

ECONOMIC GROWTH AND REGENERATION COMMITTEE AGENDA



Tuesday 28 September 2021

at 10.00 am

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

A limited number of members of the public will be able to attend the meeting with spaces being available on a first come, first served basis. Those wishing to attend the meeting should phone (01429) 523568 or (01429) 523019 by midday on Monday 27 September 2021 and name and address details will be taken for NHS Test and Trace purposes.

MEMBERS: ECONOMIC GROWTH AND REGENERATION COMMITTEE

Councillors Brown, Clayton, Cook, Cowie, Hargreaves, Lindridge and Young

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the minutes of the meeting held on 29 June, 2021 (previously published and circulated).

4. BUDGET AND POLICY FRAMEWORK

No items.

5. KEY DECISIONS

- 5.1 Economic Growth Strategy (2022-2025) – *Assistant Director (Development and Growth)*

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

No items.

7. ITEMS FOR INFORMATION

- 7.1 Hartlepool Borough Council and Hartlepool United Football Club Memorandum of Understanding – *Director of Resources and Development*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION

Date of next meeting – Tuesday 9 November 2021 at 10.00 am in the Civic Centre



ECONOMIC GROWTH & REGENERATION COMMITTEE

28th September 2021



Report of: Assistant Director (Development & Growth)

Subject: ECONOMIC GROWTH STRATEGY (2022-2025)

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision – General Exception Applies

2. PURPOSE OF REPORT

2.1 To inform the Economic Growth & Regeneration Committee on the progress made on the:

- current Economic Growth & Regeneration Strategy 2019-21
- the impacts of Covid-19 on the Hartlepool economy and
- the activities the Economic Growth Team are undertaking to support local businesses and grow the Hartlepool Economy

3. BACKGROUND

3.1 The Council approved the current Hartlepool Economic Growth & Regeneration Strategy in 2019. (Appendix 1)

3.2 The strategy set out the strategic priorities for the town's economy together with an overview of interventions and activities to be undertaken over the following three years.

3.3 The strategy promoted a dynamic, creative and distinctive approach to growing the economy – one that was intended to capture the resilience and creativity of local businesses, supported more and better jobs for local people and maximised the potential of the Borough's unique portfolio of local economic assets.

3.4 The strategy was underpinned by three themes that emerged from the evidence review and form the 'three masts' that reflected the distinctive maritime associations of Hartlepool's economy, both from the past and for the future.

3.5 The three masts are:

- **Mast 1 – Creative Hartlepool**

Creative Hartlepool seeks to build on the growing profile and reputation of the town as a distinctive and dynamic economic centre and to support creative people and enterprise to choose to locate and grow in the local economy.

- **Mast 2 – Productive Hartlepool**

Productive Hartlepool seeks to consolidate and strengthen the core foundations of Hartlepool's new economy in the areas where it has most potential to add value to the Tees Valley's priorities.

- **Mast 3- Connected Hartlepool**

Connected Hartlepool aims to widen the Borough's economic footprint with a positive outward-facing approach to economic networks through physical connectivity and economic collaboration.

3.6 Each mast was supported by a vision statement, objectives and priorities, and measures to monitor Hartlepool's economic trajectory. The success of each mast of the Economic Strategy would ultimately be judged by the delivery track record against each programme.

3.7 The headline outcomes to be achieved were to:

- Become a magnet town for visitors, creative learners, innovative businesses and investment partners;
- Widen Hartlepool's economic footprint;
- Narrow jobs and skills value gaps;
- Maintain Local Plan growth trajectories; and
- Maximise Hartlepool's contribution to the Tees Valley economy.

3.8 Progress has been made to achieve these outcomes through various interventions and activities that were highlighted in the strategy most notably:

- BIS - multi award winning facility for the creative sector
- Film & TV Studios and teaching space at the Northern School of Art
- Seymour Skills Academy in partnership with Hartlepool College of FE and Seymour Civil Engineering
- Delivery of the linear park on the Waterfront Site and plans in progress for Leisure Centre and events area development
- Improvement project to enhance our business parks and industrial estates to be commenced
- Headland Amphitheatre
- Secured £25M for Hartlepool Town Deal with projects focused on the local economy and skills
- Development of a Town Centre Masterplan

- Tourism promotion most notably Summer at Seaton
- Continued business support and engagement programme with our local businesses to encourage investment, growth and job creation.
- A co-ordinated Covid-19 support response to businesses including the government grant schemes.

3.9 However, business decisions for investment have been impacted by the uncertain economic environment, including the impact of the time taken to reach an EU Exit agreement and the Covid-19 pandemic.

4. ECONOMIC IMPACT OF COVID-19

4.1 Without doubt the impact of Covid-19 has been felt on the UK wide economy and also the local Hartlepool economy.

4.2 The biggest impact has been by far on the leisure and tourism industries that have had to endure more than other sectors the financial consequences of not being able to trade in their usual manner.

4.3 The latest estimated figures obtained from STEAM (a tourism economic impact modelling process) provide an indication of how this sector has been impacted in Hartlepool with visitor numbers down 59% to 1.5 million people, the number of day's visitors spent in Hartlepool fell by 61% to £1.6 million and overall visitor expenditure in Hartlepool fell by 63% to £75.5 million in 2020.

4.4 The Government funded interventions such as business grants, loans and in particular the employee furlough scheme has thus far prevented the feared significant increase in unemployment, although as these schemes are coming to an end there continues to be uncertainty.

4.5 The Council has been central to delivering the Government administered support and has provided approximately £52.5M (£17M worth of business rates relief and £35.5M of business support grants) of direct support to our local businesses.

4.6 As part of this response the Economic Growth Team provided proactive support to local businesses through the following activities:

- Dedicated Covid-19 webpages on business support available and legislation changes on Council's investinhartlepool website
- Weekly communication via email/social media to businesses about latest Government guidance and the support available.
- Ongoing communication to inform local businesses on what grants were available (locally, Tees Valley and National) and help them apply and access the funds.

- Briefings to businesses through the Hartlepool Economic Regeneration & Tourism Forum on the Covid-19 situation in Hartlepool.
- Engagement with York Road businesses on introducing temporary traffic restrictions to allow pedestrian social distancing measures.
- Promotion of re-opening the High Street with the delivery of the Shop Hartlepool campaign, funded through the Government's Welcome Back Fund.
- Delivery of the Summer at Seaton activity programme to boost the visitor economy, funded through the Government's Welcome Back Fund

5. BUSINESS ENGAGEMENT ACTIVITIES

- 5.1 With the easing of lockdown restrictions by the Government allowing businesses to start to trade again the focus for the Economic Growth Team is to engage with local businesses to help with investment and growth to help boost the local economy.
- 5.2 This will be achieved by a strategic approach to the engagement activities to be undertaken with focus in particular on the following areas:
- a) Enterprise - encouraging businesses start-ups in Hartlepool and providing advice to enterprises within the first three years of trading, including support for resident to become self-employed. Promotion of Hartlepool Enterprise Centre workspace units to SMEs.
 - b) Business Growth – providing advice and support to established businesses in the Borough, aged over 3 years looking to invest and grow, or to businesses interested in locating to the Borough.
 - c) Creative Industries – strengthening Hartlepool's position as a location for creative businesses, with a specific focus on promoting The BIS as a managed workspace and home to a community of SMEs in the creative sector.
 - d) Tourism and visitor economy – promoting Hartlepool's rich heritage, coastal, leisure and hospitality offer. Working to enhance the town's visitor proposition, increasing expenditure in the local economy.
- 5.3 The following broad types of engagement activities will be delivered:
- Pro-active 1-1 meetings with businesses
 - Working with partners such as Tees Valley Business, Teesside University, UKSE amongst others to promote their support and offerings to businesses

- Working with existing business network groups such as the FSB, NECC and the local Hartlepool Economic Regeneration & Tourism Forum to promote the support available.
- Deliver an engagement and events programme to local businesses (see Appendix 2)

6. PROPOSAL FOR NEW STRATEGY

- 6.1 There is a need to develop a new 3 year Economic Growth Strategy that sets the vision and identifies the activities that need to be undertaken to improve the economy of the town.
- 6.2 It is therefore proposed that specialist economic consultants will be appointed, through a competitive tendering process, to lead on the development of the strategy with oversight through the Hartlepool Economic Regeneration & Tourism Forum.
- 6.3 As part of developing the forward vision for the economic priorities of the town there will be comprehensive consultation process that will need to be undertaken and will include:
- a) All businesses in the town.
 - b) Key strategic employers and large businesses.
 - c) Business Network Groups – Hartlepool Economic Regeneration & Tourism Forum, North East Chamber of Commerce, Federation of Small Businesses and voluntary sector organisations.
 - d) Other stakeholders – commercial landlords, commercial property agents, local accountants and business advisers.
 - e) Partner Organisations – TVCA, local Colleges, UKSE, Teesside University, other business support organisations both public and private sector.
 - f) Hartlepool Borough Council – Leader of Council, Chair of Economic Growth & Regeneration, other Councillors, Senior Officers and relevant heads of service.
- 6.4 The completed strategy will then come back to the Economic Growth Committee for approval and endorsement in January 2022.

7. OTHER CONSIDERATIONS

Risk Implications	No relevant issues
Financial Considerations	Consultant cost will be met from existing budgets and will be reported once tenders have been evaluated
Legal Considerations	No relevant issues
Consultation	As detailed above in report
Child/Family Poverty Considerations	Refer to Appendix 3
Equality and Diversity Considerations	Refer to Appendix 3

Section 17 of The Crime And Disorder Act 1998 Considerations	No relevant issues
Staff Considerations	No relevant issues
Asset Management Considerations	No relevant issues

8. RECOMMENDATIONS

- 8.1 Members are asked to note the development of a new 3 year Economic Growth Strategy for Hartlepool. This Draft Strategy will come back to this Committee for approval.

9 REASONS FOR RECOMMENDATIONS

- 9.1 The current Economic Growth and Regeneration Strategy 2019-2021 is now outdated and needs to be replaced.
- 9.2 The impacts of Covid-19 on the local economy require a revision of the current economic growth priorities and interventions.
- 9.3 The new Economic Growth Strategy will set out a 3 year vision and the economic priorities for the town.

10. BACKGROUND PAPERS

- 10.1 Hartlepool Economic Growth and Regeneration Strategy 2019-21.

11. CONTACT OFFICER

Beverley Bearne
 Assistant Director (Growth and Development)
 Civic Centre
 Hartlepool Borough Council
 TS24 8AY
 Tel: (01429) 523002
 E-mail: beverley.bearne@hartlepool.gov.uk

AUTHOR OF REPORT

Israr Hussain
 Economic Growth Manager
 Hartlepool Enterprise Centre
 TS24 8EY

Tel: (01429) 857084
 E-mail: israr.hussain@hartlepool.gov.uk

Sign Off:-

- Director of Resources and Regeneration ☒
- Chief Solicitor/Monitoring Officer ☒



Economic Growth Strategy 2019-21



Contents

	Foreword and Introduction	5
1.0	Economic strategy at a glance	6
2.0	Refreshing our economic strategy	8
2.1	Hartlepool in context	9
2.2	Building on real progress	9
3.0	Hartlepool's economy: creative, dynamic, distinctive	14
3.1	Hartlepool in the Tees Valley economy	15
3.2	The new economy of Hartlepool	17
3.3	Addressing Hartlepool's legacy challenges: jobs and skills gap	19
4.0	A business-focused strategy	22
4.1	Place identity	23
4.2	Workforce demography and skills	24
4.3	Strategic and local connections	26
4.4	A successful local business community	27
4.5	Space for growth	28
4.6	Business leadership and local networks	29
5.0	The three masts of Hartlepool's economy	30
5.1	From evidence to strategy	31
5.2	Mast 1: Creative Hartlepool	33
5.3	Mast 2: Productive Hartlepool	34
5.4	Mast 3: Connected Hartlepool	35
6.0	Priorities for Hartlepool's new economy	36
6.1	Priority programmes	37
6.2	Monitoring Hartlepool's economic trajectory	43



Foreword and Introduction

Hartlepool’s refreshed Economic Growth & Regeneration Strategy 2019-2021 responds to recognised opportunities and challenges for Hartlepool.

Developed by key partners including the local business community we believe that it promotes a more dynamic, creative and distinctive approach to economic growth which captures the resilience and creativity of local businesses, supports more and better jobs for local people and maximises the potential of the Hartlepool’s portfolio of local economic assets.

The Strategy also positions Hartlepool as a major contributor to the productive growth ambitions of the Tees Valley and complements the Tees Valley Combined Authority wider investment and growth plans.

Split between three themes - **creative**, **productive** and **connected**, the strategy forms the three masts of Hartlepool’s economy which reflects the distinctive maritime associations from the past and for the future.

Hartlepool Borough Council is a key enabler of the local economy – but ultimately it is the activity and investment of businesses which will define the Borough’s progress over the next three years and beyond. We would like to encourage more businesses to join the Economic Regeneration and Tourism Forum and become involved in delivering this exciting strategy.



Councillor Kevin Cranney –
Deputy Leader of Hartlepool
Borough Council



Denise McGuckin –
Director of Regeneration &
Neighbourhoods



Peter Olsen –
Chair of Hartlepool Economic
Regeneration & Tourism Forum

1.0

Economic strategy at a glance



The three masts of Hartlepool's new economy

The three masts of Hartlepool's new economy

VISION

Mast 1 CREATIVE HARTLEPOOL

Creative Hartlepool seeks to build on the growing profile and reputation of the town as a distinctive and dynamic economic centre and to support creative people and enterprise to choose to locate and grow in the local economy

Mast 2 PRODUCTIVE HARTLEPOOL

Productive Hartlepool seeks to consolidate and strengthen the core foundations of Hartlepool's new economy in the areas where it has most potential to add value to the Tees Valley's priorities

Mast 3 CONNECTED HARTLEPOOL

Connected Hartlepool aims to widen the Borough's economic footprint with a positive outward-facing approach to economic networks through physical connectivity and economic collaboration.

