# ECONOMIC GROWTH AND REGENERATION COMMITTEE

# AGENDA

HARTLEPOOL BOROUGH COUNCIL

**5 September 2023**

**at 10.00 am**

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

MEMBERS: ECONOMIC GROWTH AND REGENERATION SERVICES COMMITTEE

Councillors Brown, Clayton, Hargreaves, Lindridge, Martin-Wells, Young and 1 vacancy.

ALSO INVITED MEMBERS ADULT AND COMMUNITY BASED SERVICES COMMITTEE

Councillors Allen, Buchan, Darby, Hall, Little, Thompson and Young.

1. **APOLOGIES FOR ABSENCE**

2. **TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

3. **MINUTES**

   3.1 Minutes of the meeting held on 6 June 2023 *(previously circulated and published).*

4. **BUDGET AND POLICY FRAMEWORK**

   None.

5. **KEY DECISIONS**

   5.1 Hartlepool Destination Management Plan (*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 <u>everyone</u> is Victory Square by the Cenotaph. If the meeting has to be evacuated, please proceed to the Assembly Point so that you can be safely accounted for.

6. **OTHER ITEMS REQUIRING DECISION**

6.1 Amalgamation of the Economic Regeneration and Tourism Forum (*Assistant Director – Development and Growth)*

7. **ITEMS FOR INFORMATION**

No items.

Date of next meeting – 17 October 2023 at 10.00 am

# ECONOMIC GROWTH AND REGENERATION COMMITTEE

**5TH SEPTEMBER 2023**

**Subject:** HARTLEPOOL DESTINATION MANAGEMENT PLAN

**Report of:** Assistant Director, Development and Growth

**Decision Type:** Key Decision – Budget and Policy Framework (General Exception Applies)

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1. **COUNCIL PLAN PRIORITY**

| **Hartlepool will be a place:** |
|---|
| - that has an inclusive and growing economy. |

**2. PURPOSE OF REPORT**

2.1 To report to the Economic Growth and Regeneration Committee the details of the proposed Hartlepool Destination Management Plan (DMP) and seek approval prior to publication.

**3. BACKGROUND – THE PURPOSE OF A HARTLEPOOL DESTINATION MANAGEMENT PLAN**

3.1 As defined by Visit Britain, a Destination Management Plan (DMP) is '*a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.'*

3.2 It was identified in the Hartlepool Inclusive Growth Strategy approved by this committee in January 2023 that the tourism/visitor economy of Hartlepool was one of the hardest hit by the Covid-19 pandemic to which it has still not yet fully recovered to pre-pandemic levels.

3.3 Hartlepool is an important destination within the Tees Valley with some key strategic visitor attractions that bring in many visitors to the Borough. Major investment over the next 5-10 years, through the Hartlepool Waterfront Regeneration Programme, Town's Fund and Levelling Up Fund, will see Hartlepool transform and its tourism potential increase.

3.4 By identifying a vision for the growth of Hartlepool's tourism economy and creating a strategic focus for the development of the town's tourism offer, a Hartlepool DMP is intended to support Hartlepool Borough Council and its partners to increase visitor numbers and to capture the economic benefits from those visitors.

3.5 The Tees Valley Combined Authority (TVCA) recently launched a Tees Valley Destination Management Plan 2021-26, providing a framework for the development, promotion, and sustainable growth of the region.

3.6 The creation of a Hartlepool Waterfront Destination Management Plan is a condition of the Hartlepool Waterfront Regeneration Programme funding from TVCA. This is to ensure the £50m public sector investment in the area delivers the visitor economy growth that is expected.

3.7 Following a tender exercise carried out by the Economic Growth Team in October 2022, Blue Sail Consulting Limited were appointed with a project brief to:

- Outline the current position of Hartlepool's visitor / tourism economy including identifying key assets, themes and Unique Selling Points;
- Identify the primary and secondary target markets at a local, regional and national scale for these identified assets and themes together with current market trends;
- Develop a 10-year vision for Hartlepool's tourism economy with the identification of key strategic growth priorities to support its delivery; and
- Outline a set of core actions to be taken forward to ensure the delivery of each of the strategic growth priority.

3.8 Upon commencement of the project, Blue Sail undertook a period of research and consultation in the early stages of 2023. This included:

- Conducting desk-based research including a review of key strategic documents;
- Hosting a visioning workshop with Hartlepool Borough Council colleagues and key strategic partners;
- Carrying out site visits;
- Conducting one-to-one interviews with Hartlepool Borough Council colleagues and key strategic partners; and
- Developing and launching a 'Developing a Tourism Plan for Hartlepool' business survey.

3.9 The findings of this research are outlined in the Hartlepool Borough and Waterfront Destination Management Plan Baseline Report (**Appendix 1**).

