
- Maintaining the national online Apprenticeship Vacancies system for aspiring apprentices and the employers that take them on.
- Ensuring that Business Link and other employer intermediary organisations have all they need to actively promote Apprenticeships to employers.
- Working with the Department for Education to establish Apprenticeships alongside other 14-19 options.

7.2 NAS are very interested in developing new working arrangements with the Council so that both parties can provide an enhanced offer to local businesses, such as raising awareness of Apprenticeship programmes. Whilst NAS provide independent advice and guidance for all employers, it is keen to link with those large scale employers and those employers identified with the potential to grow, including growth sectors.

7.3 The Economic Development Team has a network of employer contacts and the Business Team will undertake joint visits with NAS to raise awareness of the services available to support a company to become more economically resilient.

7.4 It has now been agreed that:

- NAS will attend the next Economic Regeneration Forum on 6th February 2012 to present on how they will work with the Council to promote Apprenticeship programmes to employers.

- From April 2012, NAS Employer Services Manager – North East, will be based within the Economic Development Team for one day per week and they will undertake joint work with the Economic Development Business Team.
- As part of this joint working arrangement, both parties will specifically focus on targeting and engaging with large scale employers and growth sectors to promote Apprenticeships.

8. IMPLEMENTATION OF THE ERS AND ACTION PLAN

- 8.1 The implementation of the ERS will be overseen by the Economic Regeneration Forum. The Forum will be responsible for assessing the progress to deliver the vision, aims, objectives and actions. A key part of their role will be to regularly review the final ERS Action Plan to ensure that it is focussed on activities that will make a real difference to achieving the five main objectives. The progress of the ERS Action Plan will be monitored by the Forum on a quarterly basis.
- 8.2 It is proposed that the progress of the ERS and Action Plan will be reported to the Portfolio Holder on a six-monthly basis or whenever the Portfolio Holder requests.

9. CONCLUSION

- 9.1 The final draft of the ERS and Action Plan has been designed following extensive consultation with representatives from the public, private and third sector. The strategy will drive forward the agenda for sustainable, economic growth over the next decade and will assist in improving key measures such as attracting new investment to regenerate Hartlepool, improve business infrastructure and support for companies, increasing skill levels and creating jobs for the future.
- 9.2 The new Economic Regeneration Forum will be responsible for overseeing the implementation of the ERS and Action Plan and will monitor its progress. The Forum will take a proactive role in developing new ideas to encourage economic growth and where appropriate take direct action to ensure the development and implementation of new interventions to support the local economy.

10. RECOMMENDATIONS

- 10.1 That the Portfolio Holder approves the proposed final draft of the new Hartlepool Economic Regeneration Strategy and Action Plan, prior to publication.

11. BACKGROUND PAPERS

- 11.1 **Appendix 1** – Performance Indicator Table.
- 11.2 **Appendix 2** - Hartlepool Economic Regeneration Strategy 2011-2021.
- 11.3 **Appendix 3** – Hartlepool ERS Action Plan 2011-2014.
- 11.4 Hartlepool Economic Assessment 2010-11 –
<http://www.investinhartlepool.com/publications-and-forms/strategies>.
- 11.5 Regeneration & Economic Development & Skills Portfolio Holders
Report – 16th December 2011
[http://www.hartlepool.gov.uk/egov_downloads/16.12.11 -
_Regeneration__Economic_Development_and_Skills_Portfolio_Agenda
.pdf](http://www.hartlepool.gov.uk/egov_downloads/16.12.11_-_Regeneration__Economic_Development_and_Skills_Portfolio_Agenda.pdf).
- 11.6 Regeneration & Economic Development & Skills Portfolio Holders Report
- Minutes of the meeting 16.12.11
[http://www.hartlepool.gov.uk/egov_downloads/11.12.16_Regeneration
_Economic_Development_and_Skills_Portfolio_Decision_Record.pdf](http://www.hartlepool.gov.uk/egov_downloads/11.12.16_Regeneration__Economic_Development_and_Skills_Portfolio_Decision_Record.pdf).

12. CONTACT OFFICERS

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Performance Indicator	Current Value	2014 Target	2021 Target
Number of new businesses on Enterprise Zone sites	N/A	10	25
Percentage occupancy levels of Hartlepool business premises	82.8% (2011)	85%	90%
Business stock (Business Units in Hartlepool)	2,355 (2011)	2,400	2,500
Value of Regional Growth Fund Investment	N/A	£20 Million – 250 Jobs	£20 Million – 1500 Jobs
Value of inward investment	N/A	Monitor Only	Monitor Only
Percentage of newly born enterprises surviving one year	88.7% (2009)	90%	97%
Percentage of newly born enterprises surviving two year	76.8% (2008)	77.4%	78.3%
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	29 (2010)	30	42
Number of jobs created	344 (2010-11)	500	2000
Value of investment in key regeneration sites	N/A	£6.75m	£30million
Value of income from external funding sources	N/A	£100,000	£750,000
Affordable homes delivered (gross)	181 (2010-11)	240	350
Number of new homes built on regeneration schemes	N/A	Monitor Only	Monitor Only
Number of long term (over 6 months) empty homes brought back into use	579	57	250
Percentage per capita reduction in CO2 emissions in the LA area	N/A	12.4% reduction	21% reduction
Congestion – average journey time per mile during the morning peak	1.51 minutes (2009-10)	maintain 1.51 minutes	maintain 1.51 minutes
Overall employment rate (proportion of people of working age population who are in employment)	61.4% (March 2011)	63%	70%
Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	7.3% (November 2011)	6.2%	2.5%
Self-employment rate	8% (March 2011)	9%	13.5%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	44.5% (March 2011)	46.5%	53.5%
Percentage of 16 to 18 year olds who are not in education, employment	7.3%	6.5%	5%.