OBJECTIVES

C1 Build on Hartlepool's reputation as a creative town which supports creative people, ideas and enterprise

C2 Develop the assets and skilled workforce to sustain a creative and inclusive local economy

P1 Enhance the productivity of local businesses and the local workforce

P2 Improve the productivity and local economic contribution of key local assets

CN 1 Improve external connectivity to strategic economic opportunities

CN 2 Enhance network of assets to increase Hartlepool's draw as a destination

CN 3 Develop and strengthen local supply chains for key sectors

PROGRAMMES

- Innovation and Skills Quarter
- Creative Hartlepool Plan
- Creative Hartlepool Skills Compact

- Business engagement and support programme
- Productive Skills programme
- Space for Growth Programme
- Ports Growth programme
- Future of Nuclear Hartlepool plan
- Quality housing growth

- Hartlepool Waterfront
- Civic Quarter and Town Centre
- Hartlepool destination and tourism marketing plan
- Eastern Crossing of the Tees
- Western Growth Corridor
- Local rail enhancements

MEASURE

Jobs growth in cultural and creative activities in line with or better than the wider Tees Valley

Gross Value Added per job in line with or better than the wider Tees Valley

Continued growth in overall visitor numbers to Hartlepool, increasing penetration rate in regional visitor market

2.0 Refreshing our economic strategy



2.1 Hartlepool in context

Hartlepool's economy is shaped by its geography – in future, growth will be driven by the resilience and creativity of its people and businesses. The Borough is inextricably linked to the North Sea and the Tees Estuary; perfectly placed between the globally-recognised productive heartland of Teesside, and established economic centres in Wearside, Durham and Tyneside.

The Borough's economic reach reflects the scale and significance of its prime productive assets –operational port facilities, a nuclear power station, international-scale decommissioning operations, and large-scale high-quality business locations.

Complementing these is one of the North East's largest indoor shopping centres; interwoven amongst emerging centres of educational and cultural excellence – Hartlepool College of Further Education, Hartlepool Sixth Form College , the Northern School of Art and the National Museum of the Royal Navy as part of the town's spectacular Waterfront and Marina.

Hartlepool is increasingly outward-facing, recognising its potential for global trading and business links whilst continuing to be an integral part of the Tees Valley economy.

2.1 Building on real progress

Hartlepool's **Economic Regeneration Strategy** was developed in 2011 and refreshed in 2014. Much has changed since then in terms of national and local policy priorities, key capital investments and the continued transformation of the town, as it responds to the challenge of structural economic transition. So, the time is right to refresh Hartlepool's economic strategy and to review its priorities, ambitions and targets.

Reflecting on Hartlepool's economic trajectory, and on the level and quality of investment in the Borough since the start of the decade, it is clear that **real and substantial progress has been made**.

More and more successful companies are doing business in Hartlepool, and business numbers have risen faster than the Tees Valley and national averages since 2011¹. In 2016 the business start-up rate was better than the national average². At the same time, the number of jobs in the Borough has also grown by a significant number (775), although not quite as fast as elsewhere³.

Selected highlights of economic progress in Hartlepool

Business growth: The number of businesses grew by 35% between 2011 and 2016, stronger growth than across England (30%)

Business start-up rate: In 2016 Hartlepool created more new businesses as a proportion of the existing stock than the national average

Productivity: Gross Value Added of the Hartlepool economy grew faster (+10%) than the wider Tees Valley (+7%) between 2011 and 2016

Economic engagement: Unemployment in the year to March 2018 was at its lowest level since before the 2008 recession

The scale of new investment in people and places in Hartlepool has been beyond expectations in recent years; and it is set to continue – driven by the commitment of public sector partners and reflected in the ambitious plans for Hartlepool Waterfront and the Innovation & Skills Quarter (ISQ).

Selected investment highlights in Hartlepool

- Expansion of Northern School of Art into new £11m campus
- £3.5m investment in the BIS – former GPO on Whitby Street
- £3.7m external investment in high-quality public realm and connectivity enhancements in Church Square and Church Street
- £1.2m external investment for Stockton Street connectivity enhancements
- £1.3m investment in public realm and visitor facilities improvements on Seaton Carew seafront
- £19m external investment in delivery of new employment opportunities
- £6m investment in development of employment pathways for unemployed young people
- £18m investment commitment to commence construction of Hartlepool Western Growth Corridor / Elwick Bypass highways project
- £1.5m acquisition of Jackson’s Landing site to unlock potential for regionally significant visitor economy facilities
- £1.4m investment for The Waterfront public realm works
- £20m investment commitment for The Waterfront development
- £4m ISQ II Film and TV studios and Northern School of Art expansion

Refocusing our economic goals

Throughout the lifetime of the strategy since 2011, the Council has continued in its push for economic growth and wellbeing across the Borough. The targets established in 2011 reflected some important ambitions for Hartlepool – more jobs and businesses, a higher-skilled workforce and improved economic inclusion. But inevitably, there are wider economic dynamics which influence productivity, jobs and business growth.

Looking at the overall employment rate – one of the key performance indicators from 2011 – this has increased slightly since the last refresh (2014), but the trajectory of positive change would still not be enough to meet the Council’s original target of 70% by 2021. Yet, the national and regional employment rates continually fluctuate. So, what must be more important for Hartlepool is closing the economic value gap with the wider world rather than achieving unrealistic absolute targets.

Selected performance indicators from 2014 Economic Regeneration Strategy Refresh

Performance Indicator	Baseline	Current	2021 target
BUSINESS			
Business stock (Business Units in Hartlepool)	2,190	2,880	2,500
New business registration rate (per 10,000 pop)	35	44	42
EMPLOYMENT			
Number of jobs ‘created’ (annual)	262	-500	350
Overall employment rate	62.1%	63.6%	70%
Unemployment rate	6.6%	10.2%	2.5%
Self-employment rate	7.5%	9.3%	10%
Employment rate (16-24)	45%	46%	53.5%
% of 16-18 NEET	7.7%	4.8%	5%

Building on the principles of the previous performance indicators, this refreshed strategy promotes a set of focused and achievable measures for the evolution of Hartlepool’s economy over the next three years (see Section 5).

The headline outcomes to be achieved as a result of the strategy are to:

1. Become a magnet town for visitors, creative learners, innovative businesses and investment partners;
2. Widen Hartlepool’s economic footprint;
3. Narrow jobs and skills value gaps;
4. Maintain Local Plan growth trajectories; and
5. Maximise Hartlepool’s contribution to the Tees Valley economy.

Aligning our growth ambitions

In 2011 when the Economic Regeneration Strategy was developed, the governance and direction of local economic development in England was provided by Local Strategic Partnerships – with ambitious collaborative strategies for each local authority ranging across all areas of social and economic life.

The prime focus of national and sub-national policy is now explicitly on **economic growth and productivity** – to be delivered through the devolution of power and funding from government departments to LEPs and Combined Authorities. Hartlepool is a constituent member of the Tees Valley Combined Authority – the partnership of five local authorities with devolved Government funding and responsibility for co-ordinating transport, infrastructure, skills, business investment, housing and culture and tourism.

Health and wellbeing, community safety, area-based regeneration and social inclusion remain issues which are as important today as they were when the strategy was first written. But a clearly defined framework for economic growth has been established through the Tees Valley Strategic Economic Plan and through the Government’s national economic policy – **The Industrial Strategy**. This is principally focused on enabling business and people work more effectively and productively to drive growth. Hartlepool’s economic strategy needs to effectively align to these wider plans and programmes.

What is more, local economies must increasingly look outwards for opportunities to capture and enhance social and economic value – on a regional, national and international scale; whilst continuing to ensure all residents have the opportunity and skills to play a worthwhile part in economic life.

This refreshed strategy for Hartlepool’s economy in 2021 sets out to clearly identify and articulate its role in the Tees Valley, UK and global economies.

The role of Hartlepool Borough Council

The Council is an enabler of the local economy. It works to support business in the Borough; it seeks to attract private sector investment into Hartlepool; and it maintains vitally important relationships with Government and Tees Valley Combined Authority to promote the town’s interests and assets.

The role of the Council is to encourage new economic activity, investment and networks; and to provide the support, leadership and commitment to the town which inspires and enables people and business to work better, more creatively and more productively.

In this role, the Council is committed to delivering sustainable, diverse and inclusive economic growth and renewal. The 2017 Council Plan places the economy at the heart of what it wants to achieve, alongside its corporate and social ambitions:

Hartlepool Borough Council Strategic Priorities (Council Plan, 2017)

- **Growing our economy, jobs and skills**
- **Regenerating our town**
- **Developing and promoting Hartlepool**
- Developing new services for people and communities
- Building better beginnings and better futures for our children and young people
- Providing effective leadership based upon innovation and efficiency
- £4m ISQ II Film and TV studios and Northern School of Art expansion

This economic strategy refresh outlines the Council's economic enabling role for the next three years; and the potential of the Council to directly influence the outcome of some of its Council Plan key measures, such as:

- **Overall employment** – as a measure of the efficiency of the local economy in engaging local residents;
- **New businesses** – to reflect local levels of entrepreneurship;
- **Employment rates – amongst 16-24 year olds**, to ensure the local economy meets the employment needs of young people; and
- **The number of visitors** – to measure our success in building the Borough's tourism offer and destination appeal.

This strategy sets out how these priorities, and others, will be supported through strategic actions to drive economic growth and productivity.

Spatial planning for productive growth

Work, business and investment do not take place on a blank canvas. They play out in a complex spatial network of infrastructure, assets, land and property. Hartlepool's **Local Plan (2018)** has been developed and adopted to guide and enable development and investment across the Borough over the next decade and beyond.

The Council is **actively planning for growth**: over 6,000 new homes and business space for over 4,000 new workers across Hartlepool. The guiding principles of this growth are a controlled westward extension of the town, supported by infrastructure investment, and the continued enhancement and expansion of the Borough's existing business locations.

The Local Plan itself is inherently economic. The aims and actions of this economic strategy are mutually supportive of Local Plan ambitions for a **strong, diverse and thriving economy** – an economy built on diversity, entrepreneurship, education and training, investment in key areas like the Waterfront and ISQ area, and stronger transport links with the Tees Valley, wider North East region, and economies beyond .





3.0 Hartlepool's economy: creative, dynamic, distinctive

This refreshed Economic Strategy responds to recognised opportunities and challenges for Hartlepool. The previous strategy has laid the foundations for driving economic growth following the consequences of the global economic crisis. Hartlepool suffered disproportionately through the economic downturn given its heavy reliance on public sector employment and the refocusing of private investment.

The refreshed strategy promotes a more dynamic, creative and distinctive approach to economic growth – one that captures the resilience and creativity of local businesses, supports more and better jobs for local people and maximises the potential of the Borough's unique portfolio of local economic assets. The Strategy positions Hartlepool as a major contributor to the productive growth ambitions of the Tees Valley Combined Authority, utilising the town's unique blend of assets and talented people to complement the wider investment and growth plans promoted through the Tees Valley Strategic Economic Plan and Local Industrial Strategy.

3.1 Hartlepool in the Tees Valley economy

Hartlepool's gravity in the Tees Valley economy is established and defined by the strength of its economic asset base. In this regard, there is no doubt **the Borough is a major player**. The summary below provides highlights of the Borough's key economic assets.

Hartlepool's key economic assets (1)	
Skills	Innovation and entrepreneurship
<p>The Northern School of Art: One of the top-performing UK institutions for graduate employability. Opened a new £11m Hartlepool Campus in 2017 in the town's Innovation and Skills Quarter</p> <p>Hartlepool College of Further Education: A leading regional college for technical and professional education; and an 'outstanding' provider of work-based apprenticeships. Opened its £52m building in Hartlepool Town Centre in 2011.</p> <p>Hartlepool Sixth Form College: The only dedicated Sixth Form College in Hartlepool providing fulltime education for 16-19 year olds across professional, technical and academic pathways.</p>	<p>Hartlepool Innovation Centre, Queens Meadow Business Park: The Innovation Centre targets start-up businesses, focusing on advanced manufacturing and engineering, with opportunities for growing businesses across a range of sectors.</p> <p>Enterprise Court, Queens Meadow Business Park: £3m managed grow-on workspace adjacent to the Innovation Centre, developed by HCA in 2015. Offers 21 hybrid office-industrial units with occupiers including companies originally accommodated in the Innovation Centre.</p> <p>Hartlepool Enterprise Centre: 50 office and workshop units available on flexible terms with direct access to comprehensive business support services.</p> <p>The BIS: Due to open in March 2019, a £3.5m managed workspace for start-ups and new growth creative businesses. To be managed by Hartlepool Council with strategic support from the Northern School of Art.</p>

Hartlepool’s key economic assets (2)

Specialist infrastructure	Quality business locations
<p>Hartlepool Nuclear Power Station: One of 8 currently active nuclear power reactors in the UK. Operation will continue throughout the period of this strategy; the Council is already planning for proposed decommissioning and a potential new small modular reactor plant.</p> <p>Hartlepool Port: Fully operational deep-water sea port handling 500,000 tonnes a year. The Port has 5 general cargo berths, a roll-on roll-off berth and specialist heavy lifting docks. Half a million square feet of warehousing is also connected to rail freight networks.</p> <p>ABLE Seaton Port: 51 hectare site of operational deep-water port in the mouth of the Tees. Able has invested over £120m since acquisition in 1996; providing reinforced quayside facilities and establishing oil and gas decommissioning operations and as an installation for offshore wind.</p>	<p>The Borough has numerous high-quality business locations, with the following identified in the Local Plan as strategic growth locations alongside the ports and power station:</p> <p>Queen’s Meadow: Developed over the last 15 years as one of the key business locations in the Tees Valley – providing a range of business accommodation of different sizes and types in the same location. Almost 45 hectares of developable land is available.</p> <p>Wynyard Business Park: Identified and developed as a prestige business park and a key location for the Tees Valley economy – located in both Hartlepool and Stockton Boroughs. A further 33 hectares of land available at site which has already attracted successful investment</p>

Building on the strength of this asset base, Hartlepool’s role in the Tees Valley economy is shaped in a framework of connections to the area’s other economic centres, and beyond. Strategic connections are vital in establishing and maintaining as wide an **‘economic footprint’** as possible; and in building on the collaborative strength of the Tees Valley Combined Authority.

As the later analysis in section 4.3 outlines, Hartlepool actually has a relatively self-contained economy, with the highest proportion of jobs filled by local residents of all 5 Tees Valley authorities⁶. The North Sea is a fantastic visitor and marine economy asset; but, it also constrains Hartlepool’s workforce and market catchment to 180 degrees. **Hartlepool’s position in the Tees Valley economy should therefore continue to be enhanced through the strengthening of physical, labour market and business connections.**

The consolidation of the town’s outward-looking positive approach to wider economic networks and markets over the next three years should see **Hartlepool increasingly punching its weight in the Tees Valley economy** – addressing current underperformance in the number of jobs and businesses per head. The Borough makes up 14% of the Combined Authority population – with opportunity to boost the numbers of jobs and businesses to get to this level, and beyond (13% of Tees Valley businesses and 11 % of jobs are in Hartlepool⁷).

