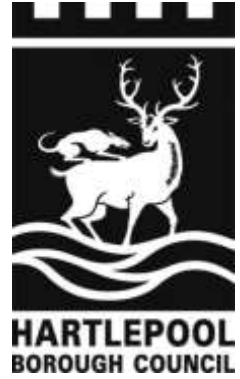


REGENERATION SERVICES COMMITTEE AGENDA



Wednesday 20 January 2021

at 10.00 am

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

PLEASE NOTE: this will be a 'remote meeting', a web-link to the public stream will be available on the Hartlepool Borough Council website at least 24 hours before the meeting.

MEMBERS: REGENERATION SERVICES COMMITTEE

Councillors C Akers-Belcher, Brown, Cassidy, Lindridge, Loynes, Marshall and Smith

- 1. APOLOGIES FOR ABSENCE**
- 2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
- 3. MINUTES**
 - 3.1 Minutes of the meeting held on 23 July 2020 (*previously circulated and published*).
- 4. BUDGET AND POLICY FRAMEWORK**

No items
- 5. KEY DECISIONS**

No items

CIVIC CENTRE EVACUATION AND ASSEMBLY PROCEDURE

In the event of a fire alarm or a bomb alarm, please leave by the nearest emergency exit as directed by Council Officers. A Fire Alarm is a continuous ringing. A Bomb Alarm is a continuous tone. The Assembly Point for everyone is Victory Square by the Cenotaph. If the meeting has to be evacuated, please proceed to the Assembly Point so that you can be safely accounted for.

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Towns Fund – Hartlepool Town Investment Plan - *Assistant Director, (Development and Growth)*

7. ITEMS FOR INFORMATION

No items.

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION

Date of next meeting – Wednesday 17 February 2021 at 10.00 am in the Civic Centre, Hartlepool.



REGENERATION SERVICES COMMITTEE

20th January 2021



Report of: Assistant Director (Development and Growth)

Subject: TOWNS FUND- HARTLEPOOL TOWN
INVESTMENT PLAN

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-key decision

2. PURPOSE OF REPORT

- 2.1 The purpose of the report is for the Regeneration Services Committee to consider the Town Investment Plan and make a recommendation for approval to the Finance and Policy Committee.
- 2.2 The Town Investment Plan responds to the invitation from Government to develop proposals for a Town Deal of up to £25m.

3. BACKGROUND

- 3.1 Hartlepool has been identified as one of 100 places that have been invited to develop proposals for a Town Deal, as part of the Government's £3.6bn Towns Fund programme.
- 3.2 A Town Deal is an agreement in principle between government, the Council and the Town Deal Board, confirmed in a Heads of Terms document. It will set out a vision and strategy for the town, and what each party agrees to do to achieve this vision.
- 3.3 The Towns Fund forms part of the Government's levelling up agenda aimed at rebalancing the national economy by boosting economic growth and raising living standards. The aim of the fund is to address growth constraints and unlock the economic potential of areas such as Hartlepool. The fund also forms part of the Government's broader COVID-19 recovery package.

- 3.4 The Town Deal is about driving long-term transformative change to local economies. Town Deals are therefore focussed on capital investment.
- 3.5 The Government expects that the initial plans for Town Deals will be led by Local Authorities, who are required to establish a Town Deal Board to develop an evidence-based Town Investment Plan. The Town Investment Plan must be agreed by members of the Town Deal Board.
- 3.6 Proposals set out in the Town Investment Plan which align with the Towns Fund objectives will act as the basis for agreeing investment from the Government through business cases. Agreeing a Town Deal will be dependent on government receiving high-quality proposals that meet the objectives of the fund.
- 3.7 At this stage, full business case development is not required. Towns will progress to developing business cases for agreed projects once Heads of Terms have been agreed.
- 3.8 The Town Investment Plan must complement other pre-existing strategy documents that have been developed with local partners, such as the Hartlepool Economic Growth Strategy 2019-2021. Investment from the Towns Fund needs to be aligned with the government's clean growth objectives, where possible, and as a minimum must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.
- 3.9 The Hartlepool Town Deal Board was established in January 2020. Membership of the board includes representatives from the North East Chamber of Commerce, Federation of Small Businesses, Love Hartlepool, Northern School of Art, Hartlepool College of Further Education, Hartlepool Sixth Form College, North Tees NHS Foundation Trust, Hartlepool United Football Club and Middleton Grange Shopping Centre. The Board is Chaired by Alby Pattison, a well respected local businessman and former owner of Hart Biologicals.

4. TOWN INVESTMENT PLAN

- 4.1 Town Investment Plans should be clear, concise and accessible documents. The content is split into two sections. Section 1 outlines the context, strategy and process, and Section 2 provides details of prioritised project proposals.
- 4.2 Section 1 of the Town Investment Plan is limited to 10,000 words. The document must be structured according to the three main sections (context analysis, strategy, engagement and delivery). The Government's template must be followed however the Town Deal Board are free to develop the Hartlepool specific content.
- 4.3 Hartlepool's draft Town Investment Plan can be found within **Confidential Appendix 1. 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).

- 4.4 The Town Investment Plan sets out the Town Deal Board's vision for the future of Hartlepool. The vision is based upon Hartlepool becoming an:
- Inclusive proud and productive town where aspiration and creativity are valued
 - A town which supports and welcomes visitors, learners and innovative businesses
 - Where people are inspired and enabled to get more out of their work and investment
 - Which promotes itself with pride and makes its mark in the wider world.
- 4.5 The Town Investment Plan identifies three legacy challenges to overcome for the town to prosper:
1. **Jobs value gap-** Hartlepool is a '*catching up*' town. Major changes have occurred in the national economy in the last forty years including a shift towards service and knowledge-led activity, driven by private enterprise and the globalisation of markets. The change has most profoundly impacted town economies like Hartlepool. Hartlepool has come a long way but gaps persist. The town's economy still does not sustain enough jobs or higher-value employment and activity, especially in the town centre.
 2. **Social mobility and skills constraints-** As gaps in the volume and value of work have emerged in the past few decades, some parts of our community have been held back by their economic circumstances. At the start of the century, average earnings in Hartlepool were 21% behind the rest of the country. Now the gap is smaller (11%) but a £3,000 deficit per worker per year still has an effect on the value of the town's economy and people's life chances.
 3. **Dysfunctional and disconnected central area-** Hartlepool's 'central area' is the area within walking distance of Church Square, combining the town centre and Waterfront. There is no obvious core to the town centre or obvious and efficient network of movement routes for walking and cycling.
- 4.6 The Town Deal Board undertook a comprehensive exercise to identify and prioritise a range of interventions that could begin to address these challenges.
- 4.7 A longlist of over 30 projects was identified from the Hartlepool Economic Growth Strategy 2019-21, the emerging Hartlepool Town Centre Masterplan and engagement with key businesses, institutions and community groups.
- 4.8 The Town Deal Board filtered this longlist using a three step process outlined below. A Project Prioritisation Workshop was held on the 27th August 2020 to

determine a shortlist of projects that were subsequently considered by the Town Deal Board in October and November 2020.

Diagram 1: Project Filtering: Three Step Process



4.9 Five projects were prioritised for investment. These projects will be included within the Town Investment Plan. The projects are outlined below:

- **Health and Care Centre of Excellence-** The Health and Care Centre of Excellence involves establishing a new training facility within University Hospital of Hartlepool, to be developed, owned and operated by North Tees and Hartlepool NHS Foundation Trust in partnership with Hartlepool College of Further Education.

The academy will be a state-of-art health and social care training facility. It will be one of only a handful in the country with purpose built medical simulation suites – with the academy focused around multiple fully-equipped rooms which replicate a range of environments that trainees will be working in:

- Acute care: including patient and clinical equipment simulators for training in maternity, general clinical skills, intensive care treatment, major incidents and trauma;
- Specialist clinical procedures: including simulation for endoscopy
- Community: including simulation of 'at home' health and social care scenarios such as community health, dementia care and child and vulnerable adult safeguarding

The academy will have the ability to house a 6-bed training bay, two ICT suites, a trainee common room and several other flexible training and class rooms. It will be located in the currently under-utilised Ward 10 of the hospital, which requires an internal refit. The academy will also purchase a range of simulation equipment required for each of the suites. The academy will be operated by the NHS Trust in conjunction with Hartlepool College of Further Education.

- **Tees Valley Civil Engineering Institute-** The Civil Engineering Institute is a strategic partnership between Seymour Civil Engineering, Hartlepool College of Further Education and Hartlepool Borough Council. The project proposes investment in the consolidation and growth of teaching and training capacity at two existing sites, to enhance and future-proof facilities:
 - Hartlepool College of Further Education Exeter Street Annex: college training facility (classrooms & workshops) for fabrication, welding and construction skills.
 - Seymour Skills Academy, Brenda Road: an 11-acre 'real world' training ground with teaching facilities which opened in 2019. The academy offers space and capital equipment for practical and classroom skills delivery across house building, surveying, planning, street works, plant & machinery training, horticulture, landscaping, tree surgery and general construction operative apprenticeships.

Following investment in refurbishment and expansion, the two facilities will be brought together as the Civil Engineering Institute – with specific additional capacity to support the rapid development of professional skills to support the rollout of 5G full fibre to full UK coverage by 2033.

- **The Wesley Chapel-** The building is owned by a private property developer. The current investment proposal is for 36-bedroom boutique hotel with a bar-restaurant; and four other commercial units to situated at ground floor level. The proposal received planning consent in 2019.

The building was extensively damaged by fire in 2017 – and is considered to be in heritage deficit, that is, the cost of restoration in keeping with the building's heritage listed status is more than the developer's estimate of the commercial end value of the hotel. The Town Investment Plan investment proposition is to fund the development viability gap, to enable developer and operator to commit to delivering the project by the end of 2022.

- **Marina Connections-** The project comprises public realm and connectivity enhancements around the marina in order to realise the potential of this area, integrate new land uses and provide the opportunity for improved connections between the marina, the town centre and the train station. The waterfront will be the focus of a number of new uses

and activities, including the location for the Council's new leisure centre and an expanded National Museum of the Royal Navy (NMRN).

The marina will therefore become part of an exciting new destination for Hartlepool residents and visitors which need to be integrated through high quality public realm and enhanced pedestrian and cycle connectivity.

The vision for the Marina Circuit is for a high quality, 'seamless' public realm linking a number of key vibrant public spaces which activate the waterfront.

- **Re-Imagining Middleton Grange Shopping Centre-** This project involves the first phase of the regeneration of the town centre in a way that improves experience, drives growth and ensures future sustainability. This will be achieved by attracting a new mix of uses to the town centre, addressing vacant retail units and improving the character of the town centre. The funding from the Towns Fund will deliver a first phase of activity that starts to deliver transformational change within the area.

Further detail is included within **Confidential Appendix 1. 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).**

- 4.10 If a project from the initial longlist wasn't prioritised that doesn't mean that it's not important. It just means that it will not be included within the current submission to Government. Projects could still form part of the Town Centre Masterplan and be part of future funding bids.

5. NEXT STEPS

- 5.1 The Town Investment plan will be submitted in Cohort 3, with a deadline of the 29th January 2021. The Investment Plan will be assessed by MHCLG and if successful Heads of Terms will be offered. The final decision on Heads of Terms offers rests with Ministers.
- 5.2 Heads of Terms are an agreement in principle for funding and will be in the form of a Memorandum of Understanding (MOU), signed by the Chair of the Town Deal Board, the Lead Council and by Ministers
- 5.3 The Heads of Terms will include:
- Allocated Towns Fund budget and financial profile
 - List of projects to receive funding and recommended assurance route for business cases

- List of support agreed by other government departments (where applicable)
 - Key conditions and requirements
- 5.4 Examples of conditions which may be attached include target figures for match funding, minimum benefit cost ratios, meeting a spend profile, requirement to engage with government bodies, improved value for money or confirmation of planning approval.
- 5.5 After agreeing Heads of Terms, towns have two months to confirm which projects will be taken forward as part of their Town Deal, this should include the following information on each project:
1. Towns Fund ask
 2. match-funding total and breakdown
 3. expected outputs and outcomes
 4. plan for addressing key conditions
 5. whether the project will be fast-tracked
 6. proposed financial profile and the Revenue/Capital split (approval at MHCLG's discretion)
- 5.6 Following the agreement of Heads of Terms, towns will have up to one year to develop agreed projects in detail, complete and assure comprehensive business cases, and submit a Summary Document to MHCLG (Ministry of Housing, Communities and Local Government) to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms. Where Heads of Terms agree to fast track a project, this stage of the process can proceed considerably faster. MHCLG will need to review and be satisfied with the Summary Document before funding can be released.
- 5.7 New guidance for the Business Case Stage has recently been released. **See Appendix 3.** This states that Towns should develop full business cases for each agreed project in line with HM Treasury's Green Book. A business case must be developed for each selected project in line with the conditions agreed in the Heads of Terms.
- 5.8 The guidance states that the Council, as the accountable body, will be responsible for implementing the Town Deal. The Town Deal Board should have an ongoing role and have sight of decisions as projects are developed in more detail or possible changes are made. The nature and degree of the Board's oversight should be agreed locally.

