

**JOINT MEETING OF
FINANCE AND POLICY COMMITTEE
AND
REGENERATION SERVICES COMMITTEE
AGENDA**



Friday 9 September, 2016

at 11.30 am

**(or at the conclusion of the Regeneration Services Committee,
which commences at 9.30 am, whichever is the later)**

**in the Council Chamber,
Civic Centre, Hartlepool.**

MEMBERS: FINANCE AND POLICY COMMITTEE

Councillors C Akers-Belcher, Barclay, Beck, Clark, Cranney, Hind, James, Loynes, Moore, Thomas and Thompson.

MEMBERS: REGENERATION SERVICES COMMITTEE:

Councillors S Akers-Belcher, Barclay, Cranney, Hunter, Lindridge, Loynes and Thompson

- 1. APOLOGIES FOR ABSENCE**
- 2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
- 3. BUDGET AND POLICY FRAMEWORK ITEMS**

None.

4. KEY DECISIONS

- 4.1 Development of the Managed Workspace for the Creative Industries Sector (13-17 Whitby Street) – *Director of Regeneration and Neighbourhoods*

5. OTHER ITEMS REQUIRING DECISION

None.

6. ITEMS FOR INFORMATION

None.

7. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT



JOINT FINANCE & POLICY COMMITTEE AND REGENERATION SERVICES COMMITTEE REPORT

9th September 2016



Report of: Director of Regeneration and Neighbourhoods

Subject: DEVELOPMENT OF THE MANAGED WORKSPACE
FOR THE CREATIVE INDUSTRIES SECTOR (13-17
WHITBY STREET)

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision (test (i)). Forward Plan Reference No. RN25/16.

2. PURPOSE OF REPORT

2.1 The purpose of the report is to seek approval for the development of managed workspace in the former GPO building on Whitby Street aimed at the creative industries sector.

3. BACKGROUND

3.1 As reported to the Finance and Policy Committee on 14th March 2016 the creation of a creative industries managed workspace facility forms the primary justification for the £5.5m Local Growth Funding award for the Innovation & Skills Quarter (ISQ) Project due to the potential the project has for job creation, business creation and the opportunity to enhance enterprise formation rates in Hartlepool.

3.2 On 14th March 2016 the Finance and Policy Committee approved that officers could proceed with the purchase of 13-17 Whitby Street, funded through the Local Growth Fund. This was duly completed by 31st March 2016. The Committee approved further development and design work to RIBA Stage 3 and this has now been completed.

3.3 Planning permission is a prerequisite of the Local Growth Fund due diligence process; therefore, a planning and listed building consent application has now been submitted for the scheme. It is anticipated this will be determined by October 2016.

- 3.4 On 14th March 2016 the Finance and Policy Committee approved the completion of the due diligence process with Tees Valley Unlimited to fund the renovation and extension of the former GPO building. The business case is currently being developed and will be submitted by 31st October 2016.
- 3.5 The development of specialist workspace accommodation will provide an offer for the creative industries sector that is not currently available in Hartlepool. Cleveland College of Art & Design (CCAD) currently has around 30 graduates each year who go straight into self employment and start up their own businesses; this figure is expected to rise in line with increasing numbers of graduates over the next 5-10 years. At present there is a lack of suitable bespoke start up accommodation to keep graduates in the area.
- 3.6 CCAD have provided evidence of the need to retain graduates rather than leaving to start up businesses elsewhere. The regional centre for design based businesses is Newcastle where a lot of bespoke accommodation provision is available. CCAD holds graduate tracking data which highlights significant loss of their graduates to Newcastle.

BUSINESS START UP RATES

- 3.7 Overall business start-up rates have improved in Hartlepool in recent years. Hartlepool has consistently outperformed the Tees Valley and North East start up rates. The last currently available 2 years performance is shown in Table 1 below. In order to achieve parity with GB business formation rates, Hartlepool requires a further 21% increase in its annual business start ups. This equates to an additional 14 births per 10k head of population, which equates to 509 births in total each year.
- 3.8 Hartlepool's business stock per 10,000 has also consistently outperformed the North East rate and is converging on the Tees Valley rate, but there remains a significant gap with the GB rate. Currently this stands at 23%. In terms of absolute numbers Hartlepool's business stock per 10k head of population would need to increase from 405 to 509, in order to achieve a total business stock of 3,814 that would match the GB level. Table 2 shows the number of businesses per 10,000 of population for the most recently available periods 2013 and 2014.