3.2 The new economy of Hartlepool

The new economy of Hartlepool - focusing on creativity and productivity

Hartlepool’s new economy will continue to build on its existing specialisms and capture new opportunities to be more innovative and productive, increasing economic volume and value. Generating more economic value from each job and every business is equally important as supporting job creation and business start up.

Improving productivity is identified as the main route to the UK’s future economic wellbeing. The national economic policy – **The Industrial Strategy** – is founded on the ambition to close the productivity gap, both between the UK and its competitors and between the most and least well-performing local economies in the country⁸. Although progress is being made, the Government has identified the wider North East, which includes the Tees Valley, as the second-least productive of the country’s twelve regions and nations⁹.

Local partners themselves identify the **Tees Valley Productivity Challenge**, where there is a concentration of activity in some high-value sectors (chemicals and advanced manufacturing), but output per worker is generally below the national average across most sectors. . The issue is embedded as a core theme in the Tees Valley Strategic Economic Plan (2016), which states:

‘Productivity is key to higher wages and better household incomes... Higher productivity is also central to re-investment and the sustainability of employment.’¹⁰

Opportunities for higher-value economic activity have been identified across all sectors and types of work and business. **Technological, environmental and demographic changes will define the future economy.** Government is looking to innovation and production in applied informatics, clean industry, mobility and the ageing society to inspire activity in the UK’s more productive economy¹¹ and the Local Industrial Strategy outlines the Tees Valley’s response.

To meet the Tees Valley Productivity Challenge, Tees Valley Combined Authority (TVCA) has identified eight priority sectors based on existing specialisms and the potential for future productive growth; and it is developing a series of sector action plans to promote growth and investment.

Tees Valley priority sectors (Strategic Economic Plan, 2016)

Advanced Manufacturing	Digital and creative
Process, chemicals and energy	Culture & leisure
Logistics	Business & professional services
Health and biologics	Circular economy (overarching enabling theme)

In response, Hartlepool will direct its efforts and resources to the parts of the economy where it can add most value to the Tees Valley as a whole – recognising the value of cross-border economic collaboration and agglomeration economies.

Advanced manufacturing is one of the most productive sectors in the Tees Valley with an average GVA per job of £90,000¹². Here, Hartlepool’s role is critical – it has a greater concentration of advanced manufacturing employment than across the Tees Valley or England¹³. Over half of Tees Valley jobs in electrical manufacturing and engineering are in Hartlepool¹⁴, with companies such as Merlin Flex and Stadium Group.

Of the TVCA priority sectors, the Borough also has a particular strength in **process, chemicals and energy** – driven by Hartlepool Nuclear Power Station, but also specialist processing and **circular economy** activities such as water and waste management¹⁵.

In health and biologics, **heath care** provides a significant number of jobs in Hartlepool (c. 2,500 in 2017), following established national trends and will remain a substantive part of the economy. **Pharmaceuticals** is a small but important sector in the Borough, with 80% of Tees Valley jobs in Hartlepool¹⁶.

There is room for growth in the creative and cultural sector, which is currently a relatively modest employer, but one with significant potential to grow and increase economic value on the back of assets such as the Northern School of Art and the BIS. Digital activities are amongst the fastest growing parts of the national economy – and whilst an important employer in Hartlepool (400 jobs) it is not yet an existing specialism relative to the rest of the Tees Valley.

The new economy of Hartlepool - opportunities for value-driven growth

Manufacturing still plays a big part in its economy: 22% of all employment compared to 17% across the Tees Valley and 15% across England¹⁷. In part this is an indicator of the Borough's structural economic legacy (*see next section*) – it has not been as easy to diversify into a service-based economy as it has in other places. But, this strength in production activity also brings a competitive advantage – with potential to harness future productivity gains from crossover applications of data, informatics and artificial intelligence to production – so called **Industry 4.0** – to achieve 'smart productivity'.

Improving productivity does not mean making people work harder. It means helping them to work smarter – producing more value for each hour of their time and thereby increasing their earning power. This is how economies grow and how living standards improve ('Building our Industrial Strategy: green paper'. HM Government, 2017)

There is also a **clear shared ambition to foster creative entrepreneurship** across Hartlepool. The Northern School of Art is a major attractor of creative talent from across the North East and beyond – with great potential to radiate commercial creativity across the town.

The Council has seen that more can be done to retain the economic value of creative and enterprising people and ideas in the town: investing in **the BIS**, a new creative workspace which will help nurture a community of creative businesses, including those established by Northern School of Art graduates. The wider attraction of Hartlepool to creative and cultural businesses will be boosted with ongoing place improvements.

As in many transitional local economies, there is also **room for higher-value knowledge-based services to play a much bigger role** in Hartlepool's economy. Growth here will provide the basic backdrop to the ongoing development of the Borough's specialist producing and processing sectors. The signs are good. ICT and professional-technical services have been two of the fastest-growing sectors in Hartlepool since the Economic Regeneration Strategy was published in 2011. Critically, these are high-value-added industries and offer potential for further GVA growth: the total GVA of ICT grew by a third in Hartlepool 2011-16, way above the national figure of 18%¹⁸.

As well as enabling economic transition, the Borough is positioning itself to alight on **new economic opportunities**, for example building its platform of strength in the **circular economy**, a Tees Valley and national priority area. Able Seaton Port is a nationally important recycling facility; the leading UK location for offshore oil and gas decommissioning – with a long term programme for Shell's Brent platforms. **Able Seaton Port** has also just completed the installation of the foundation package for Orsted's Hornsea One Wind Farm and has secured the installation of the turbine package for Innogy's Triton Knoll Offshore Wind farm which is due to commence in September 2020.

Meanwhile, the **proposed decommissioning of the nuclear power station** is a long-term, highly-technical process, which offers a range of high-value opportunities to offset the reduction in operational employment; it is expected to support almost 900 permanent and longer-term contract jobs¹⁹. Highly-skilled technical experts will be based in Hartlepool for a generation or more; with the chance for skills development in the local workforce.

What is more, Hartlepool is one of ten national locations considered by Government as suitable for a new nuclear power station – with potential for ground breaking small modular reactor technology to be applied. Whilst no decision is expected on further nuclear power infrastructure for a number of years, the Council will continue to promote Hartlepool's interests in the high-value energy field and support the Tees Valley's 'clean growth' ambition.



The new economy of Hartlepool – widening our economic footprint

Given Hartlepool's relative self containment, the Borough can continue to develop the value of its economy by widening its footprint and connecting with new people and markets. The ports are already an excellent window to world markets via the North Sea, whilst the visitor economy brings new people and economic activity from outside the Borough.

Hartlepool's **attractiveness to visitors has continued to grow in recent years**. New and improved attractions such as Seaton Carew seafront, Heugh Battery Museum, and the expanding National Museum of the Royal Navy –

alongside the success of events such as the Hartlepool Waterfront festival – saw total annual visitor numbers grow by over 200,000 between 2014 and 2016 .

Education institutions are also critical attractors of enterprising young people into the town and offer the opportunity to showcase Hartlepool as a place to work and invest. For example, the Northern School of Art has reported that around 70% of its students are from outside the Tees Valley area; whilst Hartlepool College of Further Education attracts around 40% of its apprentices from beyond the Combined Authority boundary. All of the town's colleges are expecting to grow in the coming years, giving a great chance to widen Hartlepool's draw, increase retention levels and deepen its creative and cultural offer within the ISQ.

3.3 Addressing Hartlepool's legacy challenges: jobs and skills gap

Hartlepool has a positive economic future, but it also has structural legacy challenges. These are not new or unique to Hartlepool's economy. Quite rightly, due consideration is always given to the past landscape of trade and industry, in understanding where the Borough stands today. The historic focus on core production and trading industries underpins many economies across the North of England, and other parts of the UK. The dominance of single employers and industries left many places economically vulnerable – first to the shift towards the dynamic service-led economy; and subsequently, to the ongoing consolidation of public sector employment. In many places, including Hartlepool, this has left some persistent economic challenges, particularly amongst more marginal communities – intergenerational worklessness, poor educational attainment and low labour-market and social mobility, for example.

The individual effects of these challenges continue to be vital and live issues for the Council. In the context of economic growth and productivity, what is important is to have as active and well-skilled a labour force as possible and to provide opportunity for all to engage positively with the Borough's economy. These issues must continue to be addressed to provide the bed-rock for Hartlepool's new economy.

The jobs value gap

Despite positive progress, there are still **not enough businesses or jobs in Hartlepool's economy**. Business density is a measure of the general robustness of an economy's business base. Hartlepool is comparable with the wider Tees Valley (258 businesses per 10,000 pop.) but needs to continue to support business start-up and survival rates in order to close the gap with the national average (417)²¹.

Similarly, the number of jobs available compared to residents shows the relative strength of local employment. Hartlepool also requires significant further development to reach Tees Valley and wider levels – a further 6,625 jobs to compare with the overall Combined Authority area²². **The focus must be on facilitating private investment to create more higher-value jobs** – Hartlepool is still over-reliant on public sector employment²³ leaving it economically vulnerable to ongoing reductions in public spending.

Given the structural legacy of production industry, Hartlepool still has a '**jobs value gap**' - a predominance of lower-value jobs, with a greater proportion of jobs and residents in basic service, unskilled and elementary occupations than seen across the Tees Valley. A continued imbalance prevails at the top end too: with a deficit of managerial, professional and technical roles compared to elsewhere²⁴. This is reflected in the fact that only 11% of jobs in the Borough are in professional services and ICT; compared to 20% across the Combined Authority, and 28% nationally.

An ageing workforce

In line with trends across the country, **the population of Hartlepool is getting older**: between 2011 and 2017 the average age increased by 3 years from 38 to 40²⁵. An ageing population and workforce brings a range of well-understood economic challenges, not least the increasing need for replenishment of workers and skills. In Hartlepool, some of this will be achieved through the provision of the most relevant up-to-date training for its young people. But this is not likely to be enough: the proportion of younger people (under 35) is already slightly below average; the proportion of older people (65+) is higher²⁶.

The Council acknowledges the need to **attract and retain more young people** which means enhancing the cultural, lifestyle and employment offer for people graduating from the town's colleges, and diversifying the housing offer.

Skills deficits

The jobs value gap and the ageing workforce in Hartlepool are synonymous with the picture of skills and technical training in the workforce. Basic qualifications continue to be critical to basic employability – and a range of initiatives have seen progress made in delivery across Hartlepool in recent years. The proportion of the workforce without any level of qualifications has fallen between 2011 and 2017 – yet remains more than double the national average²⁷.

Hartlepool also continues to develop people with the higher-end skills (NVQ4+) required to sustain the growth of the productive economy – but the proportion is still below average.

The Councils Learning & Skills Service are a major deliverer and enabler of education, employment and skills programmes and a leading provider of Adult Education services within the locality.

Hartlepool Council is also the lead authority in the Tees Valley on Education, Employment and Skills demonstrating the Councils commitment to addressing the issues of skill shortages and gaps.



4.0

A business-focussed strategy



4.0 A business-focused strategy

Hartlepool Borough Council is a key enabler of the local economy – but ultimately it is the activity and investment of businesses which will define the Borough's economy over the next three years, and beyond. Attracting new businesses and meeting the needs and expectations of growing, successful businesses must lie at the heart of our economic strategy. The Council is clear that this refreshed strategy is aligned to the requirements of the Borough's businesses and future investors, to help address the jobs value gap and boost the volume of economic activity. Understanding what matters to businesses and how these factors can be improved and delivered is critical.

Hartlepool is already home to major businesses – many of whom have been attracted to invest on the basis of the town's strategic location and economic assets:

- JDR Cables – Hi-tech engineering of subsea power and communications cables; opened a £30m deepwater quayside facility at Hartlepool Port in 2009
- Exwold Technology – Head office of UK contract chemical processing company, employing around 120 in Hartlepool

- Utility Alliance – UK-wide energy consultancy based in Hartlepool, employing around 200 people in the Borough
- PD Ports and Able UK – two of the largest ports operators in the UK own Hartlepool and Seaton Ports
- EDF – operator of Hartlepool Nuclear Power station and Teesside Offshore Wind Farm with O&M base at Hartlepool Port

Alongside these major employers there is an established local supply chain and landscape of small and medium sized enterprises (SMEs) which are the 'engine room' of the economy. It is this diversity and breadth of our business community that must be nourished and promoted through this strategy.

The following **'baselines for Hartlepool'** tell the story of the Borough today through the six prime factors most important to business – and where Hartlepool's economy currently stands.

4.1 Place identity

Why is place important?

Quality of place is vital to Hartlepool's reputation as a business location. This is reflected in the quality of its assets and perception of its economic and investment potential. The image of the town continues to improve through the extensive investment in the central area – town centre, ISQ and Waterfront – the success of its key industrial areas, and its growing reputation as a visitor destination.

The Tees Valley Combined Authority recognises the value of place as a foundation of productivity, with improved place as one of its six priorities in the Strategic Economic Plan (2016). Enhanced place reputation helps to attract and

support SME activity and sustain numbers of key workers, particularly those with higher-level skills. Improving the appeal of Hartlepool to creative and productive younger people is a key objective for this refreshed economic strategy.

The image value of Hartlepool as a place is important currency in its relations with people and markets further afield. A better quality, more successful Hartlepool helps to widen the town's reach, build its reputation and strengthen economic networks.

Defining Hartlepool's place identity

Place identity reflects the interaction of assets, images, messages, networks and activities in Hartlepool. The level of quality and choice available for businesses and residents across the spectrum of economic and social life is a key factor. Hartlepool is defined by its relationship with the sea, its maritime heritage and history as a producing and trading town.

But increasingly businesses also recognise and value Hartlepool **as a place at the heart of a modern marine and productive economy**. Location, assets and accessibility are the key factors which influenced JDR Cables' decision to locate at Hartlepool Port, and its subsequent £10m investment in further expansion. Access both to the sea and to local services in Hartlepool town centre were fundamental to these locational and investment decisions²⁸.

Hartlepool's **network of leisure and cultural attractions and the quality of its town centre area** provides the draw for visitors and help to sell the Borough as a place with the lifestyle to match ambitious business investments. The Council has invested heavily in improving the urban environment in the Innovation and Skills Quarter. High-quality visitor destinations and assets such as the Town Hall Theatre, Middleton Grange Shopping Centre, HMS Trincomalee at the National Museum of the Royal Navy, Seaton Carew seafront, Hartlepool Marina

and Summerhill Country Park – as well as nearby access to Teesmouth National Nature Reserve, RSPB Saltholme and the Durham Heritage Coast – all add to the rich picture of soft economic assets and act as magnets for visitors and investors.