- 5.9 Locally, ultimate decision-making responsibility will lie with the accountable body, but the Town Deal Board Chair will be a signatory to the Summary Document and should make decisions in partnership and collaboration with the Town Deal Board.
- 5.10 All business cases should pass through local assurance mechanisms with oversight from the Town Deal Board. A plan should be in place to enable this. MHCLG reserves the right to call in any business case to be assured centrally. MHCLG may only require sight of the Summary Document, although MHCLG also reserves the right to call in any business case to be assured centrally.
- 5.11 Since the publication of the further guidance for the Towns Fund, adjustments have also been made to the way projects will be assessed. Benefit-cost ratio and the level of match-funding secured will no longer be included in the criteria for project assessment. The project assessment criteria will now be based upon:
- Alignment with intervention framework
 - Strategic, evidence-based, place-focused rationale
 - Scale of outputs and outcomes, realism of theory of change
 - Deliverability, risks and match funding
 - Cost comparison

6. RISK IMPLICATIONS

- 6.1 There is a risk that a Town Deal will not be agreed by the Government if the projects or proposals are deemed to be of insufficient quality. Should towns fail to submit a Town Investment Plan of sufficient quality, they will be given one more opportunity to do so. If they fail a second time, they will no longer be eligible for a deal, although they may be eligible for a future competitive round of the Towns Fund.
- 6.2 Many Towns have not received the full £25m and there is a risk that a lower level of funding will be awarded than is requested. If this happens, the full programme will need to be revisited, depending upon the Government's offer. The Council and Town Deal Board may need to consider re-submitting the Investment Plan depending upon the implications.
- 6.3 There are risks attached to each of the prioritised projects due to the level of development work that's still required to be completed at business case stage. This work includes detailed project design, technical studies, assessments, negotiations, planning and further community and stakeholder engagement.
- 6.4 The identified costs of the projects are likely to change once further development work has been undertaken. Only high level cost estimates and assumptions are available for the majority of the projects at this stage. There

is therefore a risk that some of the projects have to change in scope or may even become undeliverable once further project development work has been undertaken. These risks will be managed through the implementation of strong project governance processes and procedures. The total cost of the programme will need to be managed within the approved budget envelope.

- 6.5 If any issues arise with the identified projects at business case stage there could be a risk to public confidence and public perception. Public buy-in for the projects may therefore be difficult to achieve. This will be managed through a clear communications and stakeholder engagement strategy.
- 6.6 The Towns Fund is aimed at transformational projects which by their nature are often more complex and challenging to deliver and therefore carry more risk. They do however deliver a greater level of benefits to Hartlepool and provide the required level of change.
- 6.7 The Business Case guidance in **Appendix 3** states that there may be circumstances where towns wish to make adjustments to projects, or indeed replace them with alternatives. If this is required the Council will have to engage with the Town Deal Board to discuss any changes and must be proactive in consulting their local Towns Fund lead on any potential changes to approved plans.
- 6.8 Adjustments can be made following a Heads of Terms offer before the final list of projects are agreed, up to two months after Heads of Terms offer. In most cases a project adjustment form is not required at this stage. The local Towns Fund lead should be consulted in the first instance.
- 6.9 Changes may also be made between agreeing the final list of projects and completing the full business case, where there has been a change in circumstances.
- 6.10 Approval of any changes will be at the discretion of MHCLG. Adjusted projects will be reassessed against the original project assessment criteria to determine what effect the adjustment has had on the project. If concerns are not addressed, the town will have the opportunity to make a more detailed case for the adjustment in a working-level challenge conversation with MHCLG. No additional funding will be allocated if new or adjusted projects are of higher value.

7. FINANCIAL CONSIDERATIONS

- 7.1 All eligible towns are able to put forward project proposals totalling up to £25 million (or more in exceptional circumstances). The exact amount offered, however, will depend on the total of all the projects that are assessed as viable. The Hartlepool Town Deal Board has identified proposals to this value and appropriate match funding for specific projects where appropriate.

- 7.2 If the Town Deal is agreed, cash flow funding may need to be identified to develop the business cases for the prioritised projects, pending receipt of the £25m. This work will involve the required level of design, feasibility and costing work. A further report will be presented to Members when the position is clearer.

8. LEGAL CONSIDERATIONS

- 8.1 State aid advice has been commissioned for the Wesley Chapel project. Further due diligence on each of the projects will be undertaken at business case stage.

9. CONSULTATION

- 9.1 The level and quality of community engagement, what has been done so far and what is planned in the future will be a key factor when assessing and agreeing Towns Deals. Every Investment Plan must therefore include a Stakeholder Engagement Plan. The Stakeholder Engagement Plan and results from the first round of consultation can be found within **Appendix 2**.
- 9.2 The first phase of the community engagement process is now complete. 461 resident and 71 business surveys were returned. The results provide a comprehensive picture of the priorities and challenges that the Town Investment Plan needs to address.
- 9.3 A wide range of activity was undertaken to obtain the views from as many residents and businesses as possible. The survey was publicised using a variety of methods including social media, press releases, online meetings, letter drops to businesses and inclusion in a Council newsletter distributed to all households.
- 9.4 A wide range of stakeholder's supported the engagement process including Love Hartlepool, Hartlepool United Football Club, Middleton Grange Shopping Centre, the North East Chamber of Commerce, the Salaam Centre and the Federation of Small Businesses. These organisations helped to publicise the survey through their communication channels and to their networks.
- 9.5 In addition to the surveys a special meeting of the Economic Regeneration and Tourism Forum was held. Meetings also took place with Voluntary Sector organisations and 1:1 meetings were held with key stakeholders.
- 9.6 A range of previous surveys were analysed to supplement the data including results from the Council Plan and Covid Recovery consultations.
- 9.7 A second round of community engagement took place in December and January to obtain feedback on the shortlisted projects and to publicise the results of the first consultation. The results are currently being analysed.

10. CHILD AND FAMILY POVERTY

- 10.1 The proposals for the Towns Fund will have a positive impact on reducing child and family poverty. The aim of the fund is to address growth constraints and unlock the economic potential of Hartlepool. The fund also forms part of the Government's broader COVID-19 recovery package.
- 10.2 The individual projects are designed to create jobs, improve skills and generate new economic activity, particularly within the town centre. This will provide opportunities for local people and help to reduce the incidences of child and family poverty.

11. EQUALITY AND DIVERSITY CONSIDERATIONS

- 11.1 The economic benefits from the Town Investment Plan are dedsigned to benefit all individuals and groups within Hartlepool.

12. STAFF CONSIDERATIONS

- 12.1 Staff resources will be reviewed if the Town Deal is approved and business cases need to be developed for individual projects.

13. ASSET MANAGEMENT CONSIDERATIONS

- 13.1 There are no asset management considerations as a result of this report.

14. RECOMMENDATIONS

- 14.1 The Regeneration Services Committee is recommended to:
1. Refer the Town Investment Plan to the Finance and Policy Committee and recommend approval. **Confidential Appendix 1. 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).**

15. REASONS FOR RECOMMENDATIONS

- 15.1 The recommendation relates to the submission of the Town Investment Plan which will inform a Town Deal with the Government worth up to £25m.

16. BACKGROUND PAPERS

- 16.1 Finance and Policy Committee, Towns Fund, Town Centre Masterplan and High Street Taskforce- 29th June 2020

17. CONTACT OFFICERS

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Telephone: (01429) 857072

Sign Off:-

Managing Director



Director of Resources and Development



Chief Solicitor



1. Is this decision a Budget & Policy Framework or Key Decision? YES				
If YES please answer question 2 below				
2. Will there be an impact of the decision requested in respect of Child and Family Poverty? YES				
If YES please complete the matrix below				
GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Young working people aged 18 - 21	X			The Town Investment Plan will create new employment opportunities and opportunities to improve skill levels within the town
Those who are disabled or suffer from illness / mental illness	X			The Town Investment Plan will create new employment opportunities and opportunities to improve skill levels within the town The Town Investment Plan proposes to improve connectivity and accessibility around the Town Centre.
Those with low educational attainment	X			The Skills projects will offer opportunities at Level's 1,2,3 and 4 within Health and Social Care and Civil Engineering.
Those who are unemployed	X			The Town Investment Plan will create new employment opportunities and opportunities to improve skill levels within the town
Those who are underemployed	X			The Skills projects will offer opportunities at Level's 1,2,3 and 4 within Health and Social Care and Civil Engineering.
Children born into families in poverty	X			The Town Investment Plan will provide opportunities for families of children born into poverty by creating employment opportunities

				and improving the economy of Hartlepool
Those who find difficulty in managing their finances			X	N/a
Lone parents	X			The Town Investment Plan will create new employment opportunities and opportunities to improve skill levels within the town
Those from minority ethnic backgrounds	X			The Town Investment Plan will create new employment opportunities and opportunities to improve skill levels within the town
Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?				
Poverty Measure (examples of poverty measures appended overleaf)	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Overall employment rate (%)	X			The Town Investment Plan will create new employment opportunities and create new opportunities to develop skills
Overall impact of Policy / Decision				
NO IMPACT / NO CHANGE	X	ADJUST / CHANGE POLICY / SERVICE		
ADVERSE IMPACT BUT CONTINUE		STOP / REMOVE POLICY / SERVICE		
Examples of Indicators that impact of Child and Family Poverty.				
Economic				
Children in Low Income Families (%)				

Children in Working Households (%)
Overall employment rate (%)
Proportion of young people who are NEET
Adults with Learning difficulties in employment
Education
Free School meals attainment gap (key stage 2 and key stage 4)
Gap in progression to higher education FSM / Non FSM
Achievement gap between disadvantaged pupils and all pupils (key stage 2 and key stage 4)
Housing
Average time taken to process Housing Benefit / Council tax benefit claims
Number of affordable homes built
Health
Prevalence of underweight children in reception year
Prevalence of obese children in reception year
Prevalence of underweight children in year 6
Prevalence of obese children in reception year 6
Life expectancy

Hartlepool Town Investment Plan

Stakeholder Engagement Strategy

Introduction

The **Hartlepool Town Investment Plan** is our 'Charter for Change'. It says that we are prepared to lead the evolution of Hartlepool to secure the rewards of a modern town. The Town Investment Plan sets out investment priorities that can drive economic growth, supported by a clear understanding of Hartlepool focusing on its assets, opportunities and challenges. Through a robust assessment and detailed understanding of what needs to change in Hartlepool (the jobs value gap, social mobility and skills constraints, and a dysfunctional and disconnected central area), a series of priority actions and projects have been identified which will have the most direct and catalytic impact on change in our town.

The development of the Town Investment Plan has been informed by extensive stakeholder and community engagement. This has included review and analysis of engagement which has taken place over the last two years by Hartlepool Borough Council (HBC) as well as specific activities to identify and evidence priority projects for the Town Investment Plan which have taken place during 2020.

The purpose of this stakeholder engagement strategy is to guide continued interactions with stakeholders and communities as the Town Investment Plan progresses and priority projects are further developed. Town Deal Board members, as representatives from across Hartlepool's public, private and voluntary sectors, have a pivotal role to play in this process.

Consultation and engagement has needed to respond flexibly to the changing Covid-19 situation and restrictions which have been in place. Engagement by virtual / digital means is likely to continue to be important, as will the identification of innovative and creative methods to engage with those who are digitally excluded.