Table 1 - The number of new business start-ups per ten thousand of the population who are aged 16+.

Area	2013		2014		Change
	Per 10,000	Number	Per 10,000	Number	
Hartlepool	47	355	54	405	+ 50
Middlesbrough	48	530	49	540	+ 10
Stockton	55	850	58	905	+ 55
Darlington	48	405	47	405	-

Redcar	43	480	42	470	- 10
Tees Valley	49	2,620	51	2,725	+ 105
North East	45	9,685	45	9,650	- 35
Great Britain	68	341,630	68	345,780	+ 4,150

Source: Business Register and Employment Survey (2015)

Table 2 - Number of business currently operating per ten thousand of population aged 16+.

Area	2013		2014		Change
	Per 10,000	Number	Per 10,000	Number	
Hartlepool	307	2,305	328	2,455	+ 150
Middlesbrough	273	3,020	293	3,245	+ 225
Stockton	346	5,390	365	5,705	+ 315
Darlington	354	3,015	368	3,140	+ 125
Redcar	276	3,055	289	3,210	+ 155
Tees Valley	312	16,785	330	17,755	+ 970
North East	307	65,890	319	68,775	+ 2,885
Great Britain	473	2,392,965	489	2,495,650	+ 102,685

Source: Business Register and Employment Survey (2015)

- 3.9 At present the 5 year new business survival rate for Hartlepool (April 2014) was 34.8% against the national figure of 41.8%. This highlights the need for additional support to improve new business survival rates in Hartlepool.

CREATIVE INDUSTRIES STRATEGY

- 3.10 In 2014 a Creative Industries Strategy was published. This proposed development of a creative industries business cluster within the Church Street area of Hartlepool, building on the academic resources of Hartlepool College of Further Education and CCAD.
- 3.11 The Strategy recognised that the Church Street area has the potential to boost the town's future economic growth. The learning-base and student activity generated by Hartlepool College of Further Education (HCFE) and CCAD are cornerstones of economic activity in Hartlepool. Their central location, operation and areas of expertise across the creative industries sector, provides growth opportunities for the town.
- 3.12 The Strategy highlighted that one of the main obstacles to the growth of the creative industries in Tees Valley is the lack of bespoke business accommodation. It identified that the Tees Valley has a growing creative industries sector ranging from established creative and digital media businesses to sole traders who need suitable accommodation.
- 3.13 Hartlepool has a supply of creative talent generated from both HCFE and CCAD. The strategy recommended that Hartlepool should capitalise on its

education and skills resource and draw upon the creative talent from the two institutions so as to develop creative cluster, with an emphasis on supporting entrepreneurship.

- 3.14 The Strategy confirmed creativity can be at the heart of a new identity for Hartlepool as well as a key driver for the physical regeneration of the Church Street area. The goal is to build a creative commercial district that can become an economic driver for the town.

MANAGED WORKSPACE FEASIBILITY STUDY

- 3.15 In order to inform proposals for a managed workspace facility a detailed feasibility study was completed in early 2016. The Study looked at the economic, policy and strategy context, supply and demand for small business space in Hartlepool and the Tees Valley, together with the availability and suitability of properties in the area.
- 3.16 The Study's main conclusions were that:
- a. There is a reasonable prospect of demand for additional new high quality Small and Medium size Enterprise workspace in the town centre.
 - b. A facility which meets the needs of creative sector businesses but which also provides accommodation for start-ups and micro/small businesses in other sectors, would improve the chances of achieving a viable operation.
 - c. A new workspace facility could in itself be a key driver of footfall and could assist to underpin the branding, identity and profile of Church Street as a new Innovation and Skills Quarter.
 - d. This type of facility would not be delivered by the private sector without public sector funding support in this location in this market and there is a clear rationale for Council/Local Enterprise Partnership intervention as a result.
 - e. Whilst there is a considerable amount of commercial property on the market in the area, only one was found to be both suitable and available, the former Post Office (more recently Zeus nightclub) 13 -17 Whitby St.
- 3.17 The Feasibility Study was positive about potential demand but all regeneration projects carry some level of risk including the level of demand for the facility. The Study judged that on balance the benefits of developing the managed workspace building outweigh the risks.
- 3.18 The new businesses created within the managed workspace will form a pipeline that can be fed into future 'move on' accommodation elsewhere within the ISQ to create a new and sustainable role for the Church Street area.