Hartlepool's image as a modern economy shows in the array of high-quality workplaces across the Borough – a vital consideration for investing and expanding businesses (*see Workspace for growth section*) – and also in the range and quality of housing available for new and existing workers. **Connected, quality places to live** are needed to help attract and maintain a productive and creative workforce and will drive expenditure in Hartlepool town centre as an important sub-regional centre. This is imperative in the Local Plan, which aims to facilitate the development of over 6,000 new homes by 2031. Positive planning guidance is being developed to ensure the quality and range of new homes is suitable for the modern workforce²⁹. The Local Plan also makes provision for further student accommodation to be provided in and around the Innovation and Skills Quarter³⁰ to support the growth of our educational institutions.

The Council also recognises the importance of culture and the evening leisure offer in this network – an important issue for the wider community and for the ambition of attracting and retaining creative and productive younger people.

4.2 Workforce demography and skills

Why is the workforce important?

Businesses consistently report that finding people with the right skills and level of application is one of the key factors of success. The workforce in any local economy is the foundation of economic growth and enhanced productivity – getting more economic value from people's input.

All employers require people with the aptitude and attitude for work – the basic **employability skills** of communication, literacy, numeracy and computing. These are the key skills which allow people to positively engage in the local economy. Digital skills are increasingly fundamental in the modern workplace – not only office-based computing – but in the application of data management, informatics, programming and artificial intelligence, across all sectors.

Hartlepool's workforce, skills and specialisms

Hartlepool's workforce is increasingly productive – the value of the Borough's economy has grown significantly since the Economic Strategy was published in the wake of the 2010 recession. Gross value added of the Hartlepool economy grew faster than the wider Tees Valley between 2011 and 2016; whilst the productive capacity of each worker increased by 10%, more than the national average³¹. In 2011 GVA per job in Hartlepool was £1,500 less than the Combined Authority average; it is now higher. The productivity gap with national trends has also narrowed.

Levels of **engagement in the labour market also continue to improve**. Unemployment in March 2018 was at its lowest level in more than a decade (8.7%)³² – improving confidence in the workforce of Hartlepool, which had been particularly hard hit by post-recession economic kick-back.

Economic progress and recovery of confidence are clear. But the overall shape of the workforce continues to reflect some **persistent structural legacy challenges**, which can hamper the Borough's attractiveness to new business and be a barrier to home-grown productive growth. Issues, already identified in the earlier section, include a deficit of business investment in creating the volume of new employment required, and the need to retrain an ageing workforce and replenish with younger people with the skills for productive and creative business. Whilst improving, the rate of worklessness remains at more than double the national average³³.

Businesses want to invest in dynamic places, so Hartlepool continues to focus its efforts on improving overall skills, employability and engagement – particularly amongst young people. The Councils Learning and Skills service is delivering the priority actions of its 2016-2026 Adult Education Strategy and delivering the YEI Pathways programme with local employers and young people. It also remains actively engaged with the ambitions of the Tees Valley Skills Strategy *Inspiring Our Future* (2018) which provides the blueprint for 'Pathways to Work', Careers, Business Engagement and 'Skills Routeways' programmes across the Tees Valley.

As productivity improves, the Borough can demonstrate its commitment to **closing the skills value gap** by continuing to improve schools-level educational attainment and progress, currently well below average³⁴, for example through active engagement in the Tees Valley School Improvement Board. CBI research into the regional productivity gap identifies educational attainment at 16 and workforce skills as the most influential factor in the differences between the performances of place economies in the UK. The particular focus is on schools:

Ensuring strong school performance and children getting the best results at GCSE (or equivalent) is the single most important driver of productivity differences across the UK.

CBI (2017). Unlocking regional growth understanding the drivers of productivity across the UK's regions and nations

The positives are that skills assets, institutions and programmes are in place across Hartlepool: with, Hartlepool College of Further Education, Hartlepool Sixth Form College and the Northern School of Art each aligning curricula and provision with particular future economic needs.

Hartlepool College of Further Education is business focused and builds its reputation on the quality of its apprenticeships. It is prioritising training in areas which are vital to the future economy in Hartlepool and beyond: health, energy, digital and construction. **Advanced manufacturing and engineering are the most prominent**. Over 25% of all engineering apprentices in the North East are trained through Hartlepool College, including those focused on offshore energy engineering. It has received TVCA funding to develop facilities and expertise in the maintenance of electric vehicles. Most of its graduates stay in the North East – more can be done to keep these people in Hartlepool to offer their productive skills to the town's businesses.

Hartlepool Sixth Form College have invested in a Digital Academy to help support the Tees Valley Combined Authority Skills Strategy and Strategic Economic Plan. It is one of only a few colleges in the country to offer NextGen Level 3 qualifications and work with some of the industry's top employers, including Sony and Microsoft. The college links with Teesside University to further enhance progression pathways into higher education.

The Northern School of Art is one of the UK's best performing institutions for graduate employability in art and design. It is also a nationally-recognised brand and institution – and an important vehicle to widen Hartlepool's economic footprint, with ambitions to grow and secure its own degree awarding powers as an HE institution. It also nurtures and supports spin-out businesses – around 35% of graduates go on to start businesses or to self-employment³⁶.

The performance and influence of the Borough's colleges feeds into the overall place quality and prospects of graduate retention, so they need to be supported to grow and extend their offers.

4.3 Strategic and local connections

Why is connectivity important?

Connectivity is a prime consideration in locational investment decisions by business. Businesses value productivity – and a productive town or city is one which works efficiently; one where people, products and information move freely.

Transport infrastructure links businesses to labour and markets; and links residents to employment opportunities. Better, faster and more resilient transport networks extend a local economy's reach and therefore its economic footprint, position and gravity in the wider world. Good-quality public transport, walking and cycling options are equally important.

The River Tees and the North Sea are greatly valued by the Borough's businesses for the ability to move goods to and from international markets. However, they also restrict Hartlepool's land connections to 180 degrees, especially for the movement of people. As such, travel needs to be made as easy and efficient as possible.

Hartlepool's connectivity

Hartlepool's deep-water seaports give its businesses a significant competitive advantage from direct access to marine transport and world markets. The ports are also valuable businesses in their own right. National government recognises the **value of ports as 'vital enablers of the UK economy and trade'** – becoming ever more important with major growth in traffic and a national shortage of port capacity forecast³⁷.

Both PD Ports and Able UK have invested heavily in Hartlepool and Seaton Ports – with significant room for growth to serve offshore energy, decommissioning and other markets. **Hartlepool Port** was the development and construction base for EDF's Teesside Wind Farm and subsequently invested in the establishment of the operation, maintenance and training centre on the site. Space is a critical factor for offshore engineering businesses – such as JDR Cables – and the site has capacity for space-hungry activities such as assembly of offshore wind turbines, pipe construction and cable spooling. The **Tees Valley Strategic Infrastructure Plan** (2014) identifies the widening and deepening of access to Hartlepool Port as a sub-regional transport investment priority³⁸.

Able Seaton Port is the UK's leading facility for oil and gas decommissioning and is also established as an installation port for offshore wind farms. Able is also exploring the possibility of constructing a dry dock, which would add to Hartlepool's reputation an international centre for marine construction.

Hartlepool's function in the Tees Valley economy is governed both by geography and connectivity – with strong links to the north and west, as well as to the Teesside conurbation to the south. According to the 2011 Census, more people commuted to work each day from Hartlepool to County Durham than to any of the individual Tees Valley local authorities. **The River Tees is a marine transport asset – but, it presents a considerable barrier to Hartlepool's north-south road connections.** The straight line distance from Hartlepool to both Middlesbrough and Redcar is around 8 miles, yet the road distance is 15 miles to Middlesbrough and 24 miles to Redcar³⁹. The Council and South Tees Development Corporation both recognise the restricting effect this has on potential investment and growth – a potential Eastern Crossing could bring significant economic benefits both north and south of the Tees⁴⁰.

Hartlepool has the most self-contained labour market of all five Tees Valley local authorities, with a greater proportion of jobs taken by local residents. In Middlesbrough 54% of jobs are taken by people commuting in from outside the local authority – the figure for Hartlepool is 29%. Economic self-sufficiency can be regarded as a positive for local economies; but, it is increasingly difficult to sustain in today's dynamic economy. For business, it is important for Hartlepool to move towards being a **magnet town** – particularly given that higher-skilled productive people are more likely to travel further for work.

The town will be better connected in the future as a result of a new £18m link road to an enhanced grade-separated junction on the A19 at Elwick North – providing a third point of entry and exit for Hartlepool. Investment is being provided by the Council, TVCA and Homes England.

Hartlepool has five direct trains to London each day and faster rail connections to Sunderland and Newcastle than most of the rest of the Tees Valley⁴¹. However, as identified in Tees Valley transport strategies, improvements may also be needed in the rail connections between Hartlepool and the rest of the Tees Valley⁴². Based on the times of the most frequent weekday services – Hartlepool has the longest average train travel time to the other Tees Valley economic centres. For comparison, in 2017, 70% of the national population commuted 30 minutes or less to work.

Average train time of most frequent services between Tees Valley economic centres⁴³

	HPL	STN	MBRO	RCR	DTON	AVG
Hartlepool		20	30	55	70	44
Stockton/Thornaby	20		10	20	20	18
Middlesbrough	30	10		15	30	21
Redcar C.	55	20	15		40	33
Darlington	70	20	30	40		40

Digital connectivity is a further priority for the Borough and the Tees Valley Combined Authority's ambition for 'first class' class connections⁴⁴. The Digital Durham programme is providing Superfast Broadband coverage across Hartlepool – the main gaps identified are for industrial estates and business parks and rural areas . Hartlepool has now achieved the Government's target of over 95% superfast broadband coverage and work will continue on other projects for full fibre networks and 5G rollout.

4.4 A successful local business community

Why is the business profile important?

Growing businesses and inward investors are influenced by the shape and dynamics of the existing business base. Local specialisms and high-value clusters enhance prestige and marketing image value. Businesses also want to understand the level and quality of local and regional supply chain opportunities – both upstream for clients and sales, and downstream for buying essential business services.

In new business areas, the existence of successful predecessor and peer businesses can increase confidence in investment and encourage product and service innovation. Companies want to understand what the chances of success are in a local economy before committing to invest – and seeing other companies do well is a key test.

Hartlepool's business profile

More and more companies are doing business in Hartlepool and they are relatively resilient⁴⁶. **Hartlepool's most successful and visible businesses reflect the town's existing productive capacity in process, engineering**

and advanced manufacturing. Hartlepool is known for marine and offshore energy engineering, thanks to the presence and ongoing investment of national and international businesses such as JDR Cables, Able UK and EDF (Teesside Windfarm O&M). Other high-value engineering and processing activity includes civil engineering (Seymour), electronics (Merlin Flex; Stadium Group), plastics (Omega), steel (Liberty), medical diagnostics (Hart Biological) and processing (Omya – minerals; Exwold Technologies – chemicals). Cameron's Brewery is a large, influential and growing legacy employer in the town.

The overall profile of business also reflects these productive strengths – more firms operating in sectors such as manufacturing water & waste, and construction than the national average⁴⁷. Encouragingly, there are also a greater proportion of businesses in professional, scientific & technical industries than wider averages. The vast majority of businesses in Hartlepool are small and micro businesses – which reflects broader trends across the economy – with far fewer large employers than ever in the past, making the economy more diverse⁴⁸.

Investors and growing businesses also look to places with the range of support services needed. This **business-to-business** offer requires further development in Hartlepool – with ICT, financial services, admin & support services and real estate all underrepresented⁴⁹.

4.5 Space for growth

Why is business accommodation important?

Quality workspaces are critical to business – each company has its own requirements and these will change through the life of the business. **A productive town is one where businesses have space to grow** – any local area looking to stimulate productive business growth and attract inward investment must have an appropriate and attractive range of business accommodation.

Businesses need to have the certainty that as they start-up and grow in a particular location, there is a range of larger premises for them to move to which continue to serve their business needs, without having to move away from the local area and potentially losing skilled staff and valuable local employment. Similarly, businesses looking to relocate or develop footloose investment opportunities will only consider a location if there is a variety of competitively-priced accommodation, of a standard which helps them service clients and attract and retain talented staff.

This requires a **pathway of business growth workspace**, covering everything from rented desk space and affordable 'easy-in, easy-out' managed space to large industrial space and land for building⁵⁰.

Pathway of business growth workspace	
Pathway category 1:	Co-working space
Pathway category 2:	Business incubator
Pathway category 3:	Managed small business workspace
Pathway category 4:	Managed grow-on workspace
Pathway category 5:	Conventional commercial workspace lease
Pathway category 6:	Design and build opportunities

What is more, new industries need new types of space, with increasingly specialist and technical requirements.

Space for growth in Hartlepool

There is no shortage of employment land in Hartlepool – but very few businesses across the wider economy are in a position to take the risk of developing their own premises. Key strategic actions in Hartlepool are therefore about prioritisation of business locations, facilitating private sector development and meeting gaps in premises provision.

Queen's Meadow and Wynyard Business Parks are identified as the priority locations for high-volume, high-value productive business growth in Hartlepool – and they are likely to be the most attractive locations for inward investment. Queen's Meadow is a good example of how several workspace categories can be successfully developed in the same location to encourage agglomeration. These are the Local Plan's two strategic growth locations alongside the ports and power station. Both ports have significant room for commercial growth and land has also been safeguarded for a potential new nuclear power station. The Council is also working towards the continual improvement of the Brenda Road Business Corridor as a business investment location.

For private investors, the Tees Valley and the wider North East are perceived as less-established markets, where achievable values and returns can be too marginal and too risky to support speculative development – often as a result of recognised market barriers – debt finance, end-use covenant, legacy perceptions and empty property rates. Similarly, less profitable and more risky multi-occupancy commercial property developments, such as those for small businesses, tend not to attract private-sector investment, except in the very strongest markets.

Where there are gaps in provision, public sector investment through grants, loans, financial risk-sharing mechanisms or direct delivery are often required to respond to identified gaps and ensure that local economies such as Hartlepool can develop the **pathway of business growth workspace required to be competitive as business and investment locations**.

The Council has already taken a lead with the development of the **BIS** – a multi-occupier managed small business workspace, specifically designed and focused on new businesses in the creative sector. Grow-on accommodation such as Enterprise Court at Queen's Meadow (funded by HCA) has proved very attractive to early stage businesses and additional provision should be strongly considered. Work is also under way with TVCA to understand the business accommodation requirements of the Tees Valley's target sectors, and the Council will pay particular attention to its findings.