or training (NEET)	(November 2011)		
Youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	16.9% (November 2011)	14.1%	10%
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	30% (2010-11)	Monitor Only	Monitor Only
Achievements are in line with national average for GCSE 5 A*-C and UCAS average score	707.4 77.1%	Monitor Only	Monitor Only
Care leavers in education, employment or training	66.7% (2010-11)	Monitor Only	Monitor Only
Percentage gap reduction between those young people from low income backgrounds and those that are not progressing into higher education	16% (August 2011)	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	22% (2010)	25%	30%
Number of Apprenticeship Starts	277 (2010-11)	Monitor Only	Monitor Only
Number of Apprenticeship Framework Completions	134 (2010-11)	Monitor Only	Monitor Only
Proportion of children in poverty	31.3% (May 2010)	28%	22%
Number of Credit Union Savings Accounts opened by residents	123 (April - Sep 2011)	400	650
Visitor numbers	3.16million (2009)	3.47million	5million
Value of visitor economy	£117million (2009)	£129million	£185.9million
Number of unique visitors to destination Hartlepool website	18,269 (2010-11)	30,000 unique visits per annum	50,000 unique visits per annum
Number of social media followers	Twitter – 350 Facebook – 113	Twitter – 1000 Facebook – 500	Twitter – 3000 Facebook – 1500



Economic Regeneration Strategy (2011-2021)

Final Draft



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Economic Regeneration Forum - Foreword and Introduction

As members of the Economic Regeneration Forum, we are very proud to introduce Hartlepool's Economic Regeneration Strategy (ERS) for the period 2011-2021 which we believe sets out a vision of how we can achieve a shared ambition of moving the Borough towards a more inclusive, prosperous and resilient economy.

If this vision is to be achieved, we must continue to enhance the unique partnership arrangements that already exist, maximise new opportunities and capitalise on emerging growth sectors. Undoubtedly, major regeneration initiatives and structural improvements to key community, business and educational sites have already made great strides in improving business growth, helping to empower local people to achieve their aspirational goals and become economically active, improve community cohesion and support a culture of entrepreneurship.

These improvements can be measured when considering that Hartlepool now has key flagship sites including Queens Meadow Business Park and Hartlepool College of Further Education's (HCFE) £50million new build; increased educational attainment rates at age 16 and 19 years; excellent rates of 16-18 year olds accessing education, employment or training; improved productivity and a higher skilled and qualified workforce than ever before.

To continue this success, Hartlepool Borough Council and its partners will provide the right conditions to attract new investment to regenerate the Borough, improve business support services and business infrastructure, develop a culture of innovation and entrepreneurship, increase employment and skills levels; which will ultimately tackle wider social disparities.

The new ERS is split between the key priority themes of **Business, People and Place** and also underpins and complements the longer term vision of the Community Strategy – Hartlepool's Ambition, particularly the Jobs and the Economy and Lifelong Learning and Skills themes. Alongside the ERS is a three year Action Plan which will provide focused key strategic actions that will significantly contribute to the employment, skills, enterprise, business support and regeneration agenda.

As members of the Economic Regeneration Forum, we welcome this strategy and look forward to reviewing the progress of the set measures outlined within this document and the Action Plan. We believe that the successful implementation of these actions will ensure economic development, skills and regeneration remains at the heart of all partners' policies and strategic decisions and that the broader collaborative working between the public, private and third sector will provide a long term legacy for Hartlepool and critically, meet the demands of residents, the local community and businesses.



Mr Ray Priestman
Chair, Economic Regeneration Forum



Councillor Peter Jackson
Regeneration & Economic Development and Skills Portfolio Holder



Councillor Chris Simmons
Children's Services Portfolio Holder

1. New Arrangements for the Hartlepool Partnership

Hartlepool's ERS has been developed in conjunction with the new structural arrangements for the Hartlepool Partnership. This will see the new Strategic Partners Group (SPG) replacing the Local Strategic Partnership (LSP) Board and the SPG will be chaired by the Mayor. The SPG will be responsible for co-ordinating the strategic direction for the Borough by working alongside the Council to develop agreed priorities (at present this is the Community Strategy & Neighbourhood Renewal Strategy).

The new Hartlepool Partnership structure will include four themed groups, which is a reduction from the nine themed partnerships that previously operated. This incorporates the statutory Safer Hartlepool Partnership and the Shadow Health & Wellbeing Board which is expected to become statutory in 2013. 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.

The Economic Regeneration Forum will meet 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

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.

**Community
Strategy
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
Vision**

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
Aim**

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
Objectives**

Priority Actions
(See Action Plan)

**Our Actions
2011-2014**

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:

- Hartlepool's industrial landscape;
- Growth 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: <http://www.investinhartlepool.com>



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	2014 Target	2021 Target
Number of new businesses on Enterprise Zone sites	N/A	10	25
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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 - The first phase delivered the UK Steel Enterprise (UKSE) Innovation Centre and a subsequent extension as well as speculative units built by Rivergreen Developments.

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 the new HCFE, Cleveland College of Art and Design (CCAD) expansion and a programme to bring empty buildings back into use, including Park Towers and Titan House.

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:

1. **Hartlepool Docks** - an enhanced capital allowance scheme targeted at renewable energy and advanced engineering sectors.
2. **Queens Meadow Business Park** – business rates discount for chemical and advanced engineering businesses.
3. **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, proposed to be the former Crown House site within the ISQ.

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

In line with the rest of the region, Hartlepool benefitted from a considerable amount of business growth schemes run through ONE North East. This included initiatives to offer direct financial support, strategic business relationships with large scale employers and sector specific projects. In addition, core funding was made available for the regional Business Link service to provide brokerage and solutions for growing businesses.

Hartlepool has a tradition of securing funding from a variety of sources, which enabled solutions to be developed specifically to meet the needs of Hartlepool businesses. However, the majority of these funding regimes ceased in 2011.

The introduction of the LEP will have an impact on business growth, through its lead on strategic planning for economic renewal in the sub-region. However unlike the defunct Regional Development Agencies, there is limited direct funding available to support the objectives of the LEP.