4. 13-17 WHITBY STREET

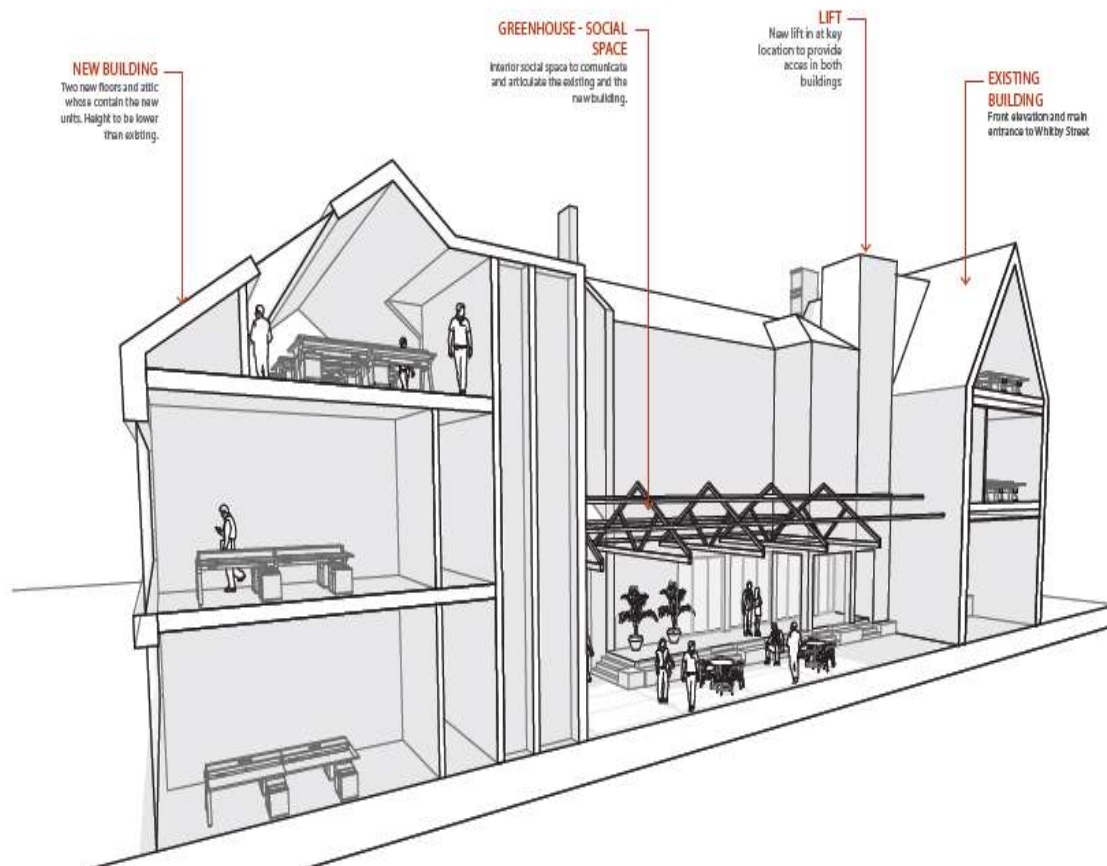
- 4.1 The former Grade II Listed Post Office at 13-17 Whitby Street was purchased using Local Growth Fund in March 2016 following a detailed due diligence process scrutinised by Tees Valley Unlimited.
- 4.2 Detailed designs and costs have now been produced for 13-17 Whitby Street. The property while suitable for the intended use in terms of its size, location and character, will require substantial conversion, renovation and extension to create bespoke managed workspace. The existing building is able to be converted and has the flexibility to provide a layout including large workshop areas to suit the needs of artists and other creative sector businesses.
- 4.3 To make the operation of the managed workspace financially sustainable the Feasibility Study recommended a new build extension attached to the existing building to provide the critical mass of required space.
- 4.4 The character of the building will be attractive to creative businesses. During consultations with CCAD, they have confirmed it is the type of building that their graduates will utilise when starting up a business. The final design of the building will enhance the uniqueness of the offer to start up businesses and will provide the ISQ with a central hub of creative industry activity which could lead to further growth of that sector in the area. The benefits of clustering a group of creative industry businesses within one building include the opportunity to collaborate on commissions as well as ease of access to general business advice. A communal area within the renovated building will be created to encourage collaboration.
- 4.5 An architect has produced design proposals that conserve the older existing structure of the former GPO and its Grade II listing. This has been carried out in consultation with the Council's Planning Services Team.
- 4.6 The external elevations and window openings have been preserved in the proposed design. The refurbishment will conserve the existing building fabric by repairing some of the external features and restoring the sash windows. The architect has adhered to the principles of retaining as much of the existing building and its features as possible; leaving internal walls exposed; and raising floors so that services will be out of sight to fully make use of the space provided.