Engagement Objectives

The Terms of Reference agreed by the Town Deal Board state that Board Members will be committed to working with all local stakeholders in a consistent, collaborative, inclusive and open manner. This will be achieved through:

- listening to stakeholders
- ensuring partnership working where this adds value to the engagement process, and
- working with local people, businesses and organisations to understand the range and type of information that they are interested in.

Engagement objectives for the ongoing development of the Town Investment Plan are as follows:

- continue to develop a detailed understanding of key issues, challenges and opportunities
- obtain qualitative and quantitative data that can be used to inform the development of specific projects / priorities
- understand market expectations
- understand consumer expectations on a local level
- identify co-funding opportunities from the public and private sectors
- evidence the need for Government funding
- galvanise support for, and inspire ownership of, the town centre
- develop and validate ideas
- provide additional (supplementary) metrics from engagement intelligence

The Town Deal Board

The Board incorporates representation from the public, private and voluntary sectors within Hartlepool and will continue to have an instrumental role to play in terms of stakeholder engagement as the Town Investment Plan progresses. A critical role of the Board is for individual members to continue to

use their own networks to disseminate information about TIP projects, the ongoing TIP process and to publicise relevant engagement activities.

Town Deal Board members are as follows:

- Mike Hill, Hartlepool MP
- Shane Moore, Leader of Hartlepool Borough Council
- Mike Young, Deputy Leader of Hartlepool Borough Council
- Christopher Akers-Belcher, Chair of Regeneration Services Committee, Hartlepool Borough Council
- Leisa Smith, Vice Chair of Regeneration Services Committee, Hartlepool Borough Council
- Alby Pattison, AP Services (North East) Limited
- Denise McGuckin, Director of Regeneration and Neighbourhoods, Hartlepool Borough Council
- Dr Gill Danby, NECC (Hartlepool)
- Mark Hughes, Hartlepool 6th Form College
- Martin Raby, Northern School of Art
- Simon Hanson, Federation of Small Businesses
- Alison Fellows, Tees Valley Combined Authority
- Martin Jesper, Hartlepool United Football Club
- Ross Burns, Middleton Grange Shopping Centre
- Ros Adamson, National Museum of the Royal Navy
- Craig Dohring, EDF
- Darron Hankey, Hartlepool College of Further Education
- Maxine Craig, Love Hartlepool
- Catherine Conroy, One Public Estate
- Stephen Hind, Network Rail
- Marie Kiddell, Homes England

Overview of Engagement to Date

Wider Engagement

Evidence from a range of engagement streams and activities has been brought together to illustrate the need for the priority projects being taken forward in the Town Investment Plan. These include wider engagement activities than simply those undertaken in relation to either the Town Investment Plan or the Town Centre Masterplan (which has been running concurrently with preparation of the Town Investment Plan and has helped to inform the identification of priority actions for Hartlepool town centre), including:

- Surveys undertaken to inform the Council Plan 2020-2023 (over 250 responses received in 2019)
- Engagement undertaken to inform HBC's Covid-19 Recovery Plan – this comprised a range of engagement activities including members seminar, online employee survey and virtual workshops held with primary and secondary school headteachers, public sector partner organisations, voluntary and community sector (VCS) organisations and representatives of business and faith communities
- Findings from the Tees Valley Covid-19 Business Survey undertaken in 2020.

Project-specific consultation that has been undertaken over the course of the last year, and which may have relevance to Town Investment Plan projects, includes consultation for heritage projects such as The Shades Hotel and surveys undertaken by HBC on behalf of the proposed relocation of leisure services to the Waterfront in Hartlepool.

A summary of the outcomes of this wider engagement activity is provided at Appendix A.

Town Investment Plan Engagement to Date

Engagement activities which have been specific to the development of the Town Investment Plan are summarised in Table 1. The table shows the breadth of activities that have taken place across a variety of stakeholder groups; outcomes from this engagement have been used to inform both the Town Centre Masterplan and the Town Investment Plan. The restrictions on face to face meetings and larger gatherings as a result of the Covid-19 pandemic have resulted in a greater focus on online activities and information gathering than would otherwise have been the case; however this is not considered to have compromised the engagement work and efforts have been made to reach out to groups who may be digitally excluded.

Table 1 **Summary of Engagement Activities**

Activity
<ul style="list-style-type: none">• Town Deal Board meetings• One to one interviews with stakeholders (business interests, local colleges, key landowners)• #My Town online engagement portal – 90 suggestions were received• Online Local Residents Survey (publicised through an extensive network of communication channels) – a total of 469 responses were received• Online Local Business Survey – a total of 71 responses were received• Members Seminar• Young People's Group• Online discussion with the Economic Regeneration and Tourism Forum• 'Sector Connector' call (online discussion with the Voluntary and Community Sector via Hartlepower)• Public exhibition presenting Town Centre Masterplan and TIP interventions

Key findings from a number of these activities are provided below.

#My Town

The #My Town online engagement portal generated some 90 responses in relation to Hartlepool. Analysis of these responses highlighted the following themes:

- concerns around anti-social behaviour within and around the town centre (18%)
- various comments around the need for more training and employment opportunities focusing on various industries / sectors of the population (for example young people) (13%)
- issues associated with the quality of the town centre environment, for example empty properties (12%)
- a desire to see improved healthcare facilities (either in connection with the hospital or specific services such as mental health care) (12%)
- rail connectivity (11%)
- the importance of youth services as a means of providing young people with 'something to do' and thereby addressing anti-social behaviour (9%)
- improvements to parking (various aspects relating for example to cost of parking as well as provision of sufficient parking spaces) (7%)

Hartlepool Online Surveys

Two online surveys were developed as part of the community engagement for the Town Centre Masterplan and Town Investment Plan; one survey was directed at local residents and the second at local businesses. Both surveys were publicised in a number of ways, including:

- through the networks of Town Deal Board members
- via the Hartlepool Borough Council website and associated social media links

- information about the Towns Fund and the survey link were included in a letter distributed to all households in Hartlepool as part of the Covid-19 Recovery Programme
- through other HBC networks including the Citizen's Panel, links to Parish Councils and organisations such as Hartlepool Civic Society, to residents' associations, and in the Allotments Newsletter
- The Salaam Centre
- media campaign managed by HBC including links with Radio Hartlepool and the Love Hartlepool magazine
- through the Hartlepower network of voluntary and community sector organisations
- hard copies of the survey were completed during a session with young people

Both surveys were open for a six week period during August and September 2020. A total of 469 responses were received to the local residents' survey and a further 71 responses were received to the local businesses survey. A comprehensive overview of the findings of the online surveys is provided at Appendix B.

Young people

Young people were engaged both through the online survey and through a 'young people's group' facilitated by HBC. The online survey was completed by 26 young people aged between 16-25. This age group were specifically concerned with issues relating to the availability of job and training opportunities, regeneration of the town centre, notably the attractiveness of the environment and various comments relating to shops (availability, range).

Younger children (aged under 16) felt typically that there was a lack of facilities for their age group; other concerns related to youth services, a lack of information about mental health, and concerns about the environment (pollution, climate change). Words used by young people to describe Hartlepool in the future included 'happy', 'prosperous', 'beautiful', 'healthy' and 'attractive'. Priorities for the future included more things to do, more shops and a better environment.

Children and young people remain an important group to engage with as priority projects for the Town Investment Plan are developed.

Voluntary and Community Sector

An online discussion with representatives from the Voluntary and Community Sector was held in August 2020, facilitated by Hartlepower. The session was attended by representatives of ten organisations and was used as a forum to discuss issues and opportunities facing Hartlepool of relevance to the development of priority projects for both the Town Investment Plan and Town Centre Masterplan. Key issues raised during the session included:

- the importance of economic regeneration. Opportunities include the value of small, very cheap 'starter units' for new businesses; creation of the space, conditions and support for a cluster of digital businesses.
- that poverty and entrenched disadvantage are evident within Hartlepool, including digital exclusion.
- it is important for Church Street to serve a purpose, be better used, be made more attractive and become the kind of place that people want to visit and in which to spend time (and money). An attractive, vibrant Church Street is the missing pedestrian/cycle link between the town centre and waterfront area.
- emphasis should be placed on cycling and walking.
- emphasis should be placed on greening the town centre – much research indicates the emotional and physical health benefits of contact with nature. Alongside this is the importance of beauty – in just the same way as nature is a balm for the soul, so are beautiful objects, buildings and spaces.

Mechanisms by which ongoing engagement with hard to reach groups – particularly those who are digitally excluded – could be achieved were discussed, and various networks and opportunities identified, including working through the network of Community Organisers that exists within Hartlepool.

Public Exhibition

[placeholder – to be completed following exhibition]

Approach to Ongoing Engagement

There will be several purposes to ongoing engagement activities undertaken as part of the Town Investment Plan. As priority projects are developed, there will be a need to keep communities and stakeholders informed of progress; equally there is likely to be a need to use stakeholder input to further develop projects and understand various nuances; finally, there will be a requirement to develop collaborative working practices with partner organisations as part of project delivery.

Responsibility / ownership

Xxx

Engagement Activities

Table 1 provides a summary of proposed engagement activities by stakeholder group; it is noted that these may change over time.

Table 1 **Engagement by Stakeholder Group**

Stakeholder Group	Engagement Activities
Town Deal Board	<p>Provide updates on engagement activities at Town Deal Board meetings.</p> <p>Information sharing regarding progress of the Town Investment Plan via networks of Town Deal Board networks.</p> <p>Meetings with individual Board Members to discuss collaborative working practices as they may relate to specific projects.</p>
Local residents	<p>HBC to promote a continued engagement campaign (social media, website, mainstream media) to raise awareness of the process, next stages and opportunities for continued involvement.</p> <p>Discussions via the Citizen's Panel and Youth Council.</p> <p>Non-digital information provision (e.g. utilise wall space / empty retail units within Middleton Grange Shopping centre to present updates about proposals at key stages / present information at locations including libraries).</p> <p>Include information about Towns Fund projects within Covid-19 Recovery information publicised to local residents (e.g. household letters).</p>
Local businesses	<p>Regular discussions with the Economic Regeneration and Tourism Forum</p> <p>Regular discussions with business forums and networks to update on next stages and opportunities for continued involvement.</p>
Voluntary and community sector	<p>Hold regular catch-up sessions via Hartlepower's Sector Connector call.</p>
Hard to reach groups	<p>Utilise trained Community Organisers within Hartlepool as a network through which people who may be digitally excluded can be informed of projects and feedback obtained.</p> <p>Promote information via The Salaam centre.</p>
Young people	<p>Formalise a Young People's Group via which ongoing engagement can take place.</p> <p>Information sharing with students via Town Deal Board networks (Northern College of Art / Hartlepool College of Further Education).</p> <p>Identify project-specific opportunities for input with students.</p>

In addition to these over-arching engagement activities that are proposed, there will be additional activities planned as part of the progression of individual projects. An indicative list of engagement by each of the priority projects included within the Town Investment Plan is given in Table 2.

Table 2 *Project-specific Engagement*

Priority Project	Engagement Activities
E.g. Waterfront Connectivity	E.g. Survey of visitors to the NMRN (subject to restrictions being lifted) to obtain feedback about benefits of potential connectivity improvements.
E.g. Training and skills centre	E.g. Survey or workshop discussions with potential students to confirm training needs.

Potential Barriers to Engagement

Potential barriers to ongoing engagement, together with possible solutions, are summarised in Table 3.

Table 3 *Potential Barriers to Engagement*

Barriers to Engagement	Potential Solutions
Implications of Covid:19 – ongoing / new local lockdown restrictions to engagement with local residents, businesses and stakeholders as a result of travel restrictions and social distancing requirements.	Engagement techniques will continue to be adapted to specific situations – for example there will be ongoing emphasis on virtual engagement techniques (online surveys, use of websites to display consultation material).
Implications of Covid:19 – businesses may be less engaged in future thinking. Although the investment plans and needs of individual businesses will have changed, businesses themselves may not yet have a clear understanding of how and what assistance may be needed.	Importance of sowing the seeds of economic recovery during ongoing engagement forums.
Digital exclusion – a heightened possibility due to increased reliance on virtual methods of consultation (websites, online surveys) as a result of Covid:19.	Use of a combination of engagement techniques to incorporate non-digital opportunities (for example use of local press to publicise information).
Limited reach of Council communications – likely to be hard to reach groups and pockets of the community that will not be reached by Council publicity and communications.	Consider a range of opportunities to publicise consultation activities, for example networks of Town Deal Board organisations and local newsletters; utilise Hartlepool's VCS to ensure digitally excluded groups can also be reached.
Apathy from local residents – people having a low expectation that anything can be improved / not seeing the purpose of engaging.	Use of persuasive engagement techniques, interesting and interactive visual information, to try and create interest and encourage involvement. Identification and use of local 'influencers' (respected community members with extensive networks) to encourage involvement.