As a consequence, there is a need to engage and support businesses at a local level and coordinate assistance from the various business support organisations to ensure the growth of indigenous businesses in all sectors. In particular, the emphasis will be to assist Hartlepool businesses in taking advantage of the EZ and to maximise opportunities relating to the identified growth sectors. This will facilitate business growth across the whole of the Borough through supply chain development and provision of services to both incoming and expanding businesses.

Also, there will be a programme of targeted business support interventions rolled out to all businesses in Hartlepool in order to support individual business growth plans and to identify those companies with the potential for real growth in key sectors.

In order to remove barriers that may prevent indigenous business growth, there will be a requirement to use public sector resources and influence to benefit the Hartlepool businesses which will ultimately assist the growth of the local economy.

There is already a cohesive business community within Hartlepool and this will be further enhanced by utilising existing business network groups and a variety of media in order to maximise business development and local procurement opportunities.

In the short to medium term, there will be a requirement to move local businesses away from a culture of direct support from government, such as financial assistance and focus on alternative forms of assistance to assist business growth, such as private sector investment.

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.

Although steadily improving, the rate of new business creation in Hartlepool is consistently lower than the national average. 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 the Creative Lodge located at the CCAD and the proposed development on the Crown House site in the ISQ which will support creative and digital sectors, working in partnership with HCFE and CCAD. 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.

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. Its 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 £118m, supporting nearly 2000 jobs and attracting over 3 million visitors in 2009.**
- **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.**

Over the last ten years, tourism and cultural activities have been supported both financially and promotionally by a variety of agencies including ONE NorthEast, visitTeesvalley, and the Arts Council. During this time, the tourism business base has increased, with the sector being made up predominantly of small enterprises. This has led to challenges arising in the level of business support required and issues relating to workforce development. With the closure of many of these agencies and changes in support, Hartlepool's visitor economy has challenges and opportunities to focus on in the near future.

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. Businesses will need to be encouraged to work together collaboratively in order to continually improve this and increase repeat visits to the Borough. There will need to be an emphasis on improving communication and engagement with

key stakeholders in the visitor economy to ensure ongoing development of the sector as a whole.

Good customer service is key to a positive visitor experience. The challenges facing the industry include the often negative perceptions of the tourist industry as a lifetime career. Improving the quality of the labour supply for the overall sector is essential for enhancing successful visitor experiences.

Despite reductions in physical and regeneration projects, it is important to strengthen, grow and support future tourism developments. With the loss of funding opportunities available, there may be fewer developments in the near future. Therefore, it will be important to focus on the strengths of current infrastructure and help to improve and create new visitor experiences within current locations. Improving the connectivity of the Borough to link the major visitor locations together, will help to provide a greater and lengthier visitor stay.

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.



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 58,100 working age adults, of which 36,800 (61.6%) 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.

In 2011, 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 3000 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 3000 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 also 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 will be 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.

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 and Mathematics which is currently at 56.9% in 2011. 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.

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. It is recognised that there is further research work required to fully understand future skills requirements and the balance between the supply and demand of labour. 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 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, formal first steps and Adult Safeguarded Learning (ASL) which predominantly relates to personal and community development learning.





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 backing of parents and carers, schools, post-16 providers, higher education institutions, statutory agencies and employers to ensure that young people can take full advantage of opportunities at every stage in their life from foundation years through to the world of work.

Significant progress has already been made on improving social mobility for this generation including the implementation of Hartlepool's Not in Education, Employment or Training (NEET) Reduction Strategy which has facilitated a fall in the percentage of young people who are NEET by almost 25% since 2004 and improved the number of young people accessing Higher Education by 32.6% between 2003-2009, the largest increase in the Tees Valley.

Young people remain particularly disadvantaged within the labour market and require additional support to enable them to effectively compete for future jobs. To support the next

generation, there will be a clear and concise focus on targeting provision at young people through the implementation of the Raising the Participation Age (RPA) Strategy and enhancement of NEET Reduction programmes, particularly targeting those young people identified as 'high risk' of becoming NEET.

The 11-19 Partnership and Economic Regeneration Forum have directed the existing Youth Working Group to develop new approaches to increasing the number of 16-25 year olds participation in learning and employment. This includes early interventions for young people who are identified as at risk of not achieving their full educational potential and securing additional funding for NEET reduction activity. To continue to raise the aspirations of young people, there will be renewed attention on improving routeways to provision including high quality careers guidance, internships, advanced apprenticeships and higher education courses. There will also be dedicated support to raise awareness and help 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).



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 will replace all other Department for Work and Pensions (DWP) funded programmes. This will be the main welfare funded programme over the next 5-7 years and 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 – 14 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 a Child Poverty Working Group has already been established with focus on the

above two objectives. 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





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 HCCE, the expansion of CCAD, the opening of One Life walk-in health facility, 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, which include the use of Council assets plus partnering and joint ventures with public agencies and the private sector.

Regeneration Priorities: The Town Centre and Marina areas provide a key focus in creating a vibrant and successful central area that supports economic investment and growth. The main regeneration priorities include the development of the Innovation and Skills Quarter, which is to the south of Church Street and east of Middleton Grange Shopping Centre and builds on the



investment in the Colleges. Projects will create a campus style environment around Church Square; develop business incubation space for creative industries, which will support the growth of new and small businesses; drive forward the acquisition/redevelopment of vacant buildings; and facilitate mixed use development opportunities around Lynn Street offered by the former Focus site and the potential relocation of the Council's depot site. The strategy for the central area also aims to encourage development and investment in the shopping centre to help improve the town centre retail offer, secure investment in the key development sites at Jackson's Landing and Trincomalee Wharf and other sites including the Mill House area. Investment will also aim to address other key vacant buildings and improve physical links between areas of the town centre including the shopping centre, Church Street, the transport interchange and the marina.

The Council has a sustainable master plan for the regeneration of Seaton Carew, which will further enhance the overall Hartlepool visitor offer and create a key visitor destination within the north east. The plan includes the remodelling of the sea front including public realm improvements, which link in with the upgrade of sea defences, the removal of a key derelict building, securing investment in new visitor related commercial space, and provision of new housing and improved community facilities.