Drawing 1 – Proposed Streetview



- 4.7 The original, single-storey sorting office to the rear of the building has previously been extended to include a toilet block for the former nightclub use. This part of the building will be demolished so that the original elevation of the sorting office is reinstated and replaced with a two storey new build and attic extension.
- 4.8 Total units for start up businesses within the whole building - including the extension space - are between 28-31 (depending on sub division of units). There will also be 2 meeting rooms. In total there will be 17,412 sqft of lettable space. The social space has been designed innovatively to link the existing building with the proposed newbuild extension.

Drawing 2 – Proposed Section



Drawing 3 – Proposed Newbuild Extension



- 4.9 The contemporary and relatively simple new-build extension will create a new frontage linking Hope Street and Exeter Street. The ground floor will be fully glazed expressing the internal use. A raised perimeter and border will offer a degree of privacy and protection to the users of the ground floor units.
- 4.10 The open and visible uses at ground floor level will help to animate the street frontage bringing life and activity to what might otherwise have been perceived as a back elevation. Rainwater gutters and downpipes are concealed, to provide clean building lines in contrast to the existing Victorian Building. The attic storey will be top lit with opening roof lights not visible from the street level. Rainproof cladding has been designed by the architect in a varied copper panelling that contrasts clearly with the existing building and offers a modern, contemporary finish.
- 4.11 A design workshop was held with the stakeholders including CCAD prior to completion of the final design. The proposed design concept will be put on display in the Art Gallery for a number of weeks for the public to view. An exhibition will also be held for students within the CCAD to help market the managed workspace to prospective future tenants.

5. PARTNERSHIP WITH CLEVELAND COLLEGE OF ART & DESIGN

5.1 A partnership has been formally agreed with CCAD via a Service Level Agreement. This is shown in **Appendix A**. Under the terms of the agreement.

- CCAD will refer and support their graduates in starting up a business within the managed workspace.
- CCAD will promote and develop an official referral system.
- The Alumni of the college will be targeted via emails and brochures in order to inform previous graduates of the managed workspace and the services it offers.
- CCAD will undertake monthly mentoring surgeries within the managed workspace and run creative industries lectures and events every two months.
- CCAD will offer tenants access to specialist printing and photography equipment, and design / film studio space at cost prices.
- CCAD will use industry and business networks to develop the creative industries concept and generate further interest in the managed workspace.
- CCAD will create business support activity in collaboration with the managed workspace and the Art Gallery, including open studio days and training sessions.
- CCAD will provide the start up businesses within the managed workspace facility with paid work and commissions where possible.

5.2 The unique selling point for CCAD students studying the new Digital & Marketing Degree at the Municipal Building (a dedicated design studio building) is that they will have the opportunity to start a business within the managed workspace building once they graduate. CCAD will aim to maximise the supply of graduate start up businesses for the managed workspace building. This will be an important contribution to the success of the facility and the ISQ and, in turn, the managed workspace will provide an enhanced offer to help attract students and enable CCAD to expand.