Monitoring and Evaluation

Monitoring and evaluation is essential to understand whether engagement is achieving its purpose and to demonstrate what the impact of engagement activities has been.

Monitoring activities include:

- Obtaining feedback from participants after each engagement activity where possible, to seek information regarding continuous improvement (quality of the event, opportunities for improvement).
- Recording counts of participants – where counts are low, seek information about reasons for this and ways to adapt for future events.
- Recording the types of people who have been engaged (i.e. local residents, local businesses, any demographic breakdown of engagement by age, gender, ethnicity, categorisation as 'hard to reach').
- Recording social media counts and interactions.

Evaluation is a process of collecting evidence and reflection in order to understand the effect of the engagement that has been undertaken. It is anticipated that the Towns Fund programme will, in time, be the focus of a national evaluation, in order to identify outputs and outcomes across the 101 towns which will have been in receipt of funding. Monitoring information collated as part of the preparation of the Hartlepool Town Investment Plan will be able to feed into this wider evaluation; outcomes are likely to relate to engagement as well as economic metrics.

APPENDIX A

Summary of Wider Engagement Activities

Evidence from wider engagement activities has been brought together to provide the context and illustrate the need for the priority projects identified in the Town Investment Plan. Relevant aspects of this wider engagement is summarised here.

The Council Plan

The Council Plan covers the period 2020/21 to 2022/23 and sets out strategic priorities for Hartlepool over this period. The Plan has been informed by an extensive period of consultation held during autumn 2019, where residents, employees and partners and partner organisations told HBC what they thought was going well in the town, what needed to improve and how organisations could work together to make a difference. The consultation comprised a four week online survey (responded to by more than 250 people), supplemented by three public drop-in events and targeted discussions with partner organisations, employers and HBC's Youth Council. The consultation identified that the majority of priorities identified in the previous Council Plan 2017-2020 were still important; these include:

- Increasing business and jobs and encouraging young people to come back to Hartlepool
- Developing recreational and leisure activities and facilities, particularly those that build on history / heritage
- Having a clean and attractive environment
- Access to the best education and learning opportunities.

Areas and issues that people felt needed to improve in Hartlepool included the empty and poor shop offer in the town centre, better employment and business opportunities, street cleaning / litter problems, crime and anti-social behaviour, public transport issues across town and parking issues.

The Council Plan has developed strategic priorities by which these issues can be addressed, shown in the box below.

Strategic Priorities – Hartlepool Council Plan 2020/21 to 2022/23

Growing a diverse economy by supporting businesses, increasing jobs, attracting inward investment and improving skills and aspirations

Creating a clean, green, and safe Hartlepool by protecting our environment and improving our neighbourhoods

Create an attractive and connected Hartlepool by attracting investment to improve key buildings, derelict land and our transport network

Developing a healthy Hartlepool by working with our communities to improve the health and wellbeing of our people

Building better beginnings and better futures for our children and young people

Building and improving homes that people want to live in

Shaping a well-led, safe, high performing and efficient council that is fit for the 21st Century

Engagement as part of HBC's Covid-19 Recovery Strategy

Extensive engagement has been undertaken during 2020 in order to inform HBC's Covid-19 Recovery Plan. This has included workshops and discussion sessions with elected members, primary and secondary school headteachers, public sector partner organisations, voluntary and community sector (VCS) organisations and representatives of business and faith communities. An online survey of HBC employees was also undertaken. Whilst much of the engagement has, by necessity, focused on technical aspects of HBC's and partners organisation's response to the Covid-19 pandemic and an

assessment of how successful various mechanisms to deal with aspects of the pandemic have been, the engagement has also identified wider concerns, needs and priorities which are of relevance to the ongoing development of priority projects included in the Town Investment Plan.

General themes from the engagement have acknowledged the particular characteristics of Hartlepool's population and the impact that the pandemic has had – for example on people in poverty, which is a much wider group than simply people claiming Universal Credit, but noting there is considerable in-work poverty too. Engagement highlighted the need to focus on the *causes* of poverty not just the symptoms and to get the 'voice of lived experience' as part of policy development. Other general themes included the fact that health inequalities which already existed in Hartlepool have been exacerbated by the Covid-19 situation.

Discussions with HBC employees identified a variety of areas of interest for both the provision of Council services and for local communities, including ways to improve physical activity, meeting mental health needs, providing ongoing support for vulnerable people (including people who have been made vulnerable as part of the Covid-19 pandemic, for example through job losses or eviction which will become apparent as various support schemes come to an end), and encouraging people to use the town centre in order to support local businesses.

The economic impact of the pandemic was a particular area for discussion with representatives from the voluntary and community sector (VCS). The VCS has a continued role to play in supporting people into work, self-employment and training.

Above all, the engagement has highlighted a need to harness the community activism that has developed as a result of the Covid-19 pandemic and continue to build on it. Discussions with partner organisations (including public and voluntary sector representatives) have showcased the benefits of working collaboratively, across agency boundaries.

Tees Valley Covid-19 Business Survey

The Tees Valley Combined Authority (TVCA) undertook a survey of businesses across the region in 2020 to identify early impacts of the Covid-19 pandemic. Findings from the survey were able to give an indication of sectors disproportionately impacted by the pandemic, as well as impacts as they affected the workforce and opportunities for ongoing training and recruitment. Concerns identified by businesses during the short term (next six months) related to loss of income, reduced business volume and revenue and challenges in adapting businesses to a new operating environment. In the longer term, challenges relate to encouraging re-uptake of services, reshaping businesses, uncertainties around the duration of restrictions and dealing with ongoing cashflow and revenue issues.

Project-specific engagement

Wider engagement activities have taken place in relation to individual projects and proposals and is of relevance to Town Investment Plan projects. Examples include surveys undertaken by HBC on behalf of the proposed relocation of leisure services to the Waterfront in Hartlepool, and consultation for heritage projects within Hartlepool such as The Shades Hotel. A summary of key findings from each of these is provided below.

Leisure Services Survey

During summer 2019, HBC carried out an exercise to engage with local residents about the future of leisure facilities in Hartlepool. The purpose of the exercise was to understand how people currently use leisure facilities and why; what people would like to see provided in any new facilities; and where any new facilities should be located. The engagement process involved an online survey (to which there were just over 1,000 responses) as well as surveys conducted by staff at venues including the Headland, Mill House Leisure Centre and within the Middleton Grange Shopping Centre (160 responses) and a series of roundtable and seminar events for members of the public and elected members.

Around 85% of responses to the online survey rated improving the sport and leisure facilities offer within Hartlepool as being 'very important', with a further 10% rating it as 'slightly important'. Factors deemed to be important in encouraging the use of leisure facilities within Hartlepool include opening times, cost and parking provision. Locating the leisure facility in a central, accessible place was responded to positively by 78.5% of people. Comments and suggestions made in relation to leisure

services provision included around the location – sites need to be accessible with good transport links including sustainable transport (walking and cycling links).

Engagement Activities Supporting the Church Street Revival Townscape Heritage Initiative

Funding from the Heritage Lottery Fund (HLF) has enabled improvements to public realm and properties within Church Street. A key part of the THI programme has been to raise awareness of the heritage and history of the Church Street Conservation Area, through a range of inclusive activities. These have included volunteers recording the physical characteristics of buildings in Church Street and Whitby Street; engagement with 300 students from across schools and colleges in Hartlepool to design a logo for the scheme; and working with the Youth Council, Children in Care Council and LGBT Youth Group to develop ideas with a local artist.

Community Consultation relating to the Shades Hotel

A press campaign promoted a survey with the general public to capture people's memories of Shades and what they value about the building. The findings from the survey confirmed that the building has been a cornerstone of Hartlepool's social history, and a landmark heritage building for generations within the town. Now derelict, the Shades appears to be an emblem of changed fortunes and regret for a town and community that once was. Comments made as part of the survey reflect not only the possibilities for the Shades, but also the importance of other at risk heritage buildings within Hartlepool:

'too many old Hartlepool buildings have been pulled down'

'the Shades re-furbished with a strong nautical flavour.....would be a very popular venue, a tribute to the hundreds of past seamen from the town'

'superb exterior'

'it reflects when Hartlepool had pride and money'

'too many classic buildings in Hartlepool have gone'

APPENDIX B

Summary of Findings from Online Surveys

Introduction

1. Two online surveys were developed as part of the community engagement for the Town Centre Masterplan and Town Investment Plan; one survey was directed at local residents and the second at local businesses. Both surveys were publicised in a number of ways, including:
 - through the networks of Town Deal Board members
 - via the Hartlepool Borough Council website and associated social media links
 - through the Hartlepower network of voluntary and community sector organisations
 - hard copies of the survey were completed during a session with young people
2. The surveys were open for a six week period during August and September 2020. A total of 469 responses were received to the local residents' survey and a further 71 responses were received to the local businesses survey.

Local Residents Survey

Overview of Respondents

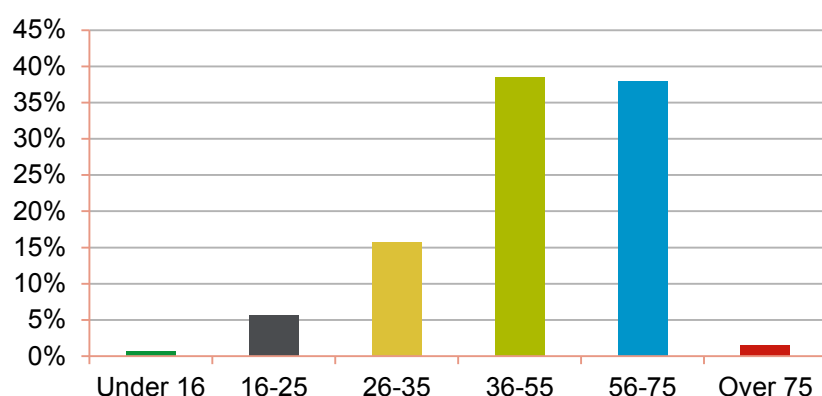
3. Respondents were asked to give their home postcode. The geographic spread of responses, across the region and across the town, is shown in the figures below. As would be expected, a large majority of respondents live in Hartlepool, and are distributed relatively evenly across the town including in Seaton Carew and the Headland.

Figures 1 and 2 – Geographic Distribution of Respondents (Region and Local Area)



4. The age of respondents to the survey is presented in Figure 3. The average age of respondents is estimated as being 50.

Figure 3 - Age of Respondents



What do People Like Most about Hartlepool?

5. The features most frequently cited by respondents are outlined in Table 1. Similar terms have been combined (for example 'coast', 'beach', 'seaside'). Key points from the table relate to:
- Respondents clearly value Hartlepool's coastal location and the access to and quality of its beaches and countryside connections (31%).
 - The character of local people was commonly raised in positive terms such as 'friendly', 'supportive' and 'community spirit' (19%).