Opportunities will also be explored to improve access to the natural coastal assets at Seaton Dunes and Common and improve links with Saltholme International Nature Reserve. Attracting economic investment to key employment sites including the port area at Hartlepool Docks and Seaton Channel, Wynyard Business Park, Queens Meadow Business Park, Oakesway Industrial Estate and the Southern Business Zone will also continue. Helping to meet the property requirements of businesses through a range of initiatives such as business grants and loans, to improve the appearance and efficiency of buildings and premises, alongside the provision of appropriate access and infrastructure, will assist in facilitating economic growth. Such support will be responsive to investment by businesses and funding opportunities as they arise.

17. Housing

Contributes to Objective 2

Over the past ten 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 will be 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; some 579 properties empty 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 and Headway 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 current HMR priorities including the Raby Road Corridor scheme, Belle Vue and Carr/Hopps regeneration scheme. However, there is a gap in current funding that prevents full completion of the programme, but, new opportunities will continue to be explored to improve adjacent areas.

Empty Homes: The Council has an adopted Empty Property Strategy which aims to bring empty homes back into use through an incentive and enforcement approach which will prevent the blight associated with a poorly maintained property and prevent areas from declining. This will be coupled with tighter management of the private rented sector through landlord accreditation and selective licensing which will improve neighbourhoods.

Affordable Housing: The Local Plan (Core Strategy) will incorporate policies that require a minimum of 10% affordable housing on new housing sites of over 15 dwellings. The Council has agreed a strategy for the disposal of its (limited) land holding where suitable, for affordable housing at below market value, to support provision of additional units. Close partnership working is taking place with both the private sector and local Registered Providers to explore alternative ways of delivering affordable dwellings including a range of types and tenures to meet needs of local people.



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 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**
- **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 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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Economic Regeneration Strategy



Action Plan 2011 - 2014

OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

OUTCOMES

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

OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

ACTIONS

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

OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

ACTIONS

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

OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

ACTIONS

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

OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

ACTIONS

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

OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

ACTIONS

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

OBJECTIVE 2

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

OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Value of investment in key regeneration sites	Database, Hartlepool Borough Council (HBC)	Annually	N/A	£6.75m
Value of income from external funding sources	Database, HBC	Annually	N/A	£100,000
Affordable homes delivered (gross)	Housing Monitoring System HBC	Annually	181 (2010-11)	240
Number of new homes built on regeneration schemes	Housing Monitoring System HBC	Annually	N/A	Monitoring Only
Business stock (businesses units in Hartlepool)	Annual Business Register / NOMIS, HBC	Annually	2,355 (2011)	2,400
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Annual Business Register / NOMIS, HBC	Annually	29 (2010)	30
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	88.7% (2009)	90%
Percentage of newly born enterprises surviving two years	Annual Business Register / NOMIS, HBC	Annually	76.8% (2008)	77.4%
Number of jobs created	Database, HBC	Annually	344 (2010-11)	500
Number of long term (over 6 months) empty homes brought back into use	Authority Public Protection (APP) System and Council Tax data, HBC	Annually	579 Empty homes	57 long term (over 6 months) empty homes brought back into use 2010/11
Percentage per capita reduction in CO ₂ emissions in the LA area	Department of Energy and Climate Change (DECC), HBC	Annual	N/A	12.4% reduction
Congestion – average journey time per mile during the morning peak	Department for Transport, HBC	Annual	1.51 minutes (2009-10)	maintain 1.51 minutes

OBJECTIVE 2

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

ACTIONS

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

OBJECTIVE 2

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

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
21 Develop the Innovation and Skills Quarter (ISQ) to assist with the regeneration of the town centre	<p>Cleveland College of Art and Design (CCAD) to complete its expansion scheme (March 2012)</p> <p>Completion of Hartlepool Managed Workspace Feasibility Study for former Crown House site and selection of preferred business model (August 2012)</p> <p>Hartlepool College of Further Education (HCFE) to complete the final phase of redevelopment (September 2012)</p> <p>Selection of a partner for delivery of scheme on former Crown House site (March 2014)</p> <p>Review opportunities for the delivery of the physical improvement scheme in Church Square (March 2013)</p> <p>Consider options and funding for the delivery of the Stockton Street connectivity improvements (March 2014)</p>	<p>Indirect contribution to value of investment in key regeneration sites</p>	<p>March 2014</p>	<p>Rob Smith</p>

OBJECTIVE 2

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

ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
22 Develop the Mill House area of the town centre to encourage economic investment.	Report findings of Economic Impact Assessment of Hartlepool United Football Club and Market Interest Assessment for Mill House area to Cabinet (March 2012) Reassess funding opportunities for Mill House area (March 2014)	Indirect contribution to value of investment in key regeneration sites	March 2014	Rob Smith
23 Develop the tourism infrastructure and visitor offer through the delivery of the Seaton Carew Master Plan	Selection of preferred developer for Seaton Carew Master Plan (December 2011) Public consultation on Seaton Carew Master Plan commenced (March 2012) First planning application submitted for development site in Seaton Carew (March 2013) Derelict building demolished (December 2013)	Contribution to value of investment in key regeneration sites New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+) and number of jobs created	March 2014	Andrew Golightly
24 Improve physical links between key regeneration sites and the town centre by developing a Connectivity Strategy for the Central Area.	Establish Connectivity Working Group for the Central Area (August 2012) First draft of the Connectivity Strategy for the Central Area prepared (March 2013) Deliver first scheme from the Connectivity Strategy (March 2014)	Indirect contribution to value of investment in key regeneration sites Indirect contribution to visitor numbers and value of visitor economy	March 2014	Gemma Day
25 Consultation with local employers; particularly from businesses within the Enterprise Zones, to identify skilled workers' future housing needs	Consultation with potential EZ employers (September 2012) Updated housing needs assessment produced (December 2013)	Indirect contribution to number of new homes built on regeneration schemes	March 2014	Nigel Johnson