5.3 The Council has already set up a creative hub facility within Hartlepool Enterprise Centre to begin the process of stimulating student interest in self employment.

6. RISK IMPLICATIONS

- 6.1 In order to operate the managed workspace building it is intended to draw upon the expertise of the Economic Regeneration Team which runs the Hartlepool Enterprise Centre (HEC) and already provides general business space for SMEs. The experienced support team will transfer their skills to cover the new managed workspace building ensuring the new facility achieves the desired occupancy levels and support. One member of staff has been budgeted for in the business plan to provide full time on site support to the operation of the new building.
- 6.2 There is a potential risk of displacement from the HEC. This will be mitigated by the single management arrangement and by targeting business start ups from the creative industries sector. This will include a lot of referrals directly from the two colleges, whilst HEC will be aimed at general business start ups and will provide different type of offer. The new managed workspace will also differ significantly in the type of accommodation that is offered. HEC largely provides standard office and workspace that meets the needs of a range of sectors; however, the proposed new managed workspace has been specifically designed to meet the needs of creative sectors, providing dedicated studio space that will be delivered through a specialised fit out.
- 6.3 The building was acquired using Local Growth Funding. If the project does not proceed the Council would be required to repay the funding to Tees Valley Combined Authority.
- 6.4 There is a risk of an operating budget shortfall in the first two years, until such time as occupancy and income from letting units has reached the level where these can fully meet the costs of running the facility; it is therefore recommended that this risk should be noted in the MTFS and that performance should be monitored and take steps to mitigate the risk if it begins to change.

7. FINANCIAL CONSIDERATIONS

- 7.1 The capital cost of the scheme is being met from the Local Growth Fund (LGF) grant.
- 7.2 A detailed cost reporting exercise using quantity surveyors and an architect has now been carried out. The cost report is based on a RIBA Stage 3 building design and details the estimated construction costs for the proposed extension and refurbishment of the former post office building. The total construction cost is set out in **Confidential Appendix B. This item contains exempt information under Schedule 12A Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 namely (para 3), Information relating to the financial or business affairs of any particular person (including the authority holding that information).** During the next stage of procurement further value engineering opportunities will be

explored. The construction costs and associated fees are to be funded from the Local Growth Fund. The release of the funds will be subject to the successful completion of the next phase of due diligence with Tees Valley Unlimited.

- 7.3 As previously reported to the Finance and Policy Committee, on 14th March 2016, there will be a potential revenue cost of approximately £95,000 for the first 2 years of operation, starting in 2018/19, until occupancy reaches a level where income from letting the units is sufficient to meet the costs of operating the facility. It is planned to create a specific risk reserve over the period 2016/17 to 2017/18 by managing the department's budget and grant regimes in order to mitigate this risk. These proposals will be included as a specific recommendation in the next MTFS report to be referred to Council.

8. LEGAL CONSIDERATIONS

- 8.1 Tees Valley Unlimited has indicated that if the project does not proceed as planned they would claw back the acquisition costs already provided from the Local Growth Fund. The detailed feasibility and design work undertaken to date and ongoing discussions with TVU about the progress of the project will increase chance of success at due diligence and unlock the Local Growth Funds required to refurbish the building.

9. CHILD AND FAMILY POVERTY

- 9.1 There are no child and family poverty implications relating to this report.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

- 10.1 The design of the building will be compliant with the Equality Act 2010.

11. SECTION 17 OF THE CRIME AND DISORDER ACT 1998 CONSIDERATIONS

- 11.1 The development of 13-17 Whitby Street will remove a large vacant building and reduce the opportunity for crime and anti-social behaviour.

12. STAFF CONSIDERATIONS

- 12.1 In order to achieve efficiencies across HEC and 13-17 Whitby Street the Economic Regeneration Team staff will operate both sites in order to reduce overheads including staffing costs.

- 12.2 However, It is currently proposed one new member of staff will be a dedicated resource for the managed workspace building and will coordinate activities and operation within the facility.