4.6 Business leadership and local networks

Why are business leadership and networks important?

Business leadership and networks provide a valuable sense of connectedness, direction and pride in a local economy. Leadership should extend well beyond the function of the local authority; it relies on leading businesses to set the example themselves.

Access to business support services can be critical to all businesses, especially those in the early stages of their development without the resources, experience or training to carry out the full range of tasks required to run a business. Business support services include:

Commonly offered business support services	
Business planning advice & support	Accountancy & financial management
Production assistance (e.g. R&D, prototyping)	Financial advice & access to finance (e.g. pitching to equity investors, banks for loan finance)
Business mentoring & coaching	Entrepreneurship training
Introductions & investor networking	In-house technical & ICT support
Pitching & presentation training	HR & resource management support
Legal support	In-house admin support
Marketing support & advice	Peer networking events

Business leadership and networks in Hartlepool

Hartlepool Borough Council is an enabler of local business investment and sets the tone for doing business in the Borough – but businesses themselves are equally important in taking leadership and developing networks.

The Council's business strategy is overseen by the Economic Regeneration and Tourism Forum – a representative business and public sector network with the aim to 'develop a more enterprising, vigorous and diverse local economy'. Privately-organised networks also take the lead in promoting the Borough's business and economic interests – for example, Hartlepool Business Forum, which encourages networking, best practice, inter-trading and organises the annual Hartlepool Business Awards. Others include the ISQ Business Association, the Longhill and Sandgate Business Association and Women What Do. Many businesses in Hartlepool also lead in their own business networking activity – for example PD Ports is continually working alongside its supply chain to innovate and understand their needs⁵¹.

Businesses looking for professional support and funding can take advantage of programmes provided both by the Council and Tees Valley Combined Authority. The Council provides a wide range of direct support for businesses including grants and manages the business accommodation of both the BIS and Enterprise Centre. The Tees Valley Combined Authority offers a range of business grant funds to help businesses invest and grow; access to training and networking are also available. Reported take up of services and funding in Hartlepool is lower than the other Tees Valley authorities and efforts will be made to increase levels of engagement with business support providers.



5.0 The three masts of Hartlepool's economy

5.1 From evidence to strategy

Evidence shows that **Hartlepool is a Borough with opportunity for a bright economic future**: improving levels of engagement in the economy and productivity in the workforce; the assets base and specialisms to be a key player in the Tees Valley economy; and a Council with a track record of delivering investment.

Three themes have emerged from the evidence review: the desire for Hartlepool to be a modern **creative** economy, the push for **productive** growth, and the need to be well **connected** in order to achieve this.

These themes form the **three masts of Hartlepool's economy** – a framework for the refreshed Economic Strategy, which reflects the distinctive maritime associations of Hartlepool's economy, both from the past and for the future. Hartlepool's economy benefits from a celebration of its maritime heritage, while capitalising on a marine future driven by creative, enterprising and productive business growth.

Mast 1
**CREATIVE
HARTLEPOOL**

Mast 2
**PRODUCTIVE
HARTLEPOOL**

Mast 3
**CONNECTED
HARTLEPOOL**

The three masts are supported by key messages from the review of Hartlepool's economy and baselines for business: room for growth to build on exceptional creative assets; core strengths in process, engineering and production; and widening the Borough's economic footprint. Each one has its own points of reference in the current and future shape of the economy, as shown in the diagram overleaf.

Each mast is also supported by a vision statement, objectives and priorities, and measures to monitor Hartlepool's economic trajectory.

The headline outcomes to be achieved as a result of the strategy are to:

1. Become a magnet town for visitors, creative learners, innovative businesses and investment partners;
2. Widen Hartlepool's economic footprint;
3. Narrow jobs and skills value gaps;
4. Maintain Local Plan growth trajectories; and
5. Maximise Hartlepool's contribution to the Tees Valley economy.

Priority programmes are summarised here, and outlined in more detail in Section 6.

From evidence to strategy: Key reference points of the three masts of Hartlepool's Economy

Mast 1
CREATIVE HARTLEPOOL

Promoting an innovative and enterprising economy

Room for growth to build on creative assets:

- Innovation and Skills Quarter
- Northern School of Art
- The BIS

Addressing the jobs value gap

More higher-value jobs

More business-to-business activity & grown on supply chains

Magnet town: Attract and retain creative and productive younger people

Retain value of creative people and ideas in Hartlepool

Quality of place

Mast 2
PRODUCTIVE HARTLEPOOL

Addressing the UK productivity gap
Meeting the Tees Valley Productivity Challenge

Hartlepool's new economy

Modern marine economy

High quality productive assets

Facilitate private investment in more jobs and business

- Process
- Engineering
- Advanced manufacturing
- Circular economy

More higher-value knowledge based services

More business-to-business activity & grown on supply chains

Planning for growth

Ports growth

Pathway of business growth accommodation

Economic legacy challenges

Skills and jobs value gap

Engaging young people in the economy

Mast 3
CONNECTED HARTLEPOOL

Widening our economic footprint
Looking outwards with a positive approach to economic networks

Continued demand for port capacity

Access to global markets

Maritime heritage

Continued development of network of high-quality leisure & cultural attractions

180 degree catchment

Self-contained role in Tees Valley economy

Ease and efficiency of travel

Improving road connections

Need better local rail connection

Networks to support start up and survival

Improve engagement with Tees Valley business support organisations and networks.

Mast 1 : CREATIVE HARTLEPOOL		
A vision statement	Objectives and priorities	Economic trajectory measure
<p>Creative Hartlepool seeks to build on the growing profile and reputation of the town as a distinctive and dynamic economic centre and to support creative people and enterprise to choose to locate and grow in the local economy.</p> <p>This requires a clear focus on the economic assets of the town that can influence both the external image as a creative and cultural destination, as well as attracting younger people to build their skills and lives in Hartlepool. This will help to retain the value of creative and enterprising people and ideas in Hartlepool.</p> <p>Some 'big moves' have already been achieved over recent years in delivering Creative Hartlepool, focused on the colleges and Innovation and Skills Quarter. The strategy seeks to accelerate and promote the town's growing reputation as an exciting and creative centre of learning, enterprise and culture, prioritising investment in infrastructure and a supportive environment in which creative people and businesses can flourish.</p> <p>Creative Hartlepool also seeks to promote new and innovative ways of supporting and delivering economic growth, including through new funding mechanisms, as well promoting inclusive growth that meets the needs of the whole of the Borough's population.</p>	<p>The objectives of Creative Hartlepool over the next three years are to:</p> <p>Creative 1. Build on Hartlepool's reputation as a creative town which supports innovative people, ideas and enterprise; and</p> <p>Creative 2. Develop the assets and skilled workforce to sustain a creative and inclusive local economy.</p> <p>These objectives will be supported by priority programmes and actions by the Council in the next three years with a particular focus on consolidating the economic role of the Innovation and Skills Quarter. Current investment in the ISQ will see the BIS provide managed workspace for creative start-ups and new growth creative businesses. The next phase of ISQ will enhance the position of the Northern School of Art as a leading creative institution.</p> <p>A partnership between the Council, Northern School of Art and Tees Valley Combined Authority will take forward the development of new film and TV studios for commercial use and work experience, alongside provision of a new creative space for education and stage production. The technology-enabled workspace will provide access for creative SMEs to specialist equipment.</p> <p>Further investment in the ISQ will see the refurbishment of a Grade II listed building to enhance the built heritage of the Quarter – a commercial outlet providing employment and training opportunities and improved visitor attraction.</p> <p>The Council will continue to promote the vision for Creative Hartlepool through its place making, and will use its enabling role to coordinate plans for creative enterprise, skills and graduate retention in the Borough, including securing a £650,000 TVCA investment contribution for the Centre for Excellence in Creative Arts.</p>	<p>Innovation in the Hartlepool economy goes beyond the creative sector, but the core measure of the success of the Council's interventions in the next three years will be in generating more higher-value employment in creative and cultural activities.</p> <p>The aim over the period to 2021 is for jobs growth in cultural and creative activities to be in line with or better than the wider Tees Valley (see section 6.2).</p>

Mast 2 : PRODUCTIVE HARTLEPOOL

A vision statement	Objectives and priorities	Economic trajectory measure
<p>Productive Hartlepool seeks to consolidate and strengthen the core foundations of Hartlepool's new economy in the areas where it has most potential to add value to the Tees Valley's priorities: process, engineering, advanced manufacturing and the circular economy and emerging 'clean growth' concept. This should take place against a basic backdrop of more higher-value services activity, business-to-business provision and grown-on supply chains.</p> <p>Efforts to improve skills, provide targeted business support and provide a pathway of high-quality business growth accommodation will enhance the productivity of local business and the workforce: narrowing the productivity gap between the Tees Valley and the wider economy.</p> <p>This requires a prioritised approach to local skills strategies, with Centres of Excellence and academies for target sectors, notably energy, including both generation and decommissioning opportunities, advanced manufacturing, creative and hospitality.</p> <p>Productive Hartlepool also sees a consolidated and enhanced role for the Borough's high-quality productive assets including the ports, the power station, key business locations and the town centre.</p> <p>The drive to reinforce and replenish the local skills base also requires an appropriate housing offer, including live-work units, to support retention and attraction of skilled people in the Borough alongside an inclusive approach that seeks to reduce barriers to employment particularly for younger people.</p>	<p>The objectives of Productive Hartlepool over the next three years are to:</p> <p>Productive 1. Enhance the productivity of local businesses and the local workforce</p> <p>Productive 2. Improve the productivity and local economic contribution of key local assets</p> <p>Productive Hartlepool will be delivered over the next three years across a range of Council priority programmes. The first step in enhanced productivity has been to engage with businesses across the Borough to understand their support, investment and skills needs, and to promote business support available at Hartlepool and Tees Valley level. It will also co-ordinate a Borough-wide approach to the delivery of basic and higher-level skills for a productive workforce; and support new Skills Academies at Hartlepool College of Further Education in advanced manufacturing, energy lifecycle, construction and health & social care.</p> <p>The Council will also continue to promote the consolidation, enhancement and expansion of the Borough's productive economic assets. This includes a programme to enable investment in high-quality business workspace, and direct engagement with the operators of Hartlepool's ports and nuclear power station. The Local Plan provides the framework for quality housing growth in the west of Hartlepool, and the Council will enable and encourage investment in new site and highways infrastructure to kick-start housing growth. Direct Council investment will be targeted in continuing to enhance the value of the town's central area in its productive economy.</p>	<p>Progress towards a more productive higher-value Hartlepool will ultimately be reflected in the level of economic output from each role in the economy.</p> <p>The aim over the period to 2021 is to achieve Gross Value Added per job in line with or better than the wider Tees Valley (see section 5.2).</p>

Mast 3 : CONNECTED HARTLEPOOL

A vision statement	Objectives and priorities	Economic trajectory measure
<p>Connected Hartlepool aims to widen the Borough's economic footprint with a positive outward-facing approach to economic networks. It recognises that physical connectivity and economic collaboration are equally important in supporting productive economic growth. Through improvement to the movement of people and goods, and the sharing of information and economic priorities, Connected Hartlepool acts as an enabler of the Creative and Productive Hartlepool masts.</p> <p>Priorities for external physical connectivity seek to broaden Hartlepool's catchment for workers and visitors, improving the integration of the local economy with the Tees Valley and wider North East. Cross-Tees connectivity is a key focus given the emerging growth focus at South Tees. It also recognises the importance of continued strategic connectivity to London by rail in promoting Hartlepool's national profile and appeal and improved local connections to Tees Valley economic centres.</p> <p>Connected Hartlepool promotes ongoing investment in port facilities recognising the value of ports as '<i>vital enablers of the UK economy and trade</i>' and the importance of the Borough's ports to specialist growth sectors such as offshore energy and decommissioning and access to world markets.</p> <p>Hartlepool's economic networks will be enhanced through the continued development of a network of high-quality leisure & cultural destinations and visitor accommodation. Connections between town centre assets, including the shopping centre, Colleges, ISQ and Waterfront are prioritised. This builds on the public realm improvements already programmed and seeks to promote greater integration between key assets with improved pedestrian access.</p> <p>Connected Hartlepool also recognises the importance of encouraging local supply chains to support priority sectors. Support for supply chain development complements 'Productive Hartlepool' by maximising local purchasing opportunities.</p>	<p>The objectives of Connected Hartlepool over the next three years are to:</p> <p>Connected 1. Improve external connectivity to strategic economic opportunities</p> <p>Connected 2. Enhance and connect a network of assets to increase Hartlepool's draw as a destination</p> <p>Connected 3. Develop and strengthen local supply chains for key sectors</p> <p>Connected Hartlepool will be realised over the next three years through a series of Council programmes and interventions in physical infrastructure, visitor and leisure attractors and business networks. Investment will take place to establish Hartlepool Waterfront as the prime destination in the town – to include an initial programme of investment in high-quality public realm; the design and development of a new visitor attraction; a new events space; a watersports activity centre; and investment in the development of a new hotel.</p> <p>Continued investment will see improved pedestrian connectivity between the multiple assets of Hartlepool's town centre, ISQ, Waterfront and the National Museum of the Royal Navy.</p> <p>Plans for improved physical connectivity will see construction start on the Western Growth Corridor, and efforts to promote the concept of an Eastern Crossing of the River Tees.</p> <p>Efforts to develop enhanced economic networks will have a primary focus in supply chain development initiatives for the offshore energy and decommissioning industries.</p>	<p>Connected Hartlepool encompasses a broad range of ambitions which help to widen the Borough's economic footprint. This is best represented in the ability of the Borough's assets to attract people and capacity of its infrastructure to connect the town to a wider catchment. The aim over the period is to achieve continued growth in overall visitor numbers to Hartlepool, increasing the Borough's penetration rate into the regional visitor market.</p>

6.0

Priorities for Hartlepool's New Economy

6.1 Priority programmes

A series of priority programmes and actions has been identified under each mast, to help the Council deliver on the priorities for Hartlepool's new economy.