OBJECTIVE 2

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

ACTIONS

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

OBJECTIVE 2

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

ACTIONS

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

OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

OUTCOMES

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

OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	Department for Children, Schools and Families (DCSF), HBC	Annual	30% (2010-11)	Monitor only
Achievements are in line with national average for GCSE 5 A*-C and UCAS average score.	NOMIS, HBC	Annual	707.4 77.1%	Monitor only
Care leavers in education, employment or training	DCSF, HBC	Annual	66.7% (2010-11)	Monitor only
Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	Department for Business, Innovation and Skills (BIS), HBC	Annual	22% (2010)	25%
Number of Apprenticeship starts	Skills Funding Agency (SFA)	Annual	277 (2010-11)	Monitor only
Number of Apprenticeship Framework Completions	Skills Funding Agency (SFA)	Annual	134 (2010-11)	Monitor only

OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
32	Implement new training opportunities at level 3 to allow progression to level 4 qualifications.	Three additional learning programmes developed (April 2012)	Indirect contribution to proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	July 2012	Maggie Heaps
33	Development of a single point of contact for employers across the Tees Valley sub-region	Establishment of a Tees Valley wide Employer facing website to direct enquiries to the most appropriate point and give essential information (March 2012)	Employment rate	July 2013	Sue Hannan (TVU)
34	Raise awareness of Targeted Recruitment and Training (TRT) clauses	Participate in 'meet the buyer' events to promote procurement opportunities to SME's (March 2013)	Indirect to percentage of newly born enterprises surviving one year	December 2013	Diane Martin
35	Submit bid for Flexible Support Fund (FSF)	Market opportunity to Hartlepool Works and employers (December 2011)	Percentage of newly born enterprises surviving 1 year, employment rate, youth employment rate & unemployment rate & number of jobs created	June 2012	Diane Martin
36	Full implementation of the Raising the Participation Age (RPA) strategy.	Promotion of post-16 opportunities (September 2013)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2014	Mark Smith / Tom Argument
37	Support services offered to schools with high numbers of pupils on free school meals (FSM) to narrow the education gap	Identification of schools with high numbers of pupils on FSM (July 2012).	Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	March 2014	Tom Argument

OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

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

OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

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

OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

ACTIONS

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

OBJECTIVE 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

OUTCOMES

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

OBJECTIVE 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

ACTIONS

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

OBJECTIVE 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

ACTIONS

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

OBJECTIVE 5

To boost the visitor economy

OUTCOMES

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

OBJECTIVE 5

To boost the visitor economy

ACTIONS

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

OBJECTIVE 5

To boost the visitor economy

ACTIONS

	Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
70	Undertake programme of targeted account management with key tourism businesses to provide business advice.	Engage with key tourism businesses to improve communications and networks delivery (September 2012) 30 business meetings per annum (March 2013)	Indirect contribution to visitor numbers	March 2014	Jo Cole
71	Undertake a joint marketing campaign with partners and key stakeholders across the region.	2 marketing campaigns per annum with key stakeholders to raise profile of Hartlepool. (March 2013)	Visitor numbers and value of visitor economy	March 2014	Jo Cole
72	Engage with schools and colleges to raise the profile of the visitor economy to the potential new workforce through bespoke awareness raising events.	To improve the perception of sector through 2 bespoke events per annum (March 2013)	Overall employment rate	March 2014	Jo Cole
73	Deliver the Diamond Festival in Hartlepool	Event delivered (June 2012)	Visitor numbers and value of visitor economy	October 2012	Michelle Daurat

REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO

Report To Portfolio Holder

13th February 2012



Report of: Assistant Director (Regeneration and Planning)

Subject: CROWN HOUSE MANAGED WORKSPACE
FEASIBILITY RESULTS

SUMMARY

1. PURPOSE OF REPORT

The purpose of the report is to inform the Portfolio Holder of the findings of the Crown House Managed Workspace Feasibility Study and to seek endorsement of the Action Plan and proposed next steps in the development of the scheme.

2. SUMMARY OF CONTENTS

The report provides details of the aims and background of the scheme and provides a summary of the main findings of the feasibility study including the results of the financial analysis, assessment of demand and analysis of potential delivery models. The report also details a number of actions that have been prepared to guide the development of the project.

3. RELEVANCE TO PORTFOLIO MEMBER

The project falls within the remit of the Portfolio Holder as it forms a key element of the regeneration of the central area of Hartlepool.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Regeneration, Economic Development and Skills Portfolio meeting on the 13th February 2012.

6. DECISION(S) REQUIRED

The Regeneration, Economic Development and Skills Portfolio Holder is requested to:

- Note the findings of the Crown House Managed Workspace Feasibility Study.
- Endorse the action plan that has been prepared to guide the next steps in the development of the project.

Report of: Assistant Director (Regeneration and Planning)

Subject: CROWN HOUSE MANAGED WORKSPACE
FEASIBILITY RESULTS

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to inform the Portfolio Holder of the findings of the Crown House Managed Workspace Feasibility Study and to seek endorsement of the Action Plan and proposed next steps in the development of the scheme.

2. BACKGROUND

- 2.1 The Crown House site on Surtees Street has been identified as a suitable location for the development of a managed workspace facility for new and expanding Small and Medium Sized Enterprises (SME's) particularly those within the creative industries and digital media sector. The creative industries and digital media sector includes professions such as software design, computer games, electronic publishing, design, art and designer fashion among others.
- 2.2 The aim of the proposed managed workspace is to encourage business start-up and SME growth in order to raise Hartlepool's enterprise formation rates to national levels. The project offers the opportunity to capitalise on the strengths of both Hartlepool College of Further Education (HCFE) and Cleveland College of Art and Design (CCAD) through the retention of creative talent and support for graduates so that they can develop successful private sector businesses and jobs in Hartlepool. The managed workspace facility is identified in the Central Area Investment Framework as a key project in the development of an Innovation and Skills Quarter in the town centre.
- 2.3 The project is also designed to address the shortage of quality business space for SME's within the town centre which is diverting investment and demand to other competing locations. Many of the existing premises within the town are older, larger industrial premises that are not suitable for conversion.
- 2.4 The proposal for additional managed workspace on the Crown House site has been developed from the Hartlepool Business Incubation Strategy (2003) and from the recommendations of the Central Area Investment Framework (2008). The incubation strategy is a long term strategy that has led to the refurbishment of Hartlepool Enterprise Centre and the creation of the Innovation Centre at Queens Meadow.

