

**Hartlepool Board**  
**Friday 1 May 2026 at 9am**

**Meeting Notes**


**Attendees – Board Members:**

Iain Caldwell – Hartlepool Opportunities Partnership  
Christiana Celestine – Hartlepool Diversity Network  
Christine Eddowes – Faith Representative  
Darren Hankey – Hartlepool College of Further Education  
Cllr Pamela Hargreaves – Leader of the Council  
Haani Hasnain – Harmonised World and Vice Chair  
Carl Jorgeson – Hartlepool Sport  
Tom Legg – Cleveland Police  
Esther Mireku – NHS University Hospitals Tees  
Cllr Karen Oliver – Chair of Housing, Growth & Communities Committee  
Martin Raby – The Northern School of Art  
Juli Simons – Hartlepool Community Trust  
Matt Storey – Cleveland Police and Crime Commissioner  
Darryl Tomlinson – Cleveland Police  
Malcolm Walker – Independent Chair  
Kathryn Whittle – Thirteen  
Matt Wilton – Hartlepool Borough Council


**Other Attendees:**


Tracy Bushnall - Hartlepool Opportunities Partnership  
Scott Campbell – Hartlepool Borough Council  
Connor Kerr – Hartlepool Borough Council  
Gemma Ptak – Hartlepool Borough Council  
Adrian Spurrell - Hartlepool Opportunities Partnership  
Lisa West – Hartlepool Borough Council

<b>1.</b>	<p><b>Welcome, Introductions and Apologies</b></p> <p>Apologies had been received from Neil Atkinson, Jonathan Brash MP, Jade Bromby, Oliver Dixon, Phil Douglas, Scott Gaiety, Karen Hawkins, Sue Sharpe, Sean Smith, Mark Tilling, and Helen Wilson.</p> <p>MW noted that Esther Mireku attended as substitute for Neil Atkinson, and Tom Legg and Darryl Tomlinson attended as substitute for Helen Wilson.</p> <p>MW welcomed Matt Wilton to his first meeting of the Hartlepool Board, who then introduced himself and highlighted his role as the new Chief Executive of Hartlepool Borough Council.</p>	
<b>2.</b>	<p><b>Declarations of Interest</b></p> <p>No conflicts of interest were raised.</p>	

<p><b>3.</b></p>	<p><b>Minutes and Actions from the Last Board Meeting</b></p> <p>The minutes from the previous Board meeting were accepted as an accurate representation of the meeting.</p>	
<p><b>4.</b></p>	<p><b>Revised Terms of Reference</b></p> <p>SC stated that the proposed updated Terms of Reference were discussed and presented at the last Board. An opportunity was then provided, in advance of this meeting, for all members to comment and suggest any changes.</p> <p>SC highlighted that the new document would strengthen governance and accountability reflecting the Board’s current position as it moves into long-term delivery and oversight of investments such as Pride in Place. He clarified the changes that had been made to the Terms of Reference following comments by members which mainly focussed on emphasising the requirement for the Board to transition towards community-led delivery in line with the expectations of Government.</p> <p>CJ commented that the only outstanding change was on the term length for the Nominated Representatives and whether they should remain at two-year terms or change to three-year terms. CJ went on to say that continuity is important, and people in different roles also need sufficient time as they will be building trust with the community. The continuity would also be important due to the Board’s transition towards being community-led. GP clarified that the length of terms would be from the inception of the Board.</p> <p>CJ suggested that the length of term would be better as lasting three-years, for the purposes of stability. PH clarified that members could also be re-elected by their network/sector after the initial term which was confirmed by SC and GP. IC commented on the importance of working with the community and highlighted the importance of the Board being truly community-led. JS commented on the importance of residents being involved in the Board.</p> <p>MW then facilitated a formal vote on the proposal to change the term length to three-years in the Terms of Reference.</p> <ul style="list-style-type: none"> <li>• Those for: IC, CC, CE, DH, PH, HH, CJ, TL, EM, KO, MR, JS, MS, MW, KW and MWi</li> <li>• Those against: None.</li> <li>• Those abstaining: None</li> </ul> <p>The proposal was approved unanimously. MW then facilitated a formal vote on approving the proposed Terms of Reference, incorporating the agreed term-length change.</p>	 <p>Terms of Reference.pdf</p>