3.10 Following analysis, a final Hartlepool DMP report was received in late June 2023 (**Appendix 2**). A shorter more visual executive summary was also produced (**Appendix 3**).

## 4. PROPOSALS – THE HARTLEPOOL DESTINATION MANAGEMENT PLAN

4.1 The Hartlepool DMP identifies the following three core objectives for the visitor economy of Hartlepool:

1. To create a coherent, distinctive proposition to take to market which supports the visitor economy in Hartlepool;
2. To create a year-round, all-day destination offering high-quality (and active) experiences for local people and for leisure and business visitors; and
3. To increase economic benefits through increased spend from more day visitors, staying longer – and, over time, more over-night staying visitors.

4.2 To match these core objectives there are four targets that will be used to assess the progress and success of interventions over the next ten years.

| Indicator | Baseline | Target |
|---|---|---|
| Day Visitor Spend | £28 | £35 |
| Visitor Numbers | 3.72M | 4.5M |
| Economic Impact | £235M | £300M |
| Visitor Sentiment | TBC* | TBC |

*To quantify this HBC will need to purchase space in a nationally run commercial survey with questions to establish baseline around visitor sentiment and to track progress over time.

4.3 The data clearly indicates that Hartlepool's tourists are predominantly day visitors from the Tees Valley region. With the anticipated growth arising from new investment and new experience development the following five visitor types have been identified as being Hartlepool's target market.

1. Fun Families
2. Engaged Sightseers
3. Adventure Seekers
4. Business Travellers
5. Visiting Friends and Relatives

4.4 In order to make Hartlepool a destination of real significance, it will require actions around three strategic elements with an approach that is creative, collaborative and market focused. Furthermore seven growth priorities have been identified and categorised under the three strategic elements.

**Strategic Element 1 – Marketing and Positioning**

4.5 Hartlepool has much to offer but it is the Waterfront that makes Hartlepool unique and the primary reason to visit. The planned investment will significantly enhance the offer and build Hartlepool's tourism offer over time.

4.6 Marketing activity must be careful not to overpromise but as new developments and experiences emerge there will be opportunities to continually update the marketing and messaging for the town as a destination.

4.7 The marketing proposition for Hartlepool as identified in the Tees Valley DMP is:

*'Hartlepool is one of the Tees Valley's best visitor destinations. It's Waterfront and unique configuration of town, coast and countryside means it's an intriguing place worth spending time in and getting to know better'.*

4.8 The positioning of Hartlepool in its marketing is set out as:

*'Steeped in maritime history and stepping confidently into the future, Hartlepool is a living, breathing place, reinventing itself for a new generation. Its Waterfront is benefiting from a £50m regeneration programme which will transform Hartlepool. Linking the revitalised Waterfront to the historic neighbourhood and coastline of the Headland, the seaside resort of Seaton Carew and the unexpected rural pleasures of nature reserves, country parks and walking and cycling routes give Hartlepool a unique flavour.'*

4.9 Each of the five identified target markets will have key messages to focus on with the routes to market identified as:

1. Explore Hartlepool.
2. Enjoy Tees Valley.
3. Any marketing undertaken by tourism businesses and providers.

4.10 The delivery of the Hartlepool DMP has identified the ownership of the DMP as sitting with Hartlepool Borough Council who will work closely with partners to drive it forward.

4.11 This will include building on the current explore website and the development of a toolkit for use by developers, businesses, event organisers and stakeholders.

**Strategic Element 2 – Experience Development**

4.12 The development plans for the Waterfront including the National Museum of the Royal Navy (NMRN) and Hartlepool Marina will be the main hub from which the wider Hartlepool experience will extend. The areas of focus will be:

1. Active Experiences (land and water)
2. Heritage and Cultural Experiences
3. Events and Animation (including food and drink)

**Strategic Element 3 – Working Better Together**

4.13 Places that perform well in tourism usually have a strong partnership between public, private and third sector organisations and individuals all working together to grow, develop, manage and market Hartlepool as a destination. The fundamentals for working better together are:

1. Brilliant Basics
2. Environmental Sustainability
3. A Tourism Forum
4. Data and Insights

## 5. OTHER CONSIDERATIONS/IMPLICATIONS

| | |
|---|---|
| **Risk Implications** | N/A |
| **Financial Considerations** | N/A |
| **Legal Considerations** | N/A |
| **Child and Family Poverty** | See attached – **Appendix 4** |
| **Equality and Diversity Considerations** | See attached – **Appendix 5** |
| **Staff Considerations** | N/A |
| **Asset Management Considerations** | N/A |
| **Environment, Sustainability and Climate Change Considerations** | N/A |
| **Consultation** | Consultation with internal Council staff with a service interest as well as key external stakeholders was undertaken through workshops, one to one interviews and surveys. |