13. ASSET MANAGEMENT CONSIDERATIONS

- 13.1 The Estates & Regeneration Team will manage the building until the new facility is operational and an alarm system has been fitted alongside regular property inspections.

14. RECOMMENDATIONS

- 14.1 The Finance & Policy and Regeneration Services Joint Committee is recommended to:
- (i) To note the future receipt of LGF grant and approve the implementation of the proposed development of 13-17 Whitby Street in order to create a managed workspace aimed at the creative industries sector.
 - (ii) To note that whilst the managed workspace will be specifically targeted at creative industries businesses this policy will be reviewed regularly, and, if required the eligibility for entrance will be extended to other sectors to ensure the building remains fully occupied.

15. REASONS FOR RECOMMENDATIONS

- 15.1 The proposed managed workspace is a key part of the Creative Industries Strategy and the ISQ element of the Hartlepool Regeneration Masterplan. The managed workspace will be a catalyst to develop an active cluster of creative industries which will improve the enterprise formation rates of Hartlepool.
- 15.2 The renovation of this property for the managed workspace will bring a vacant listed building back into use in a way which should secure its long term future.
- 15.3 The implementation of the managed workspace project will in combination with the £1.2m Heritage Lottery Funding make a very significant contribution to the realisation of the aims of the Regeneration Masterplan.
- 15.4 Utilising the existing experience of the business support and management arrangements at HEC will help to ensure the building achieves the desired business support and occupancy whilst also enhancing the 'value added' of the HEC team and the cost effectiveness of the new centre.

- 15.5 Developing the facility will encourage graduates from the colleges to remain within Hartlepool and start up their new businesses with the added benefit of the enhanced support from the Council and CCAD.
- 15.6 The primary focus of the managed workspace will be to facilitate the emergence of creative industries in Hartlepool. However, there will be scope to widen eligibility to other sectors if demand from creative's is slow to emerge.

16. BACKGROUND PAPERS

- 16.1 "Hartlepool Innovation & Skills Quarter, Cleveland College of Art & Design, Local Authority Partnership Service Level Agreement", July 2016.
- 16.2 Finance and Policy Committee Report, 14th March 2016, "Managed Workspace Creative Industries".
- 16.3 Cushman and Wakefield, February 2016, "Church Street Managed Workspace Study".
- 16.4 Joint Finance and Policy and Regeneration Services Committee Report of 23rd November 2015, "Hartlepool Regeneration Masterplan".
- 16.5 Regeneration Services Committee Report of 28th August 2015, "Innovation and Skills Quarter: Project Management Plan".
- 16.6 Regeneration Services Committee Report of 15th January 2015, "Regeneration of Church Street: Environmental Improvements and the Creation of Workspace / Incubation Space".
- 16.7 Rubicon Regeneration, March 2014, "Creative Industries Strategy".

17. CONTACT OFFICER

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SERVICE LEVEL AGREEMENT WITH THE CLEVELAND COLLEGE OF ART AND DESIGN:**Hartlepool Innovation & Skills Quarter
Cleveland College of Art & Design
Local Authority Partnership
Service Level Agreement**

This document is designed to establish the key principles of an ongoing working relationship between Cleveland College of Art & Design and Hartlepool Borough Council. Mutual objectives designed to build the creative industries sector are set out together with planned service delivery tailored to meet these shared objectives. The agreement establishes the commitment of Cleveland College of Art & Design to operate and deliver services within Hartlepool's Innovation & Skills Quarter; and in partnership with Hartlepool Borough Council to the benefit of Hartlepool and the wider Tees Valley.

1 Parties

This agreement is between Cleveland College of Art & Design (CCAD) and Hartlepool Borough Council (HBC).

2 Financial contributions

The agreement covers the on-going activities of both organisations to support the Innovation & Skills Quarter in order to maximise the opportunities for the creative industries sector. There is no reciprocal payment involved, with each party covering its own costs. The amount of funding support allocated is not specific but on-going contribution to develop the Innovation & Skills Quarter is expected.

3 Objectives**Objective 1**

To provide specialist business support for start up and growing SMEs in Hartlepool's Innovation & Skills Quarter (ISQ), especially those coming from the FE/HE sectors, including, providing mentoring surgeries, specialist events and lectures within the managed workspace facility.