	<ul style="list-style-type: none"> <li>• Those for: IC, CC, CE, DH, PH, HH, CJ, TL, EM, KO, MR, JS, MS, MW, KW and MWi</li> <li>• Those against: None.</li> <li>• Those abstaining: None</li> </ul> <p>MW confirmed that the vote has been unanimously approved and the updated Terms of Reference are now in place for the Hartlepool Board.</p> <p><b>ACTION:</b> The updated Hartlepool Board Terms of Reference to be uploaded to the relevant page on the HBC Website.</p>	
<p><b>5.</b></p>	<p><b>Communications Subgroup Progress Update</b></p> <p>CK provided an update on progress made by the Board’s Communications Subgroup. He reported that three meetings have taken place to date, with strong engagement from members. The Subgroup has agreed three priority proposals which, subject to Board approval, would be progressed.</p> <p>The first proposal is to develop a standalone micro-website for the Pride in Place Programme and the Hartlepool Board. The Council has offered to lead on development using the Jadu platform. The site would sit external of the main HBC website, with its own domain. Administrative access would be granted to representatives such as HOP to enable ongoing updates. If approved, a scoping session would take place with members of the Communications Subgroup. The only financial cost would be if there are any specialist modules which need developing following the scoping session with the Subgroup.</p> <p>The second proposal relates to wider communications support for the Board. The Council has offered to continue to lead programme-level communications, such as project updates, through the Council’s Communications Team. However, a gap has been identified in community-level communications, particularly around sharing positive stories and keeping residents informed about local activity. This was highlighted as a key cross-cutting priority during the recent Innovation Days. To address this, it is proposed that community-level communications be commissioned to a local PR provider, with an indicative budget of £10k. A specification would be developed by the Subgroup.</p> <p>The third proposal relates to Place Branding. CK provided background on the work undertaken to date, including the place brand readiness report prepared by CT Consults and previously presented to the Board. This is critical and goes beyond logos/slogans to identify a unique, authentic narrative that drives economic growth, tourism, and community identity for Hartlepool. Options for progressing this work are being</p>	

	<p>explored and would be brought for approval by the Communications Subgroup.</p> <p>HH queried if the website would be managed by the Council. CK stated that this is still to be decided but wider organisations such as HOP would have a key role in managing and providing the content for the website. KW stated her support for the proposals and the key role of the Place Brand.</p> <p>Board Members agreed for the Communications Subgroup to progress with all three proposals. Regular updates will be brought back to the Board by CK.</p>	
<p><b>6.</b></p>	<p><b>Leveraging Investment</b></p> <p>SC delivered a presentation on how Pride in Place and the Regeneration Plan can be used to unlock wider investment into the borough. It was recognised that Pride in Place funding alone will not deliver the scale of impact required for local communities in Hartlepool.</p> <p>The presentation highlighted that the Regeneration Plan has been designed to complement existing investment and act as a catalyst for further funding. There was already strong momentum, including the Impact Fund, Play Area Funding, and the emerging Investment Zone Crime &amp; Safety Funding.</p> <p>SC outlined a structured approach to leveraging additional investment across public, private, and philanthropic sectors, ensuring alignment with local, regional, and national policy priorities. It was emphasised that investment should not be viewed solely in financial terms, but also in relation to social value, partnerships, assets, and in-kind contributions. A key proposal will be the development of a Hartlepool Investment Prospectus. This would translate the Regeneration Plan into clear strategic investment priorities, including a set of year 1 objectives. It would also provide the framework for launching Pride in Place Calls for Proposals in Autumn 2026.</p> <p>To support this approach, it was proposed that a Leveraging Investment Subgroup be established. The subgroup would coordinate investment activity, build partnerships, and maximise opportunities aligned with the Regeneration Plan. SC asked Board Members to:</p> <ul style="list-style-type: none"> <li>• Agree that leveraging additional investment is central to delivering the Regeneration Plan and to the Board's role as Hartlepool's Local Strategic Partnership.</li> <li>• Approve development of an Investment Prospectus including the approach to setting Year 1 investment objectives and launching Calls for Proposals.</li> </ul>	 <p>Leveraging Investment Slides.pdf</p>

	<ul style="list-style-type: none"> <li>• Approve establishing the Leveraging Investment Subgroup, with a clear purpose, objectives, and an open invite for members to join this Subgroup.</li> </ul> <p>PH noted the importance of ensuring the right stakeholders are involved to avoid duplication, emphasising the need for alignment, coordination, and effective partnership working. She highlighted ongoing discussions, including those relating to Middleton Grange Shopping Centre, and the importance of engaging wider partners such as HDC.</p> <p>PH also stressed the importance of embedding social value within the investment approach. KO supported this, noting that investment should not just be financial but also reflect Corporate Social Responsibility. GP added that the Community Power theme incorporates Community Wealth Building and highlighted opportunities for joint procurement, which should be explored by the proposed Subgroup.</p> <p>CJ commented that Community Power was not explicit within the presentation. CJ added that the Innovation Days created some suggestions for funding that were not expensive but would provide meaningful impact for communities. MR commented on the difficulty of joint procurement, from his own experience from a college/educational perspective. MR volunteered to join the Investment Subgroup.</p> <p>DT emphasised the importance of a strong Chair for the subgroup, clear communication, and shared actions. IC asked that the community-led focus of the Board be reflected in the Investment Prospectus and Subgroup.</p> <p>Subject to incorporating the points raised, Board Members agreed to progress the approach to leveraging investment as a core function of the Board. They also agreed to the development of a Hartlepool Investment Prospectus and establishing the Levering Investment Subgroup. Finally, members agreed the proposed approach to setting Year 1 strategic investment objectives and the timeline/process for then launching Open Calls for Proposals.</p> <p><b>ACTION:</b> The date for the first Investment Subgroup will be shared so relevant representatives can attend and invites will be sent to those who have already volunteered at Board.</p>	
7.	<p><b>Shaping a Community-Led Model for Hartlepool</b></p> <p>IC presented on shaping a community-led model for Hartlepool, highlighting that Pride in Place represented a £20million investment into community-led regeneration.</p>	 <p>HOP Slides.pdf</p>