## 6. RECOMMENDATIONS

6.1 Members are asked to:

- Agree and endorse the 'Hartlepool Destination Management Plan 2023' and;

- Delegate authority to the Assistant Director, Development and Growth to task the Economic Growth Team:

  a) with developing the Hartlepool DMP as outlined and to work alongside the Communications and Marketing team on marketing and promotional activities, working in partnership with key internal and external stakeholders; and
  b) exploring the potential to develop a Tourism Forum for Hartlepool, with a proposed terms of reference, and suggested partners and stakeholders to be a part of this forum; and
  c) exploring possible funding options for the delivery of the identified strategic priorities, objectives and actions as outlined in the Hartlepool DMP.

## 7. REASONS FOR RECOMMENDATIONS

7.1 To agree a shared vision for the development of Hartlepool's tourism economy, which can be adopted by Hartlepool Borough Council and its partners to foster strategic development and collaborative working.

## 8. BACKGROUND PAPERS

8.1 There are no background papers for this report.

## 9. CONTACT OFFICERS

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Sign Off:-

| | |
|---|---|
| Acting Managing Director | Date: 15/08/202 |
| Director of Finance, IT and Digital | Date: 15/08/2023 |
| Director of Legal, Governance and HR | Date: 16/08/2023 |

5.1 Appendix 1

# HARTLEPOOL BOROUGH & WATERFRONT DESTINATION MANAGEMENT PLAN BASELINE REPORT

REPORT FOR HARTLEPOOL BOROUGH COUNCIL

APRIL 2023

# CONTENTS

# 1. STRATEGIC & POLICY ENVIRONMENT

## KEY POINTS

- There is a comprehensive and supportive strategic & policy environment for the Hartlepool Waterfront and Borough DMPs.
- Prominent strategic themes include recovery and growth, the development of Place for the benefit of both visitors and residents, raising profile and improving perceptions.
- Regeneration of Hartlepool's Waterfront is fundamental to Hartlepool's future success as a 'waterfront market town'.
- National, regional and local strategies/plans in this section are:

| | |
|---|---|
| National strategies/plans | UK Industrial Strategy: Tourism Sector Deal 2019, UK Government<br>Build Back Better: our plan for growth, HM Treasury, March 2021<br>Visit Britain/Visit England Strategy 2020 - 2025<br>DCMS Tourism Recovery Plan, June 2021<br>Arts Council England, Let's Create Strategy 2020 - 2030<br>House of Lords – Select Committee on Regenerating Seaside Towns and Communities, April 2019 |
| Tees Valley | Tees Valley Strategic Economic Plan 2016 - 2026<br>Tees Valley Investment Plan 2019 - 2029<br>Tees Valley Growth Programme for the Creative & Visitor Economies 2020 - 2025<br>Tees Valley Destination Management Plan 2021 - 2026 |
| Hartlepool | Hartlepool Inclusive Growth Strategy 2022 - 2025<br>Hartlepool Council Plan 2020 – 2023<br>The Hartlepool Investment Plan: Part One, Hartlepool Town Deal Board, January 2021<br>Hartlepool Town Centre Masterplan, May 2021 |

Hartlepool Regeneration Masterplan, October 2015
Hartlepool Cultural Strategy 2022
A Heritage Strategy for Hartlepool Headland, 2020 - 2030
Strategic Outline Business Case, Museum of Hartlepool Investment Case, May 2022

## NATIONAL STRATEGIES/PLANS

### UK Industrial Strategy: Tourism Sector Deal 2019, UK Government

The Tourism Sector Deal sets out how the government and industry will work in partnership to boost productivity, develop the skills of the UK workforce and support destinations to enhance their visitor offer. Hartlepool Borough Council is making significant investment in attractions through this programme, contributing to tourism-led regeneration.

### Build Back Better: our plan for growth, HM Treasury, March 2021

'Build Back Better: our plan for growth' sets out the government's plans to support growth through significant investment in infrastructure, skills and innovation, and to pursue growth that levels up every part of the UK, enables the transition to net zero, and supports the vision for Global Britain. The plan supersedes the government's 2017 Industrial Strategy.