- 2.5 The incubation strategy has had a positive impact on Hartlepool's enterprise formation rates, which in 2010 were higher than the North East average although still significantly below national rates, highlighting the need for additional support. (See figure 1 for the figures).
- 2.6 The recession significantly affected enterprise formation rates across the North East, however Hartlepool has shown some resilience in the small business market. Once the economy improves enterprise formation rates are also expected to improve therefore increasing the demand for suitable managed workspace facilities.

FIGURE 1: Enterprise Births per 10,000 16+ Pop

	2004	2005	2006	2007	2008	2009	2010
Darlington UA	45	49	41	47	46	38	35
Hartlepool UA	32	36	40	49	36	32	29
Middlesbrough UA	27	29	29	40	32	28	26
Redcar and Cleveland UA	29	30	28	41	31	28	26
Stockton-on-Tees UA	40	36	34	49	44	36	29
Tees Valley	34	35	33	45	38	32	29
North East	37	37	34	42	36	31	28
GB	61	59	52	57	54	48	47

- 2.7 Crown House was acquired and cleared in 2010 using a combination of One NorthEast Single Programme and Hartlepool Borough Council funds as part of the first phase of the development of the project.

3. FEASIBILITY STUDY

- 3.1 Ove Arup and Partners Ltd were commissioned to produce a feasibility study to assess the viability of the managed workspace proposals for the Crown House site and to identify and appraise appropriate delivery models that will ensure the long term sustainability of the centre. The feasibility work provides a number of recommendations to help determine the most appropriate scale and nature of the new workspace facilities.
- 3.2 The feasibility study completed a number of tasks including a detailed financial analysis, the identification and appraisal of appropriate public sector, private sector and joint venture delivery models, and the investigation of potential partnership opportunities with HCFE, CCAD and local universities. The potential effect on the existing workspace provision within the Borough and the likely demand for the additional managed workspace was also examined.

4. DELIVERY MODELS

- 4.1 A range of public and private sector and joint venture delivery models were examined to identify suitable ways of delivering the scheme that will minimise the financial risk and ensure the long term sustainability of the development. The identification and selection of a preferred delivery model will determine how the next stages of the project are developed.
- 4.2 The feasibility study recommends that two options should be taken forward for further investigation as they offer the most viable routes for the successful delivery of the project.
- 4.3 The first option is a public-private partnership whereby a private sector developer would finance the capital cost of the facility in return for a fixed term lease and end ownership of the asset. This would have the advantage of providing the Council with a capital receipt and would eliminate the need for Hartlepool Borough Council (HBC) to fund the capital costs of the build. HBC would however be responsible for the operational risk and management of the new facility. There has been some private sector support and interest in this model although alternative private sector delivery models may also be suitable.
- 4.4 The second option that is recommended for further investigation is a HBC led scheme in partnership with HCFE and CCAD using a combination of funding from HBC, prudential borrowing, European Regional Development Funding (ERDF) and contributions from project partners. The main advantage of this option is that HBC would have full control over the specification and management of the facility although it would also be responsible for servicing the capital repayments on the prudential borrowing. From initial discussions it is unlikely that the college's would be able to contribute towards the capital costs of the facility at the present time due to existing commitments although they would be willing to support the operational costs and to develop the project in partnership with the Council.

5. FINANCIAL ANALYSIS

- 5.1 A number of scenarios were explored to provide a greater insight into the financial aspects of the proposed development. A sensitivity analysis was also completed to examine the financial impact of occupancy levels and break even points. The analysis examined:
- A “30,000sq ft development” financed through prudential borrowing and a capital contribution from ERDF,
 - A “Capital +” option with a larger capital contribution from HBC, ERDF or a project partner
 - A smaller “20,000 sq.ft option”.

- 5.2 The financial analysis highlighted the benefits of securing a larger capital funding contribution from external sources in order to reduce the requirement for prudential borrowing. The costs of financing the prudential borrowing are the main reason why the 30,000 sq.ft option using a large amount of funding from prudential borrowing is less viable and higher risk, with a break even point of 99% lettings. The break even points for the “Capital +” model and the smaller facility would be 70% and 76% lettings respectively.
- 5.3 In order to determine the most appropriate size of development the financial analysis used figures based on a SPONS construction price information “category A” fit out, which is suitable high to reflect HCFE’s landmark building and the intended use of the premises for businesses in the digital and creative sectors. The estimated capital cost of a 30,000 sq. ft centre is £4.5m which would provide between 60 and 100 units depending upon the size and configuration of the units offered. The capital cost of a smaller 20,000 sq.ft centre would be £3.2m which could create approximately 51 units.

6. ANALYSIS OF DEMAND

- 6.1 In order to determine the potential demand for additional managed workspace within the town the feasibility study examined the existing workspace provision and the likely scale and nature of the demand.
- 6.2 The feasibility study states that the two main providers of businesses start up space in Hartlepool, Hartlepool Enterprise Centre and Hartlepool Innovation Centre have both achieved relatively high and consistent occupancy rates highlighting the strength of the market. The Innovation Centre was recently expanded with the opening of “Hub 2”. This extension of the Innovation Centre is currently performing well and is already 60% occupied despite only recently opening. The study also identifies that there is also a gap in the provision of centrally located space in Hartlepool for start-up companies and small firms. In addition the study puts forward a strong case that modern fit for purpose accommodation will be required in order to raise enterprise formation rates towards UK levels.
- 6.3 The feasibility study concludes that there is potential demand for additional managed workspace in Hartlepool, however additional analysis will be required to examine the success of CCAD’s new Creative Lodge business start up and incubator scheme and the extension of the UK Steel Enterprise Hartlepool Innovation Centre at Queens Meadow. The Creative Lodge will provide a useful barometer for the level of interest around craft and digital based entrepreneurs whilst the success of the extension of Hartlepool Innovation Centre will provide an indication of the broader demand for commercial floorspace in Hartlepool.