CREATIVE HARTLEPOOL: Priority programmes 2019-21			OBJECTIVES						
PROGRAMME	DESCRIPTION	STRATEGIC / DELIVERY PARTNERS	C1	C2	P1	P2	Cn1	Cn2	Cn3
Innovation and Skills Quarter	<p>Strategic development partnership between Hartlepool Borough Council and the Northern School of Art to deliver:</p> <ol style="list-style-type: none"> Scott Building: new creative teaching space inc. stage set production facilities Northern Studios: new film and TV studios for commercial and educational use to include: sound stage, green screen studios, workshops and production offices ISQ 3: Continued programme of interventions to diversify economic activity on Church Street at the heart of ISQ, including: <ul style="list-style-type: none"> - Examining the feasibility of additional small workspace units inc. live/work units - Continued enhancement of the campus including new opportunities for student residential development and additional teaching facilities - Feasibility and funding plan for new technology-enabled library / learning resource centre, new student union facilities and related campus infrastructure to support the Northern School of Art - Refurbishment of Hartlepool Art Gallery. - Refurbishment and commercial use of Grade II listed Shades building - Use of the BIS to promote entrepreneurship in the creative industries sector - Promoting the refurbishment and reuse of vacant premises and land in the area - Continued programme of public realm and connectivity improvements 	<ul style="list-style-type: none"> • HBC • Northern School of Art • Private Developers • TVCA 	✓	✓	✓	✓		✓	

CREATIVE HARTLEPOOL: Priority programmes 2019-21			OBJECTIVES						
PROGRAMME	DESCRIPTION	STRATEGIC / DELIVERY PARTNERS	C1	C2	P1	P2	Cn1	Cn2	Cn3
Creative Hartlepool Plan	Coordination and maintenance of a plan for external promotion and branding of Creative Hartlepool to include place marketing activities at regional, national and international level.	<ul style="list-style-type: none"> • HBC • Northern School of Art • The BIS • Creative professionals • Hartlepool College of Further Education • Hartlepool VI Form College • Centre for Excellence in Creative Arts 	✓	✓	✓		✓		
	Establishment of Creative Hartlepool Champions programme: a network of local business leaders, creative professionals and academics specifically coordinated to promote Hartlepool's creative economic vision through their networks and fields of work								
Creative Hartlepool Skills Compact	Coordination of existing and forthcoming activities (including BIS-based business support) to support graduate retention and creative business growth – to include business support, understanding specialist business accommodation requirements, and the promotion of Hartlepool's lifestyle offer to its graduates from outside the Borough.	<ul style="list-style-type: none"> • HBC • Northern School of Art • Hartlepool College of Further Education • Hartlepool VI Form College • Centre for Excellence in Creative Arts 	✓	✓	✓				
	Develop a coordinating partnership and set of agreed core principles for the delivery of skills in creative and cultural sectors in Hartlepool.								
	Improve links between the Centre for Excellence in Creative Arts and the colleges to promote creative skills and pathways to colleges and business.	<ul style="list-style-type: none"> • HBC • Northern School of Art • Hartlepool College of Further Education • Hartlepool VI Form College • Centre for Excellence in Creative Arts 	✓	✓	✓				

PRODUCTIVE HARTLEPOOL: PRIORITY PROGRAMMES 2019-21			OBJECTIVES						
PROGRAMME	DESCRIPTION	STRATEGIC / DELIVERY PARTNERS	C1	C2	P1	P2	Cn1	Cn2	Cn3
Business engagement and support programme	Programme of direct engagement with business to include: <ul style="list-style-type: none"> - Identification of business growth opportunities - Promotion of business support delivery from partner organisations - Continued support for the Tees Valley SEP priority sectors. - Promotion and delivery of business events and seminars - Continued support for business organisations operating in Hartlepool and wider Tees Valley 	<ul style="list-style-type: none"> • HBC • TVCA • Business support organisations 	✓		✓				✓
Productive Skills programme	Maintain Borough-wide approach to strategy and delivery of basic and higher-level skills in Hartlepool, in line with business needs and TVCA Skills Strategy, to include: <ul style="list-style-type: none"> - consolidating success of apprenticeships and promotion of higher and degree-level apprenticeships - engagement with Tees Valley skills, employment and careers programmes through the Council's Learning and Skills service Programme of support for Hartlepool College of Further Education and private industry sponsors to develop skills academies in priority sectors: <ul style="list-style-type: none"> - Energy Life Cycle - Health and Social Care - Seymour Civils Training Academy 	<ul style="list-style-type: none"> • Northern School of Art • HBC • Hartlepool Colleges • TVCA • NHS • Private Businesses • Seymour Civil Engineering 		✓	✓	✓			
Ports Growth programme	Direct engagement with port operators on their growth and investment plans: <ol style="list-style-type: none"> Hartlepool Port: analysing the feasibility and investment requirements to enhance capacity to serve offshore windfarms Able Seaton Port: analysing the feasibility and investment requirements to position ASP as the UK's leading oil and gas decommissioning facility; and preparation for handling of offshore turbines and nacelles from 2020 	<ul style="list-style-type: none"> • HBC • PD Ports • Able UK 			✓	✓	✓		✓

PRODUCTIVE HARTLEPOOL: PRIORITY PROGRAMMES 2019-21			OBJECTIVES						
PROGRAMME	DESCRIPTION	STRATEGIC / DELIVERY PARTNERS	C1	C2	P1	P2	Cn1	Cn2	Cn3
Space for Growth Programme	Programme to identify gaps and promote improvements in pathway of business growth accommodation to include: - identifying issues for Hartlepool from Tees Valley Business Accommodation Study - analyse demand for / feasibility of additional small workspace units in the ISQ - assess requirements for / feasibility of additional managed grow-on workspace - industrial estate improvements throughout the Brenda Road Business Corridor - continued development of Queens Meadow as the Borough's premier business location	<ul style="list-style-type: none"> • HBC • TVCA • Private Developers 		✓	✓	✓			✓
Future of Nuclear Hartlepool plan	Consolidated programme of activity to promote and secure economic value from the nuclear industry in Hartlepool to include: - safeguarding land for new nuclear reactor site - promotion of Hartlepool to government as location for future nuclear power station, including potential for small modular reactor installation - engagement with EDF and Nuclear Decommissioning Authority on skills, employment and funding opportunities arising from future decommissioning	<ul style="list-style-type: none"> • HBC • EDF • NDA 				✓			✓
Quality housing growth	Pursuit of Local Plan Policies to enable ongoing housing growth ambitions, notably the South West Extension (1,260 units), High Tunstall Extension (1,200 units), Quarry Farm (220) units and Wynyard (850 units). Three year activities to include facilitating private investment in: - SW Extension – major infrastructure works including new access to A689 - High Tunstall and Quarry Farm – commencement of Western Corridor highways scheme - Wynyard Park – continued engagement with Stockton BC and Highways England on capacity and impact on strategic road network	<ul style="list-style-type: none"> • HBC • Highways England • Private developers • Stockton BC 		✓	✓	✓		✓	

CONNECTED HARTLEPOOL: PRIORITY PROGRAMMES 2019-21			OBJECTIVES						
PROGRAMME	DESCRIPTION	STRATEGIC / DELIVERY PARTNERS	C1	C2	P1	P2	Cn1	Cn2	Cn3
Hartlepool Waterfront	Ambitious programme of redevelopment and expansion of visitor facilities at Hartlepool Waterfront. Activity by 2021 will include: - high-quality public realm and landscaping of a waterfront linear park; - completion of a new waterfront events space; - planning, design and commencement of construction on new visitor attraction; - completion of feasibility and funding plan for new hotel - a new water activity centre - consolidation and expansion of the NMRN (Hartlepool) - investment opportunities for Trincomalee Wharf - connectivity improvements – links to and from the Waterfront	<ul style="list-style-type: none"> • HBC • Private developers • TVCA • NMRN • Hotel franchisee • Hotel management operator 		✓		✓		✓	
Civic Quarter and Town Centre	Development of Masterplan to include Raby Road, the Civic Centre, Law Courts, Odeon, Mill House examining spatial growth, regeneration and connectivity opportunities Ongoing engagement to understand changes in Hartlepool town centre and diversification requirements and spatial opportunities presented	<ul style="list-style-type: none"> • HBC • MGSC 		✓		✓		✓	
Seaton Carew Masterplan	Review Masterplan in light of completed improvements and future regeneration opportunities	<ul style="list-style-type: none"> • HBC 				✓			

CONNECTED HARTLEPOOL: PRIORITY PROGRAMMES 2019-21			OBJECTIVES						
PROGRAMME	DESCRIPTION	STRATEGIC / DELIVERY PARTNERS	C1	C2	P1	P2	Cn1	Cn2	Cn3
Hartlepool Destination and Tourism marketing plan	Active promotion of Waterfront, NMRN and all visitor assets to drive visitor growth. Promote combined Hartlepool destination offer to extend dwell time and overnight stays. Work with TVCA to promote City of Culture 2025	<ul style="list-style-type: none"> • NMRN • HBC • TVCA • Private businesses 		✓				✓	
Eastern Crossing of the Tees	Shared promotion of vision for an Eastern highways crossing of the River Tees to connect Hartlepool to the South Tees Development Zones, to include: - completion of feasibility study - analysis and exploration of funding mechanisms	<ul style="list-style-type: none"> • HBC • Highways England • Homes England 			✓	✓	✓		
Western Growth Corridor	Completion of planning and design, and commencement of construction, of new £18m link road to an enhanced grade-separated junction on the A19 at Elwick North providing a third high-quality and safe access to the A19 from Hartlepool	<ul style="list-style-type: none"> • HBC • Highways England • Homes England 			✓	✓	✓		
Local rail enhancements	Promotion of investment in local rail enhancements, including works to Hartlepool's North Platform, through the emerging Tees Valley rail strategy and active involvement in the new North East Rail Management Unit	<ul style="list-style-type: none"> • HBC • Network Rail • Train operating companies 			✓	✓	✓		

6.2 Monitoring Hartlepool's economic trajectory



As outlined in section 2, the targets established in 2011 for Hartlepool's economy highlight some of the enduring and important ambitions for the Borough – more jobs and businesses, a higher-skilled workforce and improved economic inclusion.

Today however, it is acknowledged that monitoring measures should make appropriate allowance for the Borough's economic starting point and its relationships with wider economies.

The 2011 strategy has a total of 35 performance indicators. This strategy retains and refines some of the most important measures, but also narrows the focus onto issues which are a) economic b) measurable c) within the Council's sphere of influence.

This strategy identifies key economic issues – job and skills value gaps – and ambitions: creativity; productivity and connectivity. It also identifies the role of the Council as an enabler of the local economy.

The performance measures outlined below seek to address:

- 1) The overall economic trajectory of Hartlepool as a Borough; and
- 2) The trajectory towards the ambitions of being more creative, more productive and better connected.

Monitoring Hartlepool's overall economic trajectory

The measures which will indicate the overall trajectory of Hartlepool's economy over the next three years are as follows (see detail in following table):

- Maintain an employment rate within 10% points of the national average;
- Close the gap with overall Tees Valley employment rate;
- Achieve positive employment jobs growth in line with or better than the wider Tees Valley;
- Bring the number of businesses per head in line with or better than the wider Tees Valley;
- Close the youth unemployment gap with the wider Tees Valley; and
- Close the basic qualifications gap in line with the wider Tees Valley.

MEASURES TO MONITOR HARTLEPOOL'S ECONOMIC TRAJECTORY			
Measure	Issue measured	Baseline	Data
<ul style="list-style-type: none"> Maintain an employment rate within 10% points of the national average Close the gap with overall Tees Valley employment rate 	Level of economic engagement and structural legacy gap with wider economy	Overall employment rate Hartlepool: 64% Tees Valley: 68% England: 75%	ONS Annual Population Survey (Baseline July 2017 – June 2018)
<ul style="list-style-type: none"> Positive employment jobs growth in line with or better than the wider Tees Valley 	Overall investment in job creation Contribution to Tees Valley economy	Jobs growth 2015-17 Hartlepool: 0% Tees Valley: 0%	ONS BRES; total employment (Baseline: 3 year growth, 2015-207)
<ul style="list-style-type: none"> Bring the number of businesses in line with or better than the wider Tees Valley 	Overall investment in business creation Contribution to Tees Valley economy	Business density Hartlepool: 258 / 10,000 Tees Valley: 260 / 10,000	Enterprises per 10,000 population ONS Business Counts / Population Estimates (Baseline 2017)
<ul style="list-style-type: none"> Close the youth unemployment gap with the wider Tees Valley 	Level of economic engagement of young people and structural legacy gap with wider economy	Unemployment rate 18-24 y/o Hartlepool: 13.6% Tees Valley: 6.6%	Unemployment rate of 18-24 year olds ONS Claimant Data reported by TVCA (Baseline October 2018)
<ul style="list-style-type: none"> Close the basic qualifications gap in line with the wider Tees Valley 	Basic work readiness of workforce	% 16-64 with a formal qualification Hartlepool: 83% Tees Valley: 86%	ONS Annual Population Survey (Baseline Jan-Dec 2017)

Monitoring trajectory towards Creative, Productive and Connected Hartlepool

The success of each mast of the Economic Strategy will ultimately be judged by the delivery track record against each programme.

Each mast is also supported by a core monitoring measure which gives a general perspective on Hartlepool's trajectory towards the ambitions of the strategy.

CREATIVE HARTLEPOOL CORE MEASURE		
Measure	Issue measured	Data
<ul style="list-style-type: none"> Jobs growth in cultural and creative activities in line with or better than the wider Tees Valley 	Effectiveness of investment and intervention in growing Hartlepool's cultural and creative economy	ONS BRES 5 digit SIC sector definition see footnotes

PRODUCTIVE HARTLEPOOL CORE MEASURE			
Measure	Issue measured	Baseline	Data
<ul style="list-style-type: none"> Gross value added per job in line with or better than the wider Tees Valley 	Levels of productivity in Hartlepool's economy and value added by its workforce	Hartlepool: £48,645 Tees Valley: £48,408 (2016)	ONS Regional Gross Value Added by Local Authority BRES Employment

CONNECTED HARTLEPOOL CORE MEASURE			
Measure	Issue measured	Baseline	Data
<ul style="list-style-type: none"> Growth in overall visitor numbers – increased penetration rate in regional visitor market 	Enhancement in Hartlepool's visitor assets, catchment and physical connections	4.0m (2016) 5.9% growth 2014-2016	Hartlepool STEAM data

Annex – References and data

¹ ONS UK Business Counts. Growth in the number of enterprises, 2011-2017: Hartlepool 35.3%; England 30.2%. GENECON analysis

² ONS Business Demography and UK Business Counts. 2016 new enterprise business births as % of 2015 stock: Hartlepool 19%; England 18%. GENECON analysis.