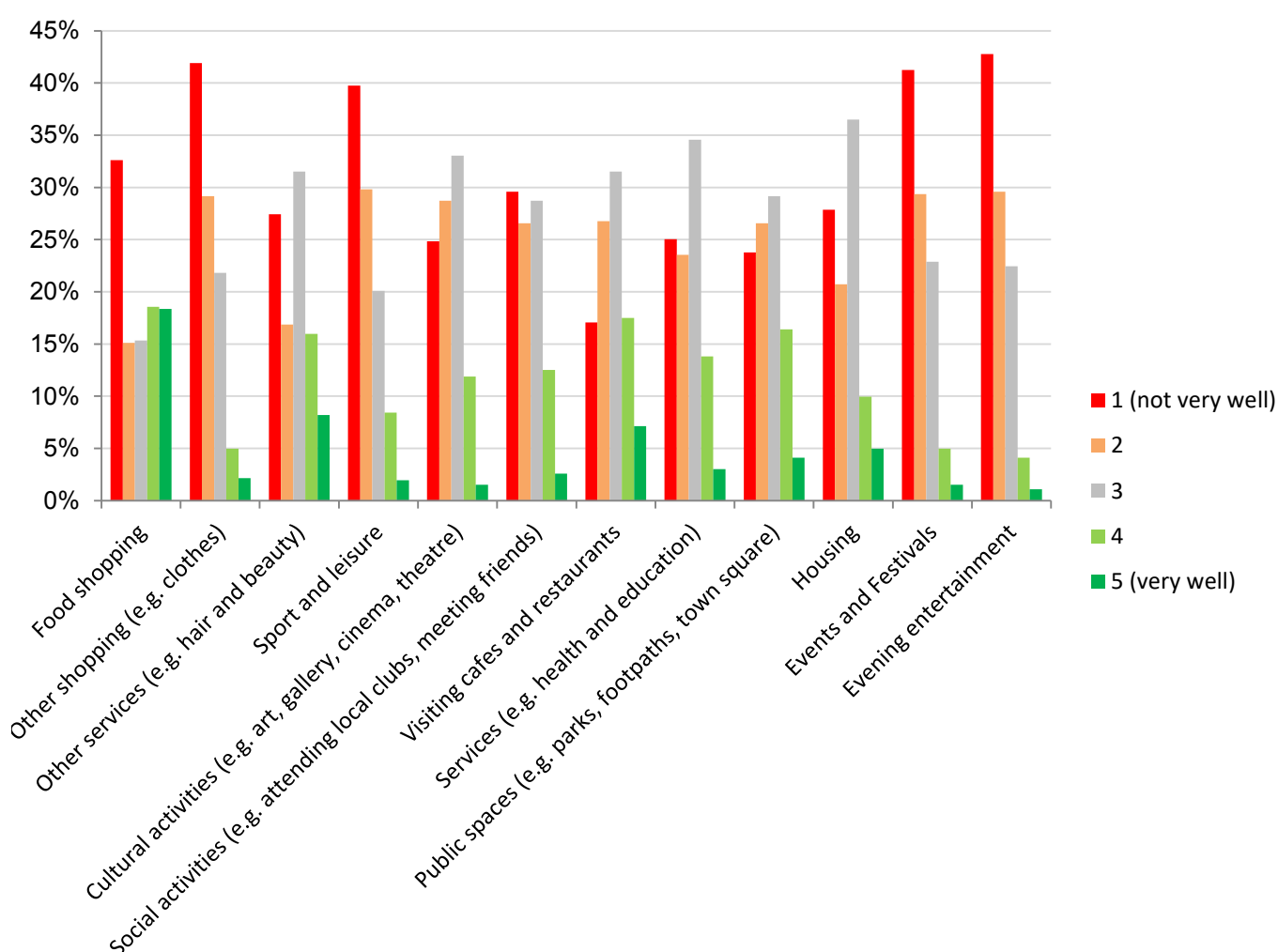
Table 1 – Most Frequently Used Word and Phrases

Common word	Number of Responses	Related issues
Coastline, beaches and countryside	60 (beach) 47 (coast) 38 (countryside)	Beautiful beaches Seaton Carew and Headland Coastal walks Historic coastline Proximity to coast and countryside
People	87	Friendly people Community spirit Honest / passionate about the town
Town	61	Hometown for many respondents Friendly and supportive town Coastal town History of the town
Marina / Waterfront	51	Attractive seafront / waterfront area Tourism potential
Green spaces e.g. parks	31	Green spaces in and around town Ward Jackson Park / Rossmere Park
Heritage	26	Local history

How well does Hartlepool Town Centre Currently Meet People's Needs?

6. Respondents were asked to rate how well Hartlepool town centre meets a variety of needs, from food shopping through to cultural events. Respondents were requested to think about a time prior to the Covid-19 pandemic, acknowledging that during lockdown people may have been using town centre services and facilities in a much more restricted way. Figure 4 illustrates the findings from this question. It is quite apparent from the graph that, for nearly every town centre service or experience described, respondents felt that Hartlepool does not meet needs. This is particularly the case for non-food shopping (for example clothes), sports and leisure services, events and festivals, and evening entertainment. Areas where the town centre performed slightly better relate to as a destination for food shopping, visiting cafes and restaurants and use of public spaces.

Figure 4 - How Well Does Hartlepool Town Centre Meet Needs Across a Range of Purposes



7. For each of the purposes listed in Figure 4 above, an average rating has been attributed. The rating is given out of five, with a higher figure corresponding to a more positive outcome. The results are shown in Table 2.

Table 2 – Average Rating by Town Centre Purpose

Rank	Purpose	Average Rating (/5)
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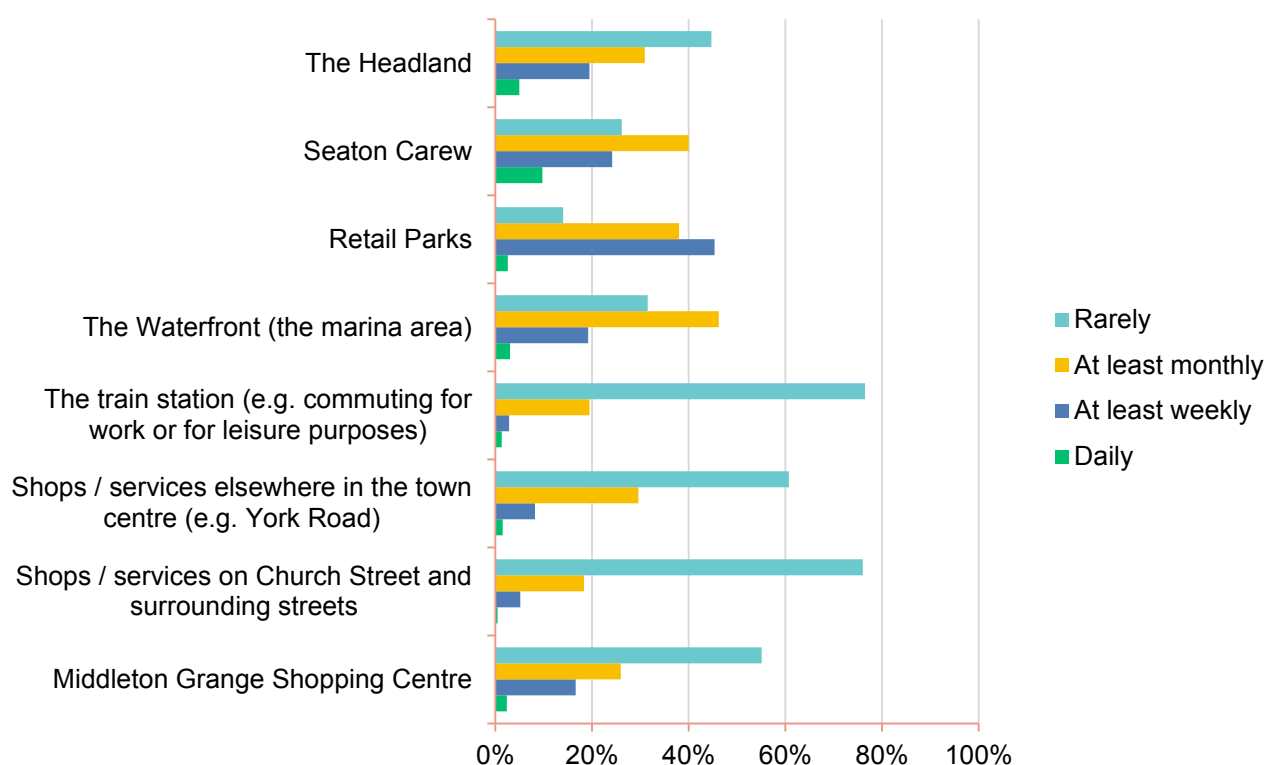
1	Food shopping	2.75
2	Visiting cafés and restaurants	2.71
3	Other services (e.g. hair and beauty)	2.61
4	Public spaces (e.g. parks, footpaths, town squares)	2.51
5	Services (e.g. health and education)	2.46
6	Housing	2.43
7	Cultural activities (e.g. art gallery, cinema, theatre)	2.37
8	Social activities (e.g. attending local clubs, meeting friends)	2.32
9	Sport and leisure	2.01
10	Other shopping (e.g. clothes)	1.96
11	Events and festivals	1.96
12	Evening entertainment	1.91

Frequency of Visits to Specific Areas within Hartlepool

8. Respondents were asked to specify the frequency of visits undertaken to certain locations and areas within Hartlepool. The results are shown in Figure 5. Key findings include:

- Retail parks are the most commonly visited places among respondents, with 48% visiting one at least once a week.
- Shopping areas around the town centre (including Middleton Grange and the areas around Church Street and York Road) are visited relatively rarely by most respondents, particularly in comparison with retail parks.
- Most respondents also rarely visit the train station for either commuting or leisure purposes.
- After retail parks, the areas of Seaton Carew and the Headland are the most frequently visited with 34% and 24% of respondents stating that they visit at least once a week respectively. These figures may be inflated by respondents who live in these areas.

Figure 5 - Frequency of Visits to Locations Within Hartlepool



Ideas for making Hartlepool a Better Place to Live, Work and Visit

9. This was a free text question asking residents to state their ideas for making Hartlepool a better place to live, work and visit. A summary of responses is provided in Table 3. As with the previous question, similar terms have been combined. The most frequent responses related to:

- Improving the town centre in terms of environment, refurbishing empty buildings, public realm (39%)
- Improving the retail offer within the town centre, particularly at Middleton Grange (25%)
- Create more and better employment opportunities (23%)
- Many respondents want to see free or cheaper parking in areas such as the town centre, the marina and Seaton Carew (20%)
- Respondents want to see better links and connectivity between areas such as the town centre and the marina / waterfront area (12%)

Table 3 – Most Frequent Cited Priorities and Ideas

Main Category	Number and % of Responses	Sub-categories
Town centre	183 (39%)	Making Church Street a focus for the town centre More attractive town centre Refurbishment of empty buildings such as Wesley Chapel and Odeon cinema
Shops	118 (25%)	Improve Middleton Grange Shopping Centre More independent retail within the town centre Greater variety of shops
Jobs	110 (23%)	More employment opportunities

		Apprenticeships and training Retain jobs
Parking	94 (20%)	Free / cheaper parking in town centre Free / cheaper parking at the marina Free / cheaper parking in Seaton Carew
Marina	88 (19%)	Better bus routes to the marina
Connectivity	56 (12%)	Linking the town centre with the coast Active travel Improved walking and cycling routes

Hartlepool in the Future

10. Words used to best describe Hartlepool in the future are summarised in Figure 6 below.

Figure 6 – Words Used to Describe Hartlepool in the Future

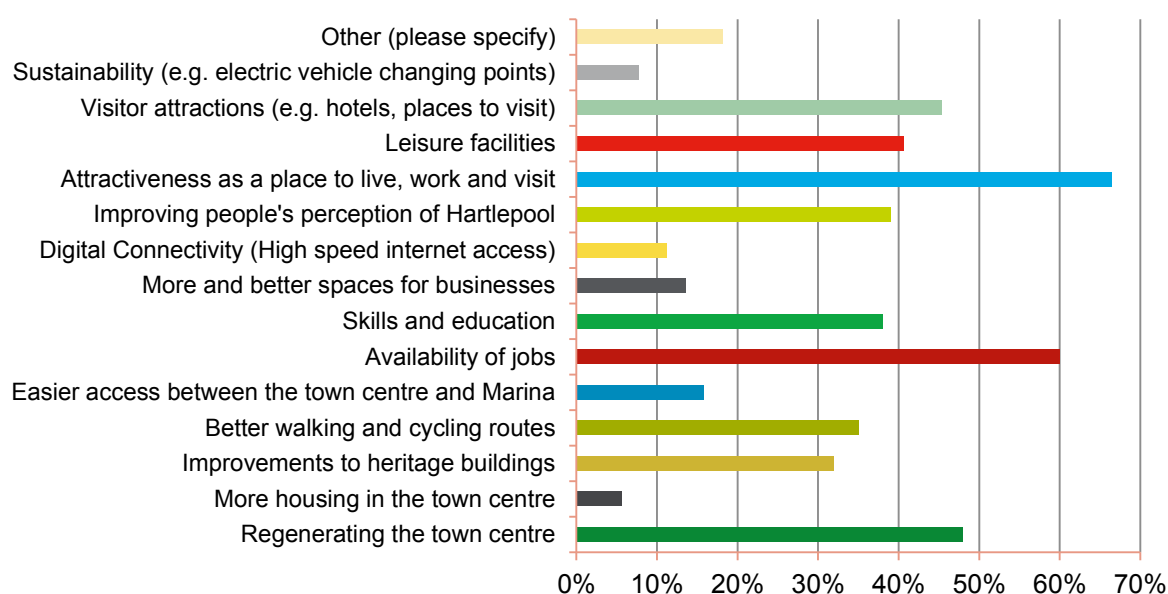


Priorities for Improving Hartlepool

11. This question required respondents to select up to five priorities for improving Hartlepool. The results are shown in Figure 7. The most common priorities were cited as:

- Attractiveness as a place to live, work and visit (67%)
- Availability of jobs (60%)
- Regenerating the town centre (48%)
- Visitor attractions (e.g. hotels, places to visit) (45%)
- Leisure facilities (41%)

Figure 7 - Top Five Priorities for Improving Hartlepool



Encouraging Visits to the Town Centre

12. Respondents were asked to identify their top three priorities which would encourage them to visit the town centre more often. Priorities predominantly fell into one of the following categories:

- **Shops** (72% of respondents) – better quality, more variety, greater number, more specialist and independent shops
- **Parking** (43%) – introduction of free or cheaper parking, more parking, reduction in parking fees at specified times of the day
- **Environment** (17%) – a clean and safe town centre environment; many respondents referred to anti-social behaviour within the town centre which acts as a disincentive to visit during both day and night
- **Transport** (6%) – improvements to public transport connectivity, train links, walking and cycling routes

Other Comments

13. The final question in the survey asked respondents for any further comments. A total of 290 people responded to this question (62%). Analysis of responses received shows that comments relate primarily to the following concerns and issues:

- Anti-social behaviour in and around the town centre (drug habits, crime, personal safety) (15% of responses to this question)
- Comments relating to improvements to the waterfront and marina areas in terms of improvements, connectivity, events and festivals (10%)
- Responses relating to aspects of Church Street and York Road – for example encouraging more shops, pedestrianisation (8%)
- Creation of more jobs and employment (8%)
- Introduction of free parking / more parking in the town centre as a way of encouraging people to visit (8%)
- Creating walking and cycling links and infrastructure (7%)

Comments include:

'We have no identity and cultural vision'

'Encourage quality start-up businesses and big employers to the town, create quality jobs with a future'

'encourage corporate investment into the town, which would increase job opportunities and improve the local economy.'

'Give people (young and middle-aged adults the opportunities to advance their careers without having to live or work outside of Hartlepool.'

'it is perceived to be too difficult/expensive to start up a business (especially by young people) and therefore we are not utilising all of the great initiative and talent within the town'

'We either need to get rid of Middleton Grange or brighten it up'

'Be bold. The town is on its knees, tinkering and tidying around the edges won't have an impact.'

'You need a radical rethink of the of the entire town centre offer.'

'continue to improve the town with reinvestment and renewal'

'Define the town centre'

'lack of free parking impacts on use of Middleton Grange, there is a poor choice of shops'

'take out excess capacity of buildings and put businesses more together rather than all over the place'

Local Businesses Survey

14. Local businesses were invited to complete an online survey of their experiences of Hartlepool from a business perspective. 71 responses were received.

15. The survey included a total of nine questions, with a mixture of open-ended and closed responses required. Four questions were designed to provide detail about business type / size / location and length of time in operation. A further four questions enabled respondents to provide information about their current perceptions of Hartlepool as a place, to identify priorities for the town as somewhere for businesses to locate and thrive, and to contribute towards the development of a vision of what Hartlepool might look like in ten years' time. A final question enabled any additional comments to be made by respondents.

Overview of Respondents

16. Figures 8 to 10 give an overview of businesses who have responded to the survey in terms of the length of time they have been in business, number of employees, and sector in which they consider themselves to work. The figures show that:

- Over half of businesses responding have been operating in Hartlepool for over 10 years (53% of respondents)
- A large majority of the businesses responding employ fewer than 10 people (67%).
- The most common sectors from which respondents were based were retail (21%) and tourism and hospitality (15.7%). No industries covered by 'other' were represented by more than one or two employers. The 'other' category included, for example, sports and leisure businesses, social housing enterprises and businesses such as funeral homes.

Figure 8 - Length of Time Business Has Been in Operation

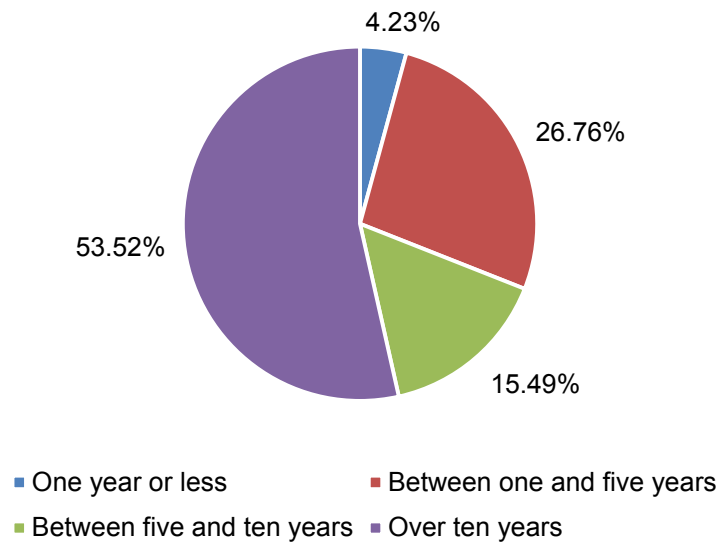


Figure 9 - Number of Employees

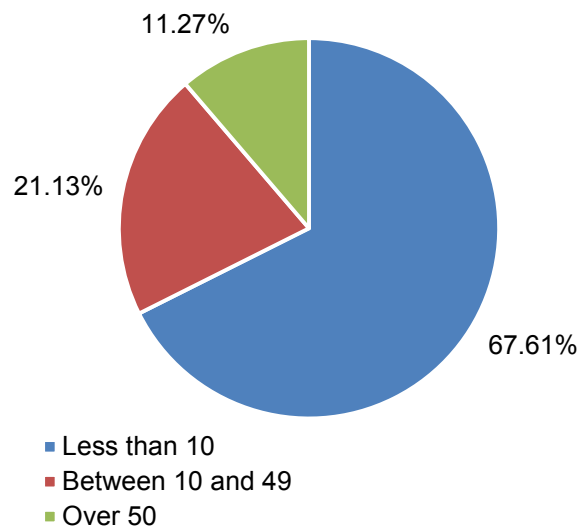
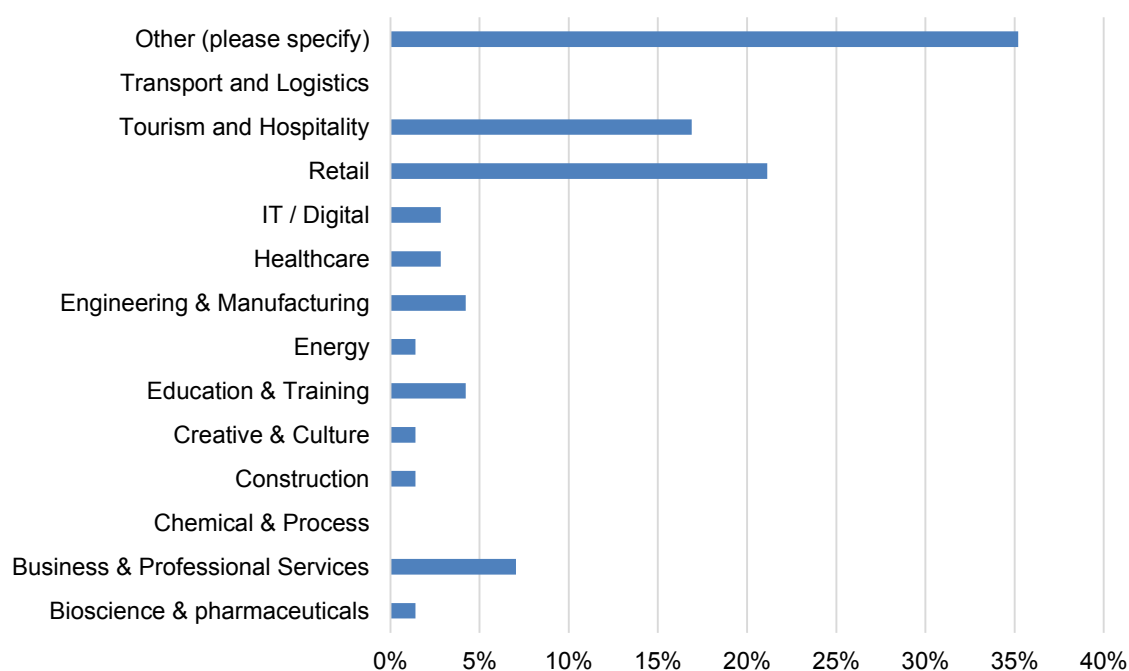
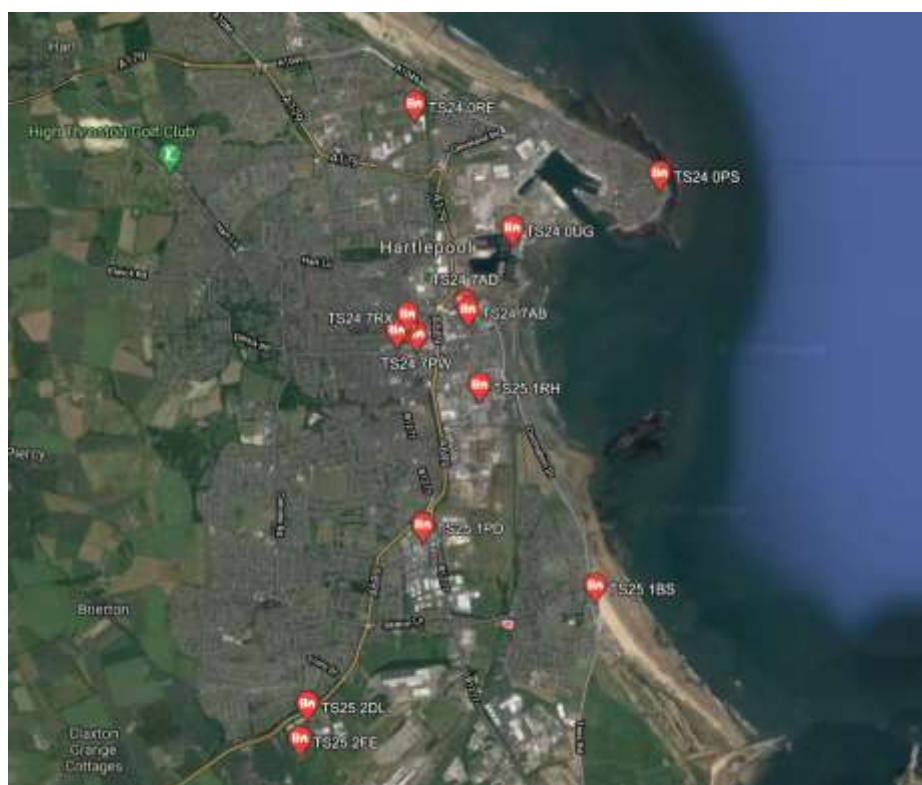


Figure 10 - Respondent by Industry Sector



17. Nearly 90% of respondents stated that their business had a physical premises. Responses have been received from businesses across the wider Hartlepool area as shown in Figure 11.