7. REVIEW OF BEST PRACTICE

- 7.1 A review of best practice was completed which examined a number of incubation and managed workspace facilities. This highlighted a number of factors that led to the success of similar managed workspace facilities including the provision of short term leases, below market rental values, differential rates, flexibility of space and incorporating sustainability features into the design.

8. PARTNERSHIP WORKING

- 8.1 There has been strong support for the project from both public and private sector organisations. Both HCFE and CCAD support the project and wish to work in partnership with the Council to develop the proposals. Digital City who are the hub for digital start up enterprises in the Tees Valley are keen to support the provision of dedicated space in Hartlepool for digital and creative industries. There has also been private sector interest in the scheme to help develop and deliver the proposals. Additional discussions and negotiations will be required with these organisations as the project is developed.

9. ACTION PLAN

- 9.1 An action plan has been prepared to guide the development of the project and to help determine the preferred delivery model. The priority actions include holding further discussions with HCFE, CCAD and other interested parties to explore their intentions further. Further engagement with ERDF fund managers is required to determine what potential there is for ERDF resources to contribute towards the capital costs of the scheme. The take up of space at CCAD's Creative Lodge business start up and incubation scheme and UK Steel Enterprise's Innovation Centre extension will also be monitored.
- 9.2 Officers will look to pursue these actions with a view to reporting back to the Portfolio Holder in due course.

10. FINANCIAL CONSIDERATIONS AND RISK

- 10.1 There are no financial considerations and risk at this stage as the recommendations within the Action Plan would be carried out "in-house".

11. RECOMMENDATIONS

- 11.1 The Regeneration, Economic Development and Skills Portfolio Holder is requested to:

- Note the findings of the Crown House Managed Workspace Feasibility Study.
- Endorse the action plan that has been prepared to guide the next steps in the development of the project.

12. BACKGROUND PAPERS

Creative Industries and New Digital Media Managed Workspace Feasibility Study- October 2011

13. CONTACT OFFICER

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REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO

Report to Portfolio Holder

13th February 2012



Report of: Assistant Director (Regeneration & Planning)

Subject: BUY LOCAL CAMPAIGN

SUMMARY

1. PURPOSE OF REPORT

To provide an update in respect of Hartlepool's Buy Local Campaign and proposals for its ongoing development.

2. SUMMARY OF CONTENTS

The report outlines the background and developments to date in respect of the campaign and highlights proposals to improve the scope of the campaign.

3. RELEVANCE TO PORTFOLIO MEMBER

The Buy Local campaign has been led by the Business Team within the Economic Development service of the Council and therefore falls within the Regeneration, Economic Development and Skills Portfolio.

4. TYPE OF DECISION

Non – key.

5. DECISION MAKING ROUTE

To be considered by the Regeneration, Economic Development and Skills Portfolio Holder.

6. DECISION(S) REQUIRED

The Portfolio Holder is recommended to note the overall progress of the “Buy Local” campaign and approve the proposed partnering arrangements..

Report of: Assistant Director (Regeneration & Planning)

Subject: BUY LOCAL CAMPAIGN

1. PURPOSE OF REPORT

- 1.1 To provide an update in respect of Hartlepool's Buy Local Campaign and proposals for its ongoing development.

2. BACKGROUND

- 2.1 The "Buy Local" campaign started in January 2009 at the Hartlepool Enterprise Centre when some of the traders whose business in part relied on visitors to the Centre came together to consider ways of increasing turnover. At the time, the economic downturn was beginning to have a detrimental effect across the businesses.
- 2.2 The initial group drew together a discount system including a booklet to advertise the various services on offer. In addition two open days were held leading to in excess of 100 visitors to each. The discount booklet was also circulated widely around the Town.
- 2.3 During the course of 2009, discussions took place between the Council and the owners of Middleton Grange Shopping Centre about the general state of trade. One of the areas of particular concern was the occupancy level at the Indoor Market, which was approximately 2/3rds empty.
- 2.4 This led to the development of the Indoor Market initiative as Phase 2 of the campaign which saw the introduction of new businesses to 20 empty stalls over a six month period commencing September 2009. The businesses were supported with rent and rates and the majority of them stayed after the project was completed, with only 2 traders initially leaving.
- 2.5 Responsibility then reverted to Middleton Grange Shopping Centre for the lettings although staff from the Enterprise Centre have continued to work with individuals who may be suitable new tenants.
- 2.6 Currently 7 of the initial businesses offered the opportunity to undertake the retail trial have retained their units and 7 units have been transferred to new users. Of the businesses which have left, only 2 are no longer trading. The Middleton Grange Centre Manager confirms there are presently 6/7 empty units.

- 2.7 Alongside the Indoor Market project, Hartlepool Borough Council's outdoor market was relocated in June 2010 to be closer to the Indoor Market, creating a "market quarter" feel for the Town.
- 2.8 During the intervening period, the campaign has continued to grow and a website was developed to allow businesses and consumers to register for the campaign, with various initiatives being undertaken to encourage registration including:
- A request for attendees of Hartlepool Business Awards Dinner in May 2010 to register on the site, further information was shared at the September 2010 Business Forum event.
 - Various events to enlist more consumers, including the Tall Ships, the re-launch of the outdoor market and the recently introduced weekly competition in the Indoor Market.
 - An advertising campaign through Hartlepool Mail and other local publications.
 - An agreement with Hartlepool United, for regular coverage at the football ground.