Objective 2

To support the creative industries sector within the ISQ through providing a referral system for graduates to enter the managed workspace facility and to use links with the wider industry to maintain the development of the ISQ concept in Hartlepool.

Objective 3

To raise awareness of enterprise opportunities of the ISQ with business linked activities including working with the Art Gallery to hold events and open studio days.

4 Roles

Objective 1

To provide specialist business support for start up and growing SMEs in Hartlepool's Innovation & Skills Quarter.

- HBC – operate the ISQ managed workspace facility to provide start up business units for graduate from CCAD and FE/HE sectors; to provide a 1FTE member of staff to run the managed workspace facility; to promote the ISQ opportunity; to communicate creative industries sector initiatives to key partners; and, to work closely with CCAD on any opportunities.
- CCAD - undertake mentoring surgeries at the managed workspace facility every month; and, run creative industries lectures and events within the managed workspace facility every two months. Look into the potential of specific financial support to graduate start up businesses within the managed workspace facility. Where practical and reasonable to offer tenants of the facility access to printing and photography equipment, and also design / film studio space at cost prices.

Objective 2

To support the creative industries sector within the ISQ.

- HBC – to utilise available public resources such as Local Growth Funding and Heritage Lottery Funding to develop the ISQ area and improve the public realm.
- CCAD – to provide an official referral system and promotion of the managed workspace facility for all students & graduates. To use industry and business networks to develop the ISQ concept and generate further interest in the managed workspace facility in particular. The unique selling point of the CCAD students accessing the new Digital & Marketing Degree at the Municipal Building (dedicated design studio building) and then having the opportunity to start a business in the managed workspace building will be marketed and emphasised in appropriate formats. CCAD will also endeavour to maximise the supply of pre-lets for the managed workspace building, which will be an important contribution to the success of the facility and the ISQ.

Objective 3

To raise awareness of enterprise opportunities of the ISQ.

- HBC – facilitate creative industries activities within the managed workspace facility and Art gallery. To actively promote the ISQ concept at every opportunity and to operate the managed facility in a sustainable fashion. To let out meeting rooms and the communal space of the managed workspace to create additional revenue income.
- CCAD – create and deliver a range of activities to raise awareness, and to follow up on all resulting enquiries, including but not limited to pre-start support for the managed workspace facility. Create business linked activity in collaboration with the managed workspace facility and the Art Gallery, including open studio days, training sessions. CCAD to provide the start up businesses within the managed workspace facility with paid work and commissions where possible.

5 Potential Outcomes

The overall targets for the project after 3 years of operation are listed as:

- To support the creation of 100 new jobs within the managed workspace facility.
- To support up to 33 start up businesses within the managed workspace facility.
- To support up to 30 graduates per year in starting up a business within the ISQ.
- Average turnover of cluster businesses.
- Increase perception of Hartlepool as a 'creative' place to do business.

6 Monitoring and Reporting

CCAD to provide statistics on an annual basis showing the number of graduates/start up businesses they have encouraged in the ISQ and the managed workspace facility.

HBC to provide statistics on annual basis on the number of overall creative industries businesses that are utilising the managed workspace facility; and, also on the overall progress of the wider ISQ project.

7 Communication

Both organisations will operate an open approach to communication, with all communication being dealt with as quickly as possible.

On a strategic basis, contact will be made regularly between the key contacts from either party, identified as –

- A Steinberg / Richard Harrison - HBC
- Pat Chapman – CCAD

The naming of the managed workspace facility will be agreed between HBC and CCAD.

8 Review

Performance against this agreement will be formally reviewed after the first 6 months, then on an annual basis. Progress will be agreed between both parties and reported to the HBC Regeneration Services Committee and the CCAD Management Board.

9 Conflict Resolution

In the first instance, all issues should be raised directly with Denise Ogden (HBC Director of Regeneration & Neighbourhoods) and Martin Raby (Principal & Chief Executive of CCAD) for resolution. If this cannot be achieved, the issue can be escalated through to the HBC Regeneration Services Committee. Modifications to this agreement can be made only through the agreement of both parties