³ ONS Business Register and Employment Survey. Growth in number employment, 2011-2017: Hartlepool 775 (3%); Tees Valley, 9,500 (4%); England & Wales, 2,617,500 (11%). GENECON analysis

⁴ ONS UK Business Counts. Growth in the number of enterprises, 2011-2017: Hartlepool 35.3%; England 30.2%. GENECON analysis

ONS Business Demography and UK Business Counts. 2016 new enterprise business births as % of 2015 stock: Hartlepool 19%; England 18%. GENECON analysis.

ONS Regional Gross Value Added by Local Authority (2016). GENECON analysis

ONS Annual Population Survey. Unemployment (model based) Hartlepool Apr 2017-Mar 2018, 8.7%; Jan 07-Dec 07 8.6%

⁵ Hartlepool Borough Council (2018). Local Plan. pp 14 and 15.

⁶ ONS Census 2011 Origin-Destination. Hartlepool's residents make up 71% of Hartlepool's workforce. GENECON analysis.

⁷ ONS Population Estimates (2017). Hartlepool 93,000 (14%); Tees Valley 672,500. ONS UK Business Counts (2018). Hartlepool 2,305 enterprises (13%); Tees Valley 17,230. ONS Business Register and Employment Survey (2017). Hartlepool employment 30,765 (11%); Tees Valley, 270,250.

⁸ HM Government (2017). Industrial Strategy: Building a Britain Fit for the Future. pp19-20.

⁹ HM Government (2017). Green Paper: Building our Industrial Strategy. p14.

¹⁰ Tees Valley Combined Authority (2016). Tees Valley Strategic Economic Plan: 2016-2026. p13

¹¹ HM Government (2017). Industrial Strategy: Building a Britain Fit for the Future. The four grand challenges are artificial intelligence, clean growth, future mobility, and the ageing society.

¹² Strategic Economic Plan, op cit. p10

¹³ ONS BRES (2017) using Advanced Manufacturing SIC definition from TVCA Advanced Manufacturing Sector Action Plan (2018). Share of total employment in advanced manufacturing: Hartlepool, 9%; Tees Valley, 7%; England 4%.

¹⁴ ONS BRES (2017). GENECON analysis.

¹⁵ ONS BRES (2017). GENECON analysis. 1,170 jobs in electrical manufacturing in Tees Valley (5 digit SIC); 640 in Hartlepool.

¹⁶ ONS BRES (2017). GENECON location quotient analysis using SIC definition from TVCA Sector Action Plan

¹⁷ ONS BRES (2017). GENECON analysis.

¹⁸ ONS Regional Gross Value Added by Local Authority; BRES Employment (2016). GENECON analysis

¹⁹ TVCA/Jacobs Consultancy (2018). Hartlepool Nuclear Power Station Economic Impact Assessment, p14.

²⁰ Global Tourism Solutions (2017). Steam data for Hartlepool 2016. GENECON analysis

²¹ Business density per 10,000 head of population. ONS Business Counts; Population Estimates (2016).

²² ONS BRES (2017) Employment. GENECON Analysis.

²³ ONS BRES (2017) Public: Private Employment. Private sector employment in Hartlepool: 76%; Tees Valley: 78%; England: 84%.

²⁴ Annual Population Survey: July 2017-June 2018. GENECON analysis

²⁵ ONS Population Estimates by Year of Age. GENECON analysis

²⁶ Ibid

²⁷ Annual Population Survey: January 2017-December 2017. GENECON analysis.

²⁸ PD Ports (2017). Teesport and Hartlepool: Port Handbook 2017/18. p53

²⁹ Development of Residential Design SPD, referred in Local Plan, op cit.

³⁰ Local Plan, op cit. p163

³¹ ONS Regional Gross Value Added by Local Authority; BRES Employment (2016). GENECON analysis

³² ONS Annual Population Survey via NOMIS: Unemployment time series.

³³ ONS Annual Population Survey via NOMIS: Unemployment: July 2017-June 2018. Hartlepool 8.9%; Great Britain: 4.2%

³⁴ Department for Education (2018). Local Authority Interactive Toolkit. Progress 8 Attainment 8

³⁵ CBI (2017). Unlocking regional growth understanding the drivers of productivity across the UK's regions and nations

³⁶ Estimated percentages reported by Northern School of Art management

³⁷ Department for Transport (2017). Transport Infrastructure for Our Global Future: A Study of England's Port Connectivity.

³⁸ Tees Valley Combined Authority (2015). Tees Valley Strategic Infrastructure Plan: Executive Summary. p8

³⁹ GENECON analysis.

⁴⁰ South Tees Development Corporation (2017). Regeneration Masterplan: Consultation draft

⁴¹ National Rail Enquiries. GENECON analysis

⁴² See for example: Connecting The Tees Valley (TVCA, 2016), Tees Valley Statement of Transport Ambition (TVU, 2011)

⁴³ National Rail Enquiries. GENECON analysis of average times of most frequent weekday trains. Rounded to nearest 5 minutes.

⁴⁴ Tees Valley Combined Authority (2016). Tees Valley Strategic Economic Plan: 2016-2026

⁴⁵ Local Plan, op cit ,p58

⁴⁶ ONS Business Demography (2017). Five-year survival rate of 2011 business births. Hartlepool: 42.9%; Tees Valley: 42.6%; England : 44.0%

⁴⁷ ONS UK Business Counts (2018). GENECON location quotient analysis

⁴⁸ ONS UK Business Counts (2018). GENECON analysis

⁴⁹ ONS UK Business Counts (2018). GENECON location quotient analysis

⁵⁰ GENECON typology

⁵¹ PD Ports, op cit.

GENECON SIC definition of Creative and Cultural industries used in employment analysis:

- 18201 : Reproduction of sound recording
- 18202 : Reproduction of video recording
- 18203 : Reproduction of computer media
- 23410 : Manufacture of ceramic household and ornamental articles
- 58110 : Book publishing
- 58190 : Other publishing activities
- 59111 : Motion picture production activities
- 59112 : Video production activities
- 59113 : Television programme production activities
- 59120 : Motion picture, video and television programme post-production activities
- 59131 : Motion picture distribution activities
- 59132 : Video distribution activities
- 59133 : Television programme distribution activities
- 59200 : Sound recording and music publishing activities
- 60100 : Radio broadcasting
- 60200 : Television programming and broadcasting activities
- 73110 : Advertising agencies
- 74100 : Specialised design activities
- 74201 : Portrait photographic activities
- 74202 : Other specialist photography (not including portrait photography)
- 74209 : Other photographic activities (not including portrait and other specialist photography and film processing) nec
- 78101 : Motion picture, television and other theatrical casting
- 85520 : Cultural education
- 90010 : Performing arts
- 90020 : Support activities to performing arts
- 90030 : Artistic creation
- 90040 : Operation of arts facilities
- 91020 : Museum activities
- 91030 : Operation of historical sites and buildings and similar visitor attractions

Photos supplied by Raw 35, Infotech Studio, The Northern School of Art, Hart Biologicals, Able UK and JDR Cables



The Hartlepool Economic Growth Strategy 2019-21 was prepared by GENECON. GENECON is a specialist management consultancy supporting Government, local authorities, Local Enterprise Partnerships and the private sector in delivering local economic growth.



For more information:
www.investinhartlepool.co.uk
hartlepooleconomicforum@hartlepool.gov.uk
(01429) 867677

Calendar of proposed activities, events and campaigns

Date	Event / campaign	Description
September 2021	Creative start up event	A specific start up event for creative businesses and promotion of the BIS accommodation units
September 2021	EU and International Trade Virtual Roadshow	An online event with the Department for International Trade, Innovate UK edge, Tees Valley Combined Authority and Hartlepool Council to Hartlepool companies interested in exploring overseas opportunities.
September 2021	Heritage Open Weekend	Delivery of marketing activities linking to the national campaign showcasing heritage and history through hidden places and experiences.
October 2021	Business start-up event (1)	1 of 2 event at the Hartlepool Enterprise Centre providing a range of information and advice to people looking to start a new business.
October 2021	Economic Regeneration & Tourism Forum	Quarterly meeting 4 of 4. Topic to be confirmed.
October 2021	Assist Women's Network	Co-host of Assist Women's Hartlepool Business Network meeting.
November 2021	Global Entrepreneurship Week	Raising awareness of enterprise to young people.
December 2021	Small Business Saturday	Christmas fayre for BIS and Hartlepool Enterprise Centre product based businesses and other new start businesses.
January 2022	Business start-up event (2)	2 of 2 event at the Hartlepool Enterprise Centre providing a range of information and advice to people looking to start a new business.
February 2022	Economic Regeneration & Tourism Forum	Quarterly meeting 1 of 4. Topic is annual presentation by HBC
February 2022	National Apprenticeship Week	Raise awareness of apprenticeships to businesses in the Borough.
March 2022	International Women's Day	Targeted event and marketing to encourage female entrepreneurship and promote successful, female business owners through success stories.
Events and activities to be developed and then confirmed		
	Support & Funding Events	A programme of specific events and promotion of offerings from partner organisations such as Tees Valley Business, Teesside University etc.
	Hartlepool Business Week	A dedicated week to focus on a range of activities and support to Hartlepool businesses
	Creative Pop-up Shop	Explore the concept of a creative pop up shop initiative in Hartlepool
	Creative Entrepreneurs event	An event to promote the BIS and provide information and advice to creative sector businesses.
	Restaurant Week	A food and drink campaign, showcasing local restaurants through offers
	Business Associations	Re-establishing location specific Business Associations and Forums
	Other	Any other activity and event that is of benefit to local businesses outside the above list

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	✓			Opportunity for self-employment, paid employment, training. New job creation / safeguarding jobs.
Those who are disabled or suffer from illness / mental illness			✓	
Those with low educational attainment	✓			As above
Those who are unemployed	✓			As above
Those who are underemployed	✓			As above
Children born into families in poverty			✓	
Those who find difficulty in managing their finances			✓	
Lone parents			✓	As above
Those from minority ethnic backgrounds	✓			As above
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

ECONOMIC GROWTH & REGENERATION COMMITTEE

28TH September 2021



Report of: Director of Resources and Development

Subject: Hartlepool Borough Council & Hartlepool United
Football Club Memorandum of Understanding

1. TYPE OF DECISION/APPLICABLE CATEGORY

For information only.

2. PURPOSE OF REPORT

- 2.1 This report presents Members with an overview of the Memorandum of Understanding (MOU) between Hartlepool Borough Council (the Council) and Hartlepool United Football Club (the Club). The MOU was signed in July 2021 and sets out how the two organisations will work together to ensure the Club's long-term sustainable future as a key organisation in the town and to explore opportunities to develop the site to sit alongside the wider regeneration plans for the town.

3. BACKGROUND

- 3.1 The Victoria Park stadium – which the Club leases from the Council - is approaching the end of its life. Following the Club's recent promotion and the emerging regeneration plans for the Town and Mill House leisure centre, it is timely for plans to be strategically developed between the Council and the Club to ensure as many benefits as possible are brought for the Club and the Town as a whole.

4. PROPOSALS

- 4.1 The MOU (**Appendix A**) is the first step in establishing long term plans for the redevelopment of the Club and Mill House site and sets out how the organisations will work together to:

- Identify options and establish initial priorities for the redevelopment of the Victoria Park stadium and training facilities;
 - Contribute to the development of a shared vision and strategic masterplan for Victoria Park and the Mill House area of Hartlepool;
 - Work collaboratively to bring forward strategic development proposals which ensure the sustainability of the Club, and;
 - Jointly seek project finance from external sources to fund proposals.
- 4.2 The MOU also sets out in detail the decision making and governance arrangements that will support the development and identification of project proposals.
- 4.3 As outlined in Section 4 of the MOU a Sponsor Board (comprising Chief Officers from the Council and the Club) will ensure strategic oversight and will provide direction to a Project Board who will be responsible for the technical development and delivery of projects. The Project Board will be accountable to the Sponsor Board in ensuring projects meet their objectives and are performing within the boundaries set by the Sponsor Board.
- 4.4 Regular update reports will be made into each respective organisation to seek necessary support or decisions when required, which for the Council will include reports to this Committee, Finance and Policy Committee and Council where appropriate.
- 4.5 Section 5 of the MOU sets out the roles and responsibilities of each organisation and outlines the key activities that will be developed as part of the joint working arrangements. Work is now underway between Officers within the Council and the Club to develop detailed delivery plans for how the key activities will be taken forward. A further report will be brought to Committee once this work has been concluded.

5. OTHER CONSIDERATIONS

Risk Implications	No relevant issues
Financial Considerations	No relevant issues
Legal Considerations	No relevant issues
Consultation	No relevant issues
Child/Family Poverty Considerations	No relevant issues
Equality and Diversity Considerations	No relevant issues
Section 17 of The Crime And Disorder Act 1998 Considerations	No relevant issues
Staff Considerations	No relevant issues

Asset Management Considerations	No relevant issues
---------------------------------	--------------------

6. RECOMMENDATIONS

- 6.1 Members are asked to note the contents of the MOU and the positive step forward it represents in establishing a robust working relationship between the Council and the Club to help realise the redevelopment opportunities that will benefit the town.

7. REASONS FOR RECOMMENDATIONS

- 7.1 To allow the development of joint detailed project delivery plans based on the activities outlined in Section 5 of the MOU.