3. RECENT DEVELOPMENTS AND FUTURE PLANS

- 3.1 The initial focus of the campaign was to develop the website primarily for the retail-type businesses to link into consumers. Registered consumers have been provided with a "fob" which will allow them to benefit from offers from the suppliers.
- 3.2 There has always been a desire for the campaign to include business to business transactions and to be an aid to new start businesses across the borough. Due to limited resources, both in terms of budget and staff availability, the latter two aspects have been particularly limited.
- 3.3 However an opportunity has become available to form a partnership which will allow for a greater concentration of effort across the campaign and to allow the aspects limited to date to be developed.
- 3.4 This partnership will allow for three distinctive strands of activity:
- 3.4.1 Hartlepool Mail, utilising their recently re-introduced Gold Card scheme, will lead on the retailer/consumer aspect of the campaign. This will mean that greater staff resource can be provided to develop this aspect of the scheme and the Mail will be able to use its circulation to increase participation generally.

- 3.4.2 The Council's Economic Development Unit will concentrate on the business to business aspects of the campaign, seeking to encourage local businesses to intertrade with one another and to look at ways to ensure that local businesses are able to participate in public sector procurement.
- 3.4.3 The Federation of Small Businesses will look to develop a series of special offers which business registering with Buy Local will be eligible to receive in order to support local start up businesses.
- 3.5 The partners will also look to develop joint events centred around the "Buy Local" campaign.
- 3.6 In order to facilitate the changeover to the new arrangements, all current participants have been recommended to sign up with Hartlepool Mail and a further notification has been sent out through Hartlepool Business Forum.

4. RISK IMPLICATIONS & FINANCIAL CONSIDERATIONS

- 4.1 The introduction of partnership arrangements brings benefits to the campaign in terms of spreading the risk and allowing the campaign to become more widespread.
- 4.2 The involvement of the Hartlepool Mail will reduce the Council's need for financial support towards the campaign and allow the Council to concentrate its resource on other priority areas of service in need of support.
- 4.3 In the financial year commencing March 2010 the Council contributed approximately £6,000 to the running costs of the campaign, whilst in this financial year it is likely to be nearer £5,000.. Budget discussions for the coming financial year are ongoing and it is likely that financial support for the campaign will be significantly reduced.

5. RECOMMENDATIONS

- 5.1 The Portfolio Holder is recommended to note the overall progress of the "Buy Local" campaign and approve the proposed partnering arrangements.

6. CONTACT OFFICER

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REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO

Report to Portfolio Holder
13 February 2012



Report of: Director of Child and Adult Services

Subject: SKILLS SUPPORT FOR THE UNEMPLOYED

SUMMARY

1.0 PURPOSE OF REPORT

To inform the portfolio holder of the opportunity to tender for the European Social Fund (ESF) bid for Skills Support for the unemployed and other bids in the North East.

2.0 SUMMARY OF CONTENTS

The report sets out the background of the project and gives brief details of the bid.

3.0 RELEVANCE TO PORTFOLIO MEMBER

The report relates directly to the work of the Adult Education Service.

4.0 TYPE OF DECISION

Non key.

5.0 DECISION MAKING ROUTE

Regeneration, Economic Development and Skills 13th February 2012.

6.0 DECISION(S) REQUIRED

- 4.1** It is recommended that the Portfolio Holder note this report and approve the submission of the tender to coordinate this project.

Report of: Director of Child and Adult Services

Subject: SKILLS SUPPORT FOR THE UNEMPLOYED PROJECT

1. PURPOSE OF REPORT

- 1.1 To inform the portfolio holder of the opportunity to tender for the European Social Fund (ESF) bid for Skills Support for the unemployed and other bids in the North East.

2. BACKGROUND

- 2.1 In Late November 2011 the Skills Funding Agency (SFA) launched a new round of tendering opportunities for ESF funds. There were 3 tendering opportunities which were launched at that stage. These were
- Skills Support for the Unemployed
 - Response to Redundancy
 - Work Place Learning
- 2.2 The tenders for these bids were launched on a regional basis with only 1 contract being issued across the North East. The deadline for submission of these bids was very tight and was set at the 10th January
- 2.3 All the 12 Local Authority Adult Learning Providers in the North East came together to discuss the possibility of submitting a joint bid to run all three projects across the region.
- 2.4 After much discussion it was agreed that all 12 services would be regional partners for all three bids. It was further agreed that North Tyneside would lead on 'Response to Redundancy', Gateshead would lead on 'Work place Learning' and Hartlepool was asked to lead on the 'Skills Support for the Unemployed'.
- 2.5 The Skills support for the Unemployed is designed to give unemployed adults support and training to assist them to gain a job. The total targets for the project are shown in table 1. These targets will be allocated to each local Authority based on the unemployment figures for their area.

Table 1

Funding available to support individuals	£11,500,000
Target individual supported	7,800
Funding to support apprenticeship grants	£1,700,000
Grants awarded	1,130

- 2.6 Included in this bid is separate funding to support employers to take on apprentices. A grant of £1500 is available to each employer who employs additional apprentices as part of this project.
- 2.7 The project will be delivered by the 12 local authority Adult Learning services and other subcontractors who may be appointed if the bid is successful.
- 2.8 The Adult Education service will also be a delivery partner in the other 2 regional ESF bids.

3. FINANCIAL IMPLICATIONS

- 3.1 This project is fully funded from the Skills Funding Agency so there are no financial implications. The total amount allocated in the bid is £13.2 million over 3 years. These funds will be allocated to the other Local Authority providers according to the targets they are required to meet. There will be funds allocated within this for the management and administration of the project which will contribute to the core costs of the Hartlepool Adult Education service. Bids are expected to be announced in February and the project will commence in April 2012 and will continue until July 2015

4. RECOMMENDATIONS

- 4.2 It is recommended that the Portfolio Holder note this report and approve the submission of the tender to coordinate this project.

CONTACT OFFICER: Maggie Heaps
Adult Education Coordinator

BACKGROUND PAPERS: None