Figure 11 – Geographical Distribution of Respondents



18. This question was open for respondents to give any text answer. A word cloud of responses is shown in Figure 12.

[illegible]

Table 4 What Makes Hartlepool a Good Place to be in Business

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	National connectivity (2) Coastal location (1)
Services and Amenities (13%)	Good local services (1) Leisure opportunities (1) High demand for services (2) Marina potential (3) Good tourist information (1) Seaton Carew (1)
General potential (7%)	General potential (3) Support for businesses (1) Marina potential (1)
Living Conditions (6%)	Low cost of living (3) Cleanliness (1)
Skills and Training (3%)	Educational facilities (1) Creative industries (1)

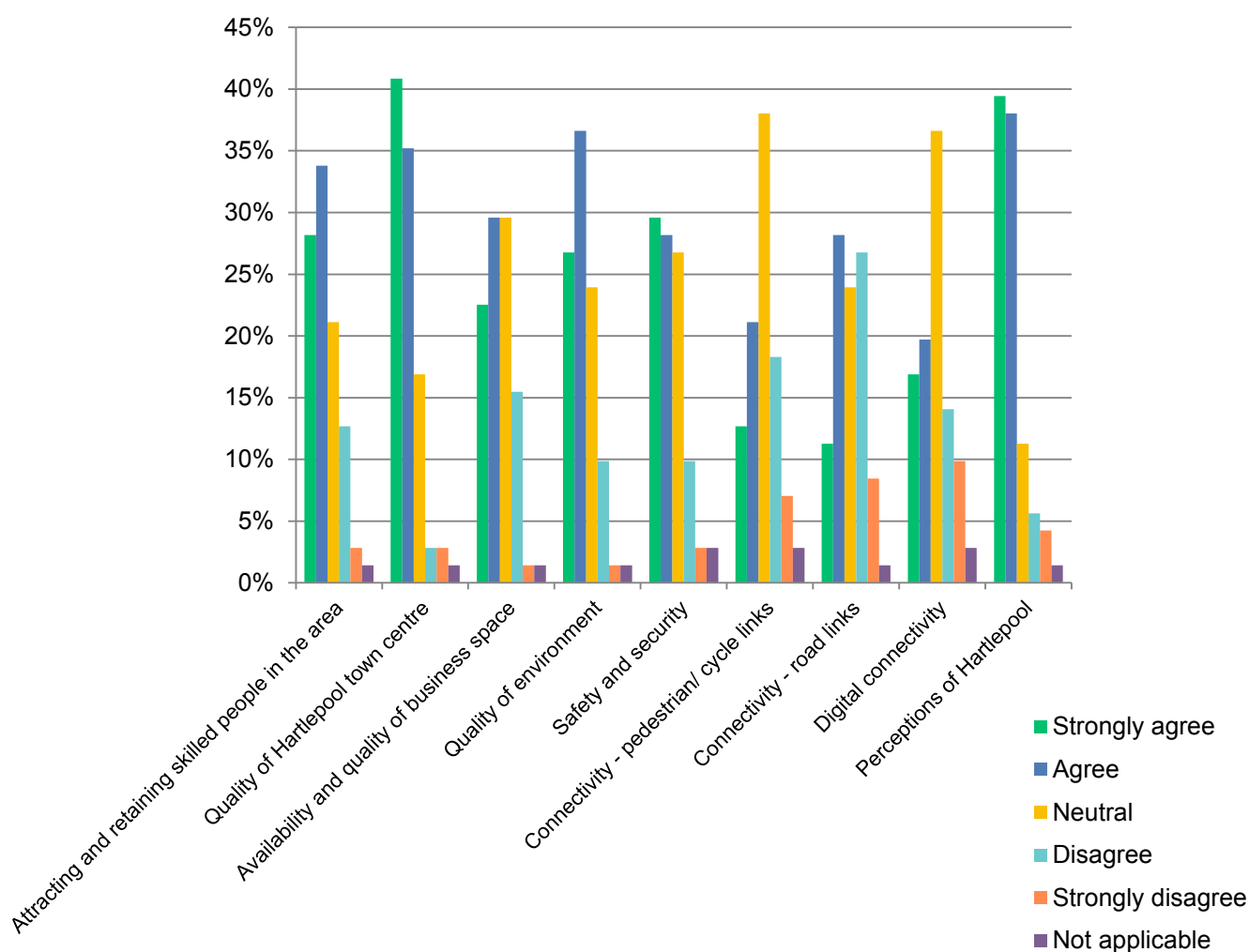
Factors Holding Back Business Growth in Hartlepool

20. Figure 13 summarises the responses to this question. The chart shows that the key factors considered to be holding back business growth in Hartlepool relate to:

- The quality of Hartlepool town centre (76% of respondents either agreed or strongly agreed with this point)
- Perceptions of Hartlepool (77% of respondents either agreed or strongly agreed)
- Quality of the environment (63% of respondents either agreed or strongly agreed)
- Attracting and retaining skilled people in the area (62% of respondents either agreed or strongly agreed)

21. Areas where there was less agreement related to connectivity by road (35% of respondents either disagreed or strongly disagreed that this was an issue compared with 40% of residents who considered it to be a factor holding back growth). Respondents were more inclined to feel neutral over pedestrian and cycle connectivity and digital connectivity as potential factors holding back business growth in Hartlepool.

Figure 13 - What is holding back business growth in Hartlepool?



22. A total of 27 respondents (38%) responded to the free-text 'other' box within the survey. Responses provided here in relation to what is holding back business growth in Hartlepool include:

- Cost of business units / rates / rents (5 responses)
- Lack for support for businesses (4 responses)
- Lack of an identity and direction for Hartlepool (4 responses)
- Affordable rail links / rail connectivity (2 responses)
- The need to address inequality
- Electric vehicle infrastructure

23. Quotes from local businesses in relation to barriers to business growth are given below.

'there needs to be an innovative approach to education, gearing schools from primary onwards to equip young people with the knowledge, skills and, above all, entrepreneurial attitudes they need for a complex and challenging future'

'Hartlepool needs to carve out a distinctive profile which differentiates it from other places'

'The vision and initiative for Hartlepool has to come from the council'

'It does not take a genius to figure out that people like free parking'

'Are we a tourist area, an area of culture, or is it about digital and technology?'

'Aspirations are very low in the town and need to be lifted'

'In my honest opinion Hartlepool doesn't feel like it looks forward enough. Almost like it doesn't believe in itself to be great'

Priorities / Ideas for Transforming Hartlepool as a Place for Businesses to Locate and Thrive

24. This was a free text question enabling respondents to state up to three priorities or ideas. Responses were coded into fourteen categories (again, noting that a number of these are interlinked). The categories are identified in Table 5, sorted by the number of responses given. The mostly frequently raised issues related to the need for support to be provided for businesses, with lower business rates and commercial rents commonly cited. Employers also frequently raised improving the image of the town as a key priority. Other priorities included cheaper parking, improving the town centre and high street, and finding ways to upskill the local population.

Table 5 - Priorities and Ideas for Transforming Hartlepool as a Place for Businesses to Locate and Thrive

Category	Sub-Categories	Number of Responses	% of Responses
Support for businesses	Lower business rates Lower rents Better access to funding	51	71%
Town centre / retail	More high-end retail Introducing more pedestrianised areas New draws for people, for example an indoor market	26	37%
Image of Hartlepool	Improving the first impressions of town Dealing with boarded-up shop units	25	35%
Parking	Cheaper parking Introducing free parking 'windows'	19	27%
Employment and skills	Skills-linked progression from primary to FE and business Linking up with universities	14	20%
Tourism, leisure and culture	Tourist information More major events	12	17%
Transport improvements	Better rail links and frequency Different and more frequent bus routes Better roadworks planning	10	14%
Crime and safety	Reduce drug issues / anti-social behaviour in town centre Reduce petty crime	10	14%

Institutional support	Improved communication / proactive actions by e.g. HBC	9	13%
Place-based priorities	Developing the marina area further Improving Seaton Carew and links to the town centre	7	10%
Social issues and equality	Address race and disability inequality Town affordability	6	8%
Digital	High-speed internet Social media campaigns	5	7%
Housing	Lower rent Independent and supported housing	2	3%

25. A brief analysis by business size highlights some variation in what issues employers considered most important (summarised in Table 6). Small, medium and large employers all considered support for businesses to be the most important issue. Small businesses (less than 10 employees) were more likely to consider the image of the town important, while medium-sized businesses (10-49 employees) considered reducing parking costs important as well as other transport issues such as road and rail improvements. Large businesses (over 50 employees) were more likely to consider the role of the town centre to be important, however it should be noted that this is from a smaller sample size of eight businesses (compared to 47 small businesses and 15 medium-sized).

Table 6 - Priorities by Business Size

Business size	Most frequent issue	Second most frequent issue	Third most frequent issue
Less than employees	Support for business	Town image	Town centre and retail
10-49 employees	Support for business Parking (= first)	-	Transport
Over 50 employees	Support for business	Town centre and retail	Town image Tourism, leisure, and culture Employment and skills Parking
All businesses	Support for business	Town image	Parking

Words to Describe Hartlepool in the Future

26. Figure 14 provides a summary of the most frequently used words and phrases which respondents felt best describe Hartlepool in the future from the perspective of local businesses.

Seaside
Secure
Vibrant
Tourism
Well
Drugfree
Decline
Good
orientated
Dynamic
Sociable
Culture
Safe
Modernised
Same
community
competitive
Inclusive
Forward-thinking
Marina
Clean
Prosperous
Busy
Innovative
Destination
tidy
Connected
Friendly
Opportunity
maintained
town

27. The final question in the survey asked respondents whether there was anything else they wanted to express about experiences of Hartlepool from a business perspective? A total of 42 businesses responded to this question (60%). Analysis of responses received shows that they relate primarily to concerns about more support for businesses (whether this be financial, advisory or the provision of start-up and incubator units) as well as the importance of parking within the town centre and overcoming issues of perception.

'a network of local people (business and consumer) should be actively encouraged to participate in changing and growing Hartlepool into a place where business want to come'

'there are a lot of negative perceptions from people outside of the town, whose views are tainted by very negative media representations'

'There are lots of networks, but they seem to be in competition rather than joined up. This is a small town, and it should be easier to be more connected'



Ministry of Housing,
Communities &
Local Government

Towns Fund guidance (stage two): business case development

16 December 2020

1. Introduction

- 1.1. Once Heads of Terms has been agreed, towns are required to develop business cases for each project and submit a Summary Document to Ministry of Housing, Communities and Local Government (MHCLG). MHCLG will need to review and be satisfied with the Summary Document before funding can be released.
- 1.2. This guidance covers the development and appraisal of business cases for the Towns Fund, and other requirements related to project development and submission of the Summary Document. MHCLG and the Towns Fund Delivery Partner will provide support and guidance throughout this phase.

2. Overview of requirements

- 2.1. After agreeing Heads of Terms, towns have **two months** to confirm which projects will be taken forward as part of their Town Deal, this should include the following information on each project:
 1. Towns Fund ask
 2. match-funding total and breakdown
 3. expected outputs and outcomes
 4. plan for addressing key conditions
 5. whether the project will be fast-tracked
 6. proposed financial profile and the Revenue/Capital split (approval at MHCLG's discretion)
- 2.2. This information should be presented in the project confirmation table at Annex A, and submitted to the Towns Fund central inbox (towns.fund@communities.gov.uk) within two months of the deal being agreed. MHCLG will review and, if suitable, approve this information.
- 2.3. Towns should develop full business cases for each agreed project in line with [HM Treasury's Green Book¹](#).
- 2.4. The accountable body (as identified in the Town Investment Plan) will be accountable for implementing the Town Deal. The Town Deal Board should have an ongoing role and have sight of decisions as projects are developed in more detail or possible changes are made. The nature and degree of the Board's oversight should be agreed locally.

¹ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

- 2.5. Locally, ultimate decision-making responsibility will lie with the accountable body, but the Town Deal Board Chair will be a signatory to the Summary Document and should make decisions in partnership and collaboration with the Town Deal Board.
- 2.6. A business case must be developed for each selected project in line with the conditions agreed in the Heads of Terms. Each business case should cover one project, as submitted in the project template. If a project consists of a package of smaller interventions, these can be grouped into one business case, as long as a strong strategic case is put forward demonstrating how the separate interventions link together to deliver a coherent vision. The value for money assessment must cover the project as a whole, but each intervention must be costed in the Financial Case.
- 2.7. Public Sector Equality Duty (PSED) should be fulfilled through a programme-level impact assessment; relevant project-level impact assessment should also be undertaken. It is recommended that this is undertaken by the accountable body. A summary of this work should be included as part of the Summary Document. Relevant Environmental Impact Assessments should also be undertaken.
- 2.8. Accountable bodies should work with appropriate partners to ensure effective delivery. For some individual projects it may be appropriate for other local delivery bodies (for example upper-tier authority or university) to lead on the development of business cases and on the delivery of the project. Where this is the case, a clear agreement should be made between the accountable body and the delivery body (for example in the form of a memorandum of understanding) for the allocation of any Towns Fund monies. All grant payments from the Towns Fund will be made to the accountable body.
- 2.9. All business cases should pass through local assurance mechanisms with oversight from the Town Deal Board: a plan should be in place to enable this. MHCLG also reserves the right to call in any business case to be assured centrally.
- 2.10. MHCLG will need to review and be satisfied with completed Summary Documents before funding can be released.