8. BACKGROUND PAPERS

None

9. CONTACT OFFICERS

Beverley Bearne
Assistant Director – Development and Growth
Civic Centre
Hartlepool Borough Council
TS24 8AY

Tel: (01429) 523002
E-mail: beverley.bearne@hartlepool.gov.uk

Sign Off:-

Director of Resources and Development ☒

Chief Solicitor ☒

MEMORANDUM OF UNDERSTANDING

BETWEEN



**HARTLEPOOL
BOROUGH COUNCIL**

&



18th JUNE 2021

CONTENTS

CLAUSE

1.	Background	3
2.	Key objectives for the project	3
3.	Principles of collaboration	3
4.	Project governance	4
5.	Roles and responsibilities	7
6.	Escalation	8
7.	Confidentiality	8
8.	Intellectual property	9
9.	Term and termination	10
10.	Variation	10
11.	Charges and liabilities	10
12.	Status	10
13.	Governing law and jurisdiction	11

ANNEX

Annex A.	The Project	12
Annex B.	Sponsors' Board terms of reference	14
Annex C.	Contributions	15

PARTIES

- (1) Hartlepool Borough Council of Civic Centre, Victoria Road, Hartlepool TS24 8AY (The Council)
(2) Hartlepool United Football Club, Victoria Park, Clarence Road, Hartlepool, TS24 8BZ
-

1. BACKGROUND

- 1.1 The Council and Hartlepool United Football Club have agreed to work together on the project detailed in Annex A (Project).
- 1.2 The parties wish to record the basis on which they will collaborate with each other on the Project. This Memorandum of Understanding (MoU) sets out:
- (a) the key objectives of the Project;
 - (b) the principles of collaboration;
 - (c) the governance structures the parties will put in place; and
 - (d) the respective roles and responsibilities the parties will have during the Project.
-

2. KEY OBJECTIVES FOR THE PROJECT

- 2.1 The parties shall undertake the Project to achieve the key objectives set out in Annex A to this MoU (Key Objectives)
- 2.2 The parties acknowledge that the current position with regard to the Project and the contributions already made (financial and otherwise) are as detailed in Annex A to this MoU.
-

3. PRINCIPLES OF COLLABORATION

The parties agree to adopt the following principles when carrying out the Project (Principles):

- (a) Collaborate and co-operate. Establish and adhere to the governance structure set out in this MoU to ensure that activities are delivered and actions taken as required;
- (b) Be accountable. Take on, manage and account to each other for performance of the respective roles and responsibilities set out in this MoU;
- (c) Be open. Communicate openly about major concerns, issues or opportunities relating to the Project;

-
- (d) Learn, develop and seek to achieve full potential. Share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;
 - (e) Adopt a positive outlook. Behave in a positive, proactive manner;
 - (f) Adhere to statutory requirements and best practice. Comply with applicable laws and standards including applicable procurement rules, data protection and freedom of information legislation;
 - (g) Act in a timely manner. Recognise the time-critical nature of the Project and respond accordingly to requests for support;
 - (h) Manage stakeholders effectively;
 - (i) Deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this MoU. [In particular the parties agree to make the contributions detailed in Annex C to this MoU]; and
 - (j) Act in good faith to support achievement of the Key Objectives and compliance with these Principles.
-

4. PROJECT GOVERNANCE

4.1 Overview

The governance structure defined below provides a structure for the development and delivery of the Project.

4.2 Guiding principles

The following guiding principles are agreed. The Project's governance will:

- (a) provide strategic oversight and direction;
- (b) be based on clearly defined roles and responsibilities at organisation, group and, where necessary, individual level;
- (c) align decision-making authority with the criticality of the decisions required;
- (d) be aligned with Project scope [and each Project stage] (and may therefore require changes over time);

-
- (e) leverage existing organisational, group and user interfaces;
 - (f) provide coherent, timely and efficient decision-making; and
 - (g) correspond with the key features of the Project governance arrangements set out in this MoU.

4.3 **Sponsors' Board**

- (a) The **Sponsors' Board** provides overall strategic oversight and direction to the Project. This group will consist of:

The Council:

- Managing Director, Hartlepool Borough Council
- Director of Resources and Development, Hartlepool Borough Council
- Assistant Director, Development and Growth
- Assistant Director (Preventative and Community Based Services)
- Strategic Asset Manager

Hartlepool United Football Club:

Chairman and Owner, Hartlepool United Football Club

Director, Hartlepool United Football Club

- (b) The Sponsors' Board shall be managed in accordance with the terms of reference set out in Annex B to this MoU.

4.4 **Project board**

- (a) The Project Board will provide strategic management at Project and workstream level. It will provide assurance to the Sponsors' Board that the Key Objectives are being met and that the Project is performing within the boundaries set by the Sponsors' Board.
- (b) The Project Board consists of representatives from each of the parties. The Project Board shall have responsibility for the creation and execution of the project plan and deliverables, and therefore it can draw technical, commercial, legal and communications resources as appropriate into the Project Board. The core Project Board members are:

The Council:

Project Manager, Hartlepool Borough Council

Principal Estates Surveyor

HBC Officers - To be determined.

Hartlepool United Football Club:

Director, Hartlepool United Football Club

HUFC Staff - To be determined.

The Project Board shall meet monthly.

4.5 Reporting

Project reporting shall be undertaken at three levels:

- (a) **Project Board:** Minutes and actions will be recorded for each Project Board meeting. Any additional reporting requirement shall be at the discretion of the Project Board.
- (b) **Sponsors' Board:** Reporting shall be monthly, based on the minutes from the Project Board highlighting: Progress this period; issues being managed; issues requiring help (that is, escalations to the Sponsors' Board) and progress planned next period and/or aligned with the frequency of the Sponsors' Board meetings.
- (c) **Organisational:** The Project Board members shall be responsible for drafting reports into their respective sponsoring organisation as required for review by the Project Board before being issued.

5. ROLES AND RESPONSIBILITIES

5.1 The parties shall undertake the following roles and responsibilities to deliver the Project:

ACTIVITY	THE COUNCIL	HARTLEPOOL UNITED FOOTBALL CLUB
Masterplan for Victoria Park and Mill House	Lead	Assure
Review of external funding opportunities	Lead	Assure
Communications and Marketing	Lead	Assure
Review of Training Facilities	Assure	Lead
Review of Stadium Development	Assure	Lead
Phasing and Delivery Plan	Assure	Lead

5.2 For the purpose of the table above:

- (a) Lead: the party that has principal responsibility for undertaking the particular task, and that will be authorised to determine how to undertake the task. The Lead must act in compliance with the Objectives and Principles at all times, and consult with the other party in advance if they are identified as having a role to Assure the relevant activity;
- (b) Assure: the party that will defer to the Lead on a particular task, but will have the opportunity to review and provide input to the Lead before they take a final decision on any activity. All assurance must be provided in a timely manner. Any derogations raised must be limited to raising issues that relate to specific needs that have not been adequately addressed by the Lead and/or concerns regarding compliance with the Key Objectives and Principles.

5.3 Within 3 months of the date of this MoU the party with the lead role for any aspect of the Project shall develop a delivery plan for that part of the Project which shall identify the following:

- (a) The key milestones for the delivery of the Key Objectives;
- (b) What employees (other than employees identified in this MoU) will be required to work on the project;
- (c) Whether any staff will need to be seconded from one party to the other;
- (d) What staff will require access to the premises of the other party;
- (e) Key actions for the delivery of the objectives;
- (f) Identification of key risks relating to the delivery of the objectives.

Each delivery plan must be approved by the Project Board prior to being implemented.

.....

6. ESCALATION

- 6.1 If either party has any issues, concerns or complaints about the Project, or any matter in this MoU, that party shall notify the other party and the parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Project Board, which shall decide on the appropriate course of action to take. If the matter cannot be resolved by the Project Board within 30 days, the matter may be escalated to the Sponsors' Board for resolution.
- 6.2 If either party receives any formal inquiry, complaint, claim or threat of action from a third party (including, but not limited to, claims made by a supplier or requests for information made under the Freedom of Information Act 2000) in relation to the Project, the matter shall be promptly referred to the Project Board (or its nominated representatives). No action shall be taken in response to any such inquiry, complaint, claim or action, to the extent that such response would adversely affect the Project, without the prior approval of the Project Board (or its nominated representatives).
-

7. CONFIDENTIALITY

- 7.1 Each party may be given access to Confidential Information from the other party in order to perform its obligations under this Memorandum of Understanding. A party's Confidential Information shall not be deemed to include information that:

-
- (a) is or becomes publicly known other than through any act or omission of the receiving party;
 - (b) was in the other party's lawful possession before the disclosure;
 - (c) is lawfully disclosed to the receiving party by a third party without restriction on disclosure;
 - (d) is independently developed by the receiving party, which independent development can be shown by written evidence; or
 - (e) is required to be disclosed by law, by any court of competent jurisdiction or by any regulatory or administrative body.
- 7.2 Each party shall hold the other's Confidential Information in confidence and, unless required by law, not make the other's Confidential Information available to any third party, or use the other's Confidential Information unless required to do so by law or for any purpose other than the implementation of this agreement.
- 7.3 Each party shall take all reasonable steps to ensure that the other's Confidential Information to which it has access is not disclosed or distributed by its employees or agents in violation of the terms of this agreement.
- 7.4 Neither party shall be responsible for any loss, destruction, alteration or disclosure of Confidential Information caused by any third party.
-

8. INTELLECTUAL PROPERTY

- 8.1 The parties intend that [notwithstanding any secondment] any intellectual property rights created in the course of the Project shall vest in the party whose employee created them (or in the case of any intellectual property rights created jointly by employees of both parties in the party that is lead party noted in clause 5 above for the part of the project that the intellectual property right relates to).
- 8.2 Where any intellectual property right vests in either party in accordance with the intention set out in clause 7.1 above, that party shall grant an irrevocable licence to the other party to use that intellectual property for the purposes of the Project.

9. TERM AND TERMINATION

- 9.1 This MoU shall commence on the date of signature by both parties, and shall expire on completion of the Project **OR** 31st December 2026.
- 9.2 Either party may terminate this MoU by giving at least three months' notice in writing to the other party [at any time].
-

10. VARIATION

This MoU, including the Annexes, may only be varied by written agreement of the Parties.

.....

11. CHARGES AND LIABILITIES

- 11.1 Except as otherwise provided, the parties shall each bear their own costs and expenses incurred in complying with their obligations under this MoU.
- 11.2 The parties agree to share the costs and expenses arising in respect of the Project between them [in accordance with [the][a] Contributions Schedule [set out in C to this MoU][to be developed by the Project Board and approved by the Sponsors' Board within three months of the date of this MoU].
- 11.3 Both parties shall remain liable for any losses or liabilities incurred due to their own or their employee's actions and neither party intends that the other party shall be liable for any loss it suffers as a result of this MoU.
-

12. STATUS

- 12.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.
- 12.2 Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, nor authorise either of the parties to make or enter into any commitments for or on behalf of the other party.

13. GOVERNING LAW AND JURISDICTION

This MoU shall be governed by and construed in accordance with English law and, without affecting the escalation procedure set out in clause 6, each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

.....

Signed for and on behalf of Hartlepool Borough Council

Signature: _____

Name: Denise McGuckin

Position: Managing Director

Date: 18th June 2021

Signed for and on behalf of Hartlepool United Football Club

Signature: _____

Name: Raj Singh

Position: Owner and Chairman

Date: 18th June 2021

.....

CONTACT POINTS

The Council

Name: **Beverley Bearne**

Office address: **Civic Centre, Victoria Road, Hartlepool. TS24 8AG.**

Tel No: **(01429) 523002**

E-mail Address: **Beverley.Bearne@hartlepool.gov.uk**

Hartlepool United Football Club

Name: **Lee Rust**

Office Address: **Victoria Park, Clarence Road, Hartlepool, TS24 8BZ**

Tel No: **07973 787993**

E-mail Address: **rustlee@hotmail.com**

Annex A. The Project

The Parties will:

- Work collaboratively to bring forward strategic development proposals that ensure the sustainability of Hartlepool United Football Club;
- Identify options and establish initial priorities for the re-development of the Victoria Park Stadium and training facilities;
- Contribute to the development of a shared vision and strategic masterplan for Victoria Park and the Mill House area of Hartlepool;
- Explore financial models / investment vehicles to bring forward development including partner contributions;
- Jointly seek appropriate project finance and access external sources of funding support;
- Cooperate on the development of a phasing and delivery plan for the identified interventions;
- Work to align their respective development objectives;
- Jointly manage the involvement and collaboration of other partners;
- Cooperate to develop option appraisals to outline short, medium and long term asset management priorities;
- Share information and intelligence as appropriate;
- Collaborate on a joint communications and marketing plan;
- Work in partnership to develop and deliver the “Hartlepool United Football Club” project outlined below;
- Review lease and ownership arrangements on a without prejudice basis, and without prejudice to the Council’s other statutory functions, to secure the long term future of HUFC and facilitate agreed development objectives.

HARTLEPOOL UNITED FOOTBALL CLUB

Project Overview

Since taking ownership of HUFC, Mr Raj Singh has funded a £2.5m rescue package that has secured the short-term future of the football club.

The Chairman and HUFC Board are now in the process of identifying a vision and business plan, to take the Club forward and ensure its long term sustainability. The Council recognises the importance of the football club for the community and supports this ambition.

The delivery of this vision will require long term strategic planning alongside sustained investment, partnership working and the implementation of new operational practices. The basis of this will be to create a properly-structured, well-run football club that is both sustainable and ambitious.

There is a desire for the club to be integrated into the local community, providing more than just football. It aims to become a club that the supporters and residents of Hartlepool can be proud of. The ambition is for the stadium to become a local community hub to address the socio-economic needs of the town. The plan is to provide a range of sport, education, health, business and event activities.

Victoria Park as a stadium is dated and approaching the end of its life. The site itself is recognised by the club as the most suitable and beneficial location for a sports stadium in Hartlepool. Redevelopment options for the stadium, that would unlock commercial and community uses, need to be explored. There is also an aspiration to relocate the football club's training facilities back to Hartlepool.

The relocation of Mill House Leisure Centre to the Marina provides an opportunity to explore collaborative options for the redevelopment of the Mill House site.

Project Detail

The project involves working collaboratively to explore and bring forward strategic development proposals. The specific elements include:

- **Stadium Redevelopment:** Review opportunities for the redevelopment of Victoria Park Stadium including the creation of new sporting, commercial and community uses.
- **Redevelopment of Mill House:** Review opportunities for the redevelopment of the Mill House site following the demolition of Mill House Leisure Centre.
- **Partnership Development:** Review opportunities for collaborative working across the public, private and community sectors.

-
- **Relocation of training facilities to Hartlepool:** HUFC currently train at East Durham College (EDC) with an agreement that comes to end in summer 2021. HUFC are exploring options to extend the agreement but in the long term would ideally like their training facility to be in Hartlepool.

The Key Objectives

- To ensure the long term financial sustainability of Hartlepool United Football Club.
- To create an inspiring multi-purpose town centre Community Stadium that is an asset for Hartlepool.
- For the stadium to become a local community hub through sport, education, health, business and event activities.
- For the stadium to fully integrate with wider town centre regeneration plans and socio-economic objectives.
- To facilitate public entertainment and events including large participation events.
- To facilitate the regeneration of the Mill House area of Hartlepool.

Annex B. Sponsors' Board Terms of Reference

(a) Remit:

- (i) Strategic leadership and authorisation of project activity.
- (ii) Providing direction on escalated programme and project risks and issues.
- (iii) Ensuring that all relevant services are involved at the appropriate stages of the project.
- (iv) Performance monitoring.
- (v) Actions of Project Board requiring approval.

(b) Decision-making:

By agreement between the parties.

(c) Meetings:

- (i) Frequency - as required by the project board.
- (ii) Quorum - all named members to be present.

Annex C. Contributions

Each party shall meet their own costs including, (but not exclusively) financial, staffing, premises.