He outlined the next steps in developing this model, based on the principles of Asset-Based Community Development (ABCD), with a focus on building on existing community strengths and assets. HOP is proposing the establishment of an initial three Neighbourhood Forums (North, South & Central) to provide a core participation structure for residents and communities. These forums would meet quarterly and involve 20–30 representatives, alongside local leaders, anchor institutions, and public service partners. The forums are intended to support community leadership and provide a direct link into the Hartlepool Board.

IC also set out a proposed engagement framework, based on a continuous cycle of listening, co-design, proposal development, learning, and adaptation. This approach would be embedded by HOP as part of their commissioned work and is structured across three layers:

- Layer 1 – Community: Engagement with residents, volunteers, and grassroots groups through listening activity and informal, pop-up engagement.
- Layer 2 – Associational: Involvement of charities, faith groups, and social enterprises to develop practical, community-led solutions.
- Layer 3 – Advisory: Strategic partners working to align priorities, funding, and delivery with community-led approaches in Hartlepool.

The presentation emphasised the requirement for the Board to transition to a fully community-led delivery model by 2028/29, in line with Government expectations. IC also suggested that Board Members undertake neighbourhood visits together to better understand local communities and gain insight into different areas of Hartlepool.

EM commented that the ABCD approach is a great model, and that County Durham has had a similar model for the past ten years, which has been successful with communities. The approach has been embedded at a ward-level through Durham's Area Action Partnerships.

KO asked if the model included repurposing empty buildings. GP commented that this came through strongly in Innovation Days, but that some asset mapping needs to be done around this, as some buildings are in a state of disrepair, and would require a lot of funding for this to happen.

JS suggested that Sheila Peers, who was involved in similar work in County Durham and now resides in Hartlepool, could be a valuable contributor to the programme. CJ highlighted the concept of "walking quests", where children are encouraged to visit and experience different parts of the

	<p>town, such as the waterfront, to build connection with local places.</p> <p>MW queried the proposed timescales. IC confirmed that a meeting will take place later today to finalise dates for the first Neighbourhood Forums. JS also offered to organise and host neighbourhood walk sessions for any Board Members.</p>	
<p><b>8.</b></p>	<p><b>Programme Update</b></p> <p>IC presented the HOP 2025/26 Progress Report, which had been requested by Board Members at the last Board. He highlighted the impact of HOP's work over the last 12 months, noting that over 150 VCSE Organisations have been engaged and supported. As a result, these groups have collectively secured more than £61,000 in external funding to benefit communities across Hartlepool. IC also reported the recent establishment of a Hartlepool Volunteer Network. IC summarised the report, including a breakdown of financial expenditure and recent changes to governance arrangements. This included the appointment of Adrian Spurrell as the new Chair of HOP.</p> <p>SC informed the Board of an upcoming visit from Cormac Russell on 4 and 5 June. Cormac is an internationally recognised leader in Asset-Based Community Development, and it is a recognition of the progress of this Board that he has agreed to come to Hartlepool.</p> <p>Cormac would facilitate a whole-system workshop from 9:30am to 12:00 on Thursday 4 June at Hartlepool College of FE. He will then also present on the afternoon at the next Hartlepool Board. SC highlighted the strong evidence base supporting the ABCD approach, including a recent report from Leeds Beckett University examining over a decade of work in Leeds. The report found that for every £1 invested in ABCD, £36.90 of social value was generated for Leeds.</p> <p><b>ACTION:</b> Members will receive an invite to the whole-system workshop on Thursday 4 June 2026.</p>	
<p><b>9.</b></p>	<p><b>Any Other Business</b></p> <p>None</p>	
<p><b>10.</b></p>	<p><b>Date and Time of Next Meeting</b></p> <p>The next meeting is on Thursday 4 June 2026 from 2.30pm to 4pm, at the National Museum of the Royal Navy.</p>	