### Visit Britain/Visit England Strategy 2020 - 2025

Tourism in Britain contributes 9% of GDP and accounts for 10% of all jobs. It has been recognised as a leading sector in the Government's future economic planning, with the granting of a Tourism Sector Deal as part of its Industrial Strategy. The Visit Britain/Visit England Strategy sets out how it will support the delivery of the Tourism Sector Deal. The mission 'to make tourism one of the most successful and productive sectors for the UK economy' will be achieved by:

***Growing value***

*'Through stepping up our domestic marketing activity, we will address the balance of trade deficit and encourage more people to holiday at home. We will focus on younger customers (aged 18-34), whose domestic tourism activity is in decline, and families, who are both essential for the long-term growth of the industry. Through developing our customer segments for the domestic market, we will ensure we reach the right customers with the right content.*

*Through our work in the delivery of the Tourism Sector Deal, we will support Government's ambition to make the UK the most accessible destination in Europe.'*

***Driving the dispersal of tourism value across Britain***
*'Working in partnership with Destination Management Organisations (DMOs), we will grow visits and value of our leisure and business travel across England. This will be supported by the development of regional product that addresses domestic and international market gaps and address product gaps through the distribution platform Tourism Exchange Great Britain (TXGB). In addition, we will build our partnerships and expertise in route development to grow connectivity to regional England. Through our work on the delivery of the Tourism Sector Deal we will identify new Tourism Zones, supported by central Government, and a biddable funding process, to drive visitor numbers across the country, extend the season and to tackle local barriers to tourism growth.'*

***Supporting productivity optimisation***
*'Our priority will be to support the development of the England product, this will extend the season for an international and domestic audience and enable the distribution of this product in international markets building on the success of the Discover England Fund. By helping the industry build digital skills, we will ensure that product is researchable and bookable online. Our focus on winning business events for England will see us work closely with venues and locations and matching them with international opportunities, providing them with platforms to meet international buyers and supporting them through the bidding process.'*

***Being the expert body on growing tourism***
*'We will ensure that VisitEngland is seen as a trusted partner in delivering on the Government agenda and provide and distribute statutory research, data and analysis that informs our own, industry and Government decision-making. Supporting and working together with DMOs and the wider England industry our assets, market plans and intelligence will be shared for national benefit. We will also provide platforms and events that enable us to share best practice and celebrate business excellence across English tourism.'*

***Our customers***
*'Our global segments, nuanced by markets, are:*

- *Buzzseekers – younger, free-spirited and spontaneous, they like holidays full of action and excitement*
- *Explorers – older, they enjoy the outdoors, sightseeing and embracing local culture at a more relaxed pace*
- *Culture buffs – image and brand-conscious, travel is seen as a status symbol; they like well-known safe destinations*

- *Free and easy mini-breakers – similar to buzzseekers, this younger domestic audience love the opportunity to take short breaks where they can either let loose or unwind'*

***Our markets***
***UK Domestic***
*'Drive regional and seasonal dispersal increasing volume and value of short breaks in the shoulder season. Increase focus from one to two target audiences to address long term growth and short-term opportunity.'*

***Overseas***
*'Our most beneficial overseas market by some distance, and the market showing the most profitable growth, is the USA, followed by value growth from China. These are two of our markets that we uplift investment in using the GREAT funds – we add to that Australia, France, Germany, GCC, India and UK. Our secondary markets for value include the rest of Europe, Canada, Brazil and South Korea. Lower growth (among our core markets) is projected from Hong Kong, Japan, Russia and Austria. For each market we have developed and refined a market strategy that focuses on the best prospects for driving tourism growth.'*

## DCMS Tourism Recovery Plan, June 2021

Tourism has been one of the hardest hit sectors of the UK economy by COVID-19. Oxford Economics does not predict tourism in the UK to return in full to 2019 levels of volume and expenditure until 2025. The Tourism Recovery Plan sets out the role that the UK government will play in assisting and accelerating the tourism sector's recovery from COVID-19. The aim is to:

- Recover domestic overnight trip volume and spend to 2019 levels by the end of 2022, and inbound visitor numbers and spend by the end of 2023 – both at least a year faster than independent forecasts predict.
- Ensure that the sector's recovery benefits every nation and region, with visitors staying longer, growing accommodation occupancy rates in the off-season and high levels of investment in tourism products and transport infrastructure.
- Build back better with a more innovative and resilient industry, maximising the potential for technology and data to enhance the visitor experience and employing more UK nationals in year-round quality jobs.

- Ensure the tourism sector contributes to the enhancement and conservation of the country's cultural, natural and historic heritage, minimises damage to the environment and is inclusive and accessible to all.
- Return the UK swiftly to its pre-pandemic position as a leading European destination for hosting business events.

As part of 'building it back better', the Tourism Recovery Plan refers to the review of Destination Management Organisations which took place under the guidance of Nick De Bois and which has resulted in the roll out of a pilot Destination Delivery Partnership in the North East led by Newcastle Gateshead Initiative working with Visit County Durham and Visit Northumberland. A programme of support for the establishment of around 40 Local Visitor Economy Partnerships (LVEPs) around England is underway with the first 15 LVEPs announced in