3. Guidance on developing business cases

3.1. Green Book compliant business cases should be developed for each project in order to allocate government funds. MHCLG may only require sight of the Summary Document, although MHCLG also reserves the right to call in any business case to be assured centrally. We expect business cases to include:

- a. The evidence for the intervention using rigorous analysis of quality data and the application of best practice.
- b. An assessment of value for money. Attention should be given to how different types of projects will be compared and assessed. Typically, this would include the following considerations at a level proportionate to the scale of funding required for the proposal:
 - i. a clear economic rationale that justifies the use of public funds in addition to how a proposed project is expected to contribute to strategic objectives
 - ii. clearly defined inputs, activities, outputs and anticipated outcomes, ensuring that factors such as displacement and deadweight have been considered
 - iii. benefits that exceed the costs of intervention using appropriate value for money metrics
 - iv. appropriate consideration of deliverability and risk along with appropriate mitigating action (the costs of which must be clearly understood).

3.2. Recognising the diversity of market conditions and the acute nature of the Covid-19 impact in some localities, no minimum value for money threshold is set for Towns Fund projects. However, to follow best practice, all business cases must contain robust value for money assessments. If value for money values are low, then additional justification should be provided. A variety of measures can be used to summarise value for money, this includes estimates for:

- a. **Net Present Social Value** - defined as the present value of benefits less the present value of costs. It provides a measure of the overall impact of an option.
- b. **Benefit-Cost Ratios** - defined as the ratio of the present value of benefits to the present value of costs. It provides a measure of the benefits relative to costs.

3.3. Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations.

- 3.4. Business cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book. The Green Book has recently been updated to ensure the methodology supports the delivery of Government's levelling up ambitions and other policy priorities. These updates include a much stronger emphasis on the strategic case backed up by rigorous theory of change analysis, and renewed clarity on what constitutes value for money. The full conclusions drawn from the review can be viewed in a [HM Treasury report](#)².
- 3.5. Business cases should be developed to meet the assurance requirements of the accountable body. In addition to the Green Book, other appraisal guidance should be followed for specific thematic interventions where available.
- 3.6. The five cases in the Green Book are:
- I. **strategic case** – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention, this should include clear objectives with a robust logic of change from inputs to outcomes.
 - II. **economic case** – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. “Do nothing” should always be an option. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for money is ideally demonstrated in a credible Benefit-Cost Ratio, but where some of the costs and/or benefits cannot be monetised at the present time, the economic case should proportionally capture these impacts and specify a partial value for money measure. Wider benefits and costs should be considered and specified where these are sizeable, compared with the direct impacts. Towns should decide how to treat Covid-19 impacts.
 - III. **commercial case** – demonstrate commercial viability or contractual structure for the project, including procurement where applicable.
 - IV. **financial case** – standard appraisal of financial implications of the project, where applicable this should include budgets, cash flow, and contingencies.

² <https://www.gov.uk/government/publications/final-report-of-the-2020-green-book-review>

V. management case – of how the project is going to be delivered.

- 3.7. Accountable bodies must ensure that the commercial, financial and management arrangements are appropriate for effective delivery. Where applicable, appropriate resources should be consulted for situation specific project appraisals. To assist with this, the Infrastructure and Projects Authority have produced a [Project Initiation Routemap Handbook](#)³ and associated modules which provides a framework to support infrastructure providers to improve the delivery of their projects and programmes. For analogous best practice guidance on the delivery of projects and programmes we also advise you to refer to the [Infrastructure and Project Authority's Project Delivery Functional Standard](#)⁴.
- 3.8. [MHCLG's Appraisal Guidance](#)⁵ provides more information on how the department assesses the value for money of property and land use projects.
- 3.9. The Department for Transport have produced [transport analysis guidance \(TAG\)](#)⁶ on the principles of cost-benefit analysis and how they should be applied in the context of transport appraisals.

4. Business case assurance

- 4.1. For each business case, the accountable body should follow their local assurance processes. This should include sign off from relevant individuals and groups within the council (for example the S151 officer and cabinet). It is important that the organisation responsible for developing business cases does not have sole responsibility for appraisal.
- 4.2. MHCLG may carry out spot checks on projects during the business case development stage. This will be in the form of a working-level conversation targeted at those projects where there are concerns or risks to confirm that the business case is being developed in line with this guidance.
- 4.3. Where a project is deemed novel or contentious (for example if it does not fully align with the intervention framework) or if the project value is over £25

³ <https://www.gov.uk/government/publications/improving-infrastructure-delivery-project-initiation-routemap>

⁴ <https://www.gov.uk/government/publications/project-delivery-functional-standard>

⁵ <https://www.gov.uk/government/publications/department-for-communities-and-local-government-appraisal-guide>

⁶

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940962/tag-a1-1-cost-benefit-analysis.pdf

million, MHCLG reserves the right to appraise business cases centrally to assess project viability and value for money.

- 4.4. Following assessment, if existing concerns are not addressed, or if new ones arise, MHCLG may hold a working-level challenge conversation to provide the town with another opportunity to demonstrate the viability and value for money of the project. An improvement plan may be agreed for the project which the accountable body will be responsible for implementing.
- 4.5. Once the funds are allocated to a specific purpose, following the local or central approval of a five-case business case, it is the responsibility of the accountable body to spend these funds for the purpose they were given. The procurement policies of the accountable body should be transparent and fair but need not require contractors to argue a five-case business case.

5. Project changes and adjustments

- 5.1. There may be circumstances where towns wish to make adjustments to projects, or indeed replace them with alternatives. Accountable bodies should engage with their Town Deal Boards to discuss any changes and must be proactive in consulting their local Towns Fund lead on any potential changes to approved plans.
- 5.2. Adjustments can be made following a Heads of Terms offer before the final list of projects are agreed, up to two months after Heads of Terms offer. In most cases a project adjustment form is not required at this stage, but updated information should be provided as listed in paragraph 2.1. However, any change should be made clear and any change outside of the list in paragraph 2.1 should be made using a project adjustment form at this stage (the stage when submitting final projects information at the two months after Heads of Terms are offered). The local Towns Fund lead should be consulted in the first instance.
- 5.3. Changes may also be made between agreeing the final list of projects and completing the full business case, where there has been a change in circumstances- a project adjustment form is required.
- 5.4. The local Towns Fund lead should be consulted in the first instance. Then, having agreed in principle with the town lead, an email should be sent to towns.fund@communities.gov.uk setting out the intended change and rationale, as well as confirming the agreement of relevant stakeholders. A template form is at Annex B.

- 5.5. Approval will be at the discretion of MHCLG. Adjusted projects will be reassessed against the original project assessment criteria to determine what effect the adjustment has had on the project. If concerns are not addressed, the town will have the opportunity to make a more detailed case for the adjustment in a working-level challenge conversation with MHCLG.
- 5.6. If no additional concerns arise, and if the rationale for adjustment is well evidenced, the adjustment will be accepted. Where adjustments are accepted, the town will be asked to submit an updated project confirmation table (Annex A) reflecting the changes that have been made.
- 5.7. No additional funding will be allocated if new or adjusted projects are of higher value.

6. Timing for all business cases

- 6.1. Towns should regularly engage with their local lead on the development of business cases. Once business cases have been developed and appraised, a summary of all this work in the form of completed Summary Documents, should be submitted to MHCLG within 12 months of the Heads of Terms agreement.
- 6.2. The Summary Document will contain an overview of each business case and confirmation that key conditions have been addressed (where applicable). The Summary Document will be assessed by MHCLG before funding is released.
- 6.3. The Summary Document template is provided at Annex C.

7. Fast-tracked projects

- 7.1. Some projects may already be well developed by the time Heads of Terms has been agreed. Where this is the case, these projects can be fast-tracked for funding provided the business case development and appraisal meets all criteria in this guidance before all the others.
- 7.2. Where towns intend to fast-track projects, it will be indicated in Heads of Terms. Towns should keep their local leads informed of the status of business case development for fast-tracked projects.

- 7.3. A Summary Document for fast-tracked projects should be submitted to MHCLG as soon as possible, and following MHCLG's assessment, funding may be released. Projects should be grouped together as much as possible when submitting the Summary Document.

Note: the accountable body is responsible for ensuring that all templates submitted to MHCLG are accurate and complete representations of current circumstances.

Annex A: project confirmation table

Please complete the table below for each project and send to the Towns Fund central inbox, towns.fund@communities.gov.uk, within two months of agreeing Heads of Terms.

Project confirmation table					
Project name					
Date:					
Towns Fund ask (£ million)					
Match funding total and breakdown					
Expected outputs and outcomes					
Plan for addressing key conditions					
Fast-tracked project (Yes or No)					
Capital/revenue split					
Nominal Financial profile (£ million)					
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer					

Annex B: project adjustment form (this will be provided in Excel format)

After confirming projects (after annex A information has been agreed), where towns propose to make changes to a project please send a completed form to towns.fund@communities.gov.uk.

Project details	Original proposal	Adjusted proposal (where applicable)	Rational for adjustment (where applicable)	Details of how the Town Deal Board and relevant stakeholders have been consulted on changes (where applicable)
Project name				
Project description including: - rational and strategic fit; - how the project addresses need and opportunity - alignment with other plans and strategies				
Towns Fund ask (£ million)				
Total project cost (£ million)				
Outputs				
Outcomes				
Match funding total				

Match funding breakdown				
Capital/revenue split				
Financial profile				
Project completion date				

Annex C: Summary Document template

Towns should submit a completed Summary Documents for each project to MHCLG as soon as they are ready and within 12 months of agreed Heads of Terms.

Notes on the Summary Document template:

General conditions table: provide evidence of how general conditions, where applicable, have been addressed.

Project summary table: towns should complete this for each project. Set out what assurance has been carried out and confirm whether and how towns have addressed project-specific conditions.

Summary Document template

General conditions table

General conditions table
TIP improvement condition <i>Set out TIP improvement conditions as agreed in Heads of Terms</i>
Evidence <i>Provide evidence of how conditions have been addressed</i>
Public Sector Equality Duty (PSED) <i>Provide a summary of programme-level PSED analysis</i>
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer

Project summary table

Project summary table					
<u>Project name</u>					
Business case appraisal <i>Provide details of how the business case has been appraised</i>					
Is this project being fast-tracked?					
Total project value (£, million)					
Towns Fund funding allocated (£, million):					
Outputs <i>Provide a list of the final projected outputs, they must be clear and quantified</i>					
Outcomes <i>Provide a list of the final projected outcomes, they must be clear and quantified</i>					
Cost-benefit projection (for example BCR or NPSV)					
Public match funding <i>Provide the total (£, million) and breakdown of sources</i>					
Private match funding <i>Provide the total (£, million) and breakdown of sources</i>					
Nominal Financial profile (£, million)					
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Actions taken to address project conditions <i>Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below</i>					

Delivery plan <i>Including details of:</i> <ul style="list-style-type: none"> - <i>partnerships</i> - <i>timescales</i> - <i>planning permission and other milestones</i> - <i>interdependencies</i> - <i>risks and mitigation measures</i>
Monitoring and evaluation plan* <i>Provide details on:</i> <ul style="list-style-type: none"> - <i>how spending and delivery will be monitored against expected milestones and outputs and outcomes</i> - <i>what Key Performance Indicators will be used</i> - <i>arrangements for sharing of data</i> - <i>the levers that are available to address any performance issues</i> - <i>who will be responsible for evaluating success</i>
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer

* Further guidance on monitoring and evaluation requirements will be provided in January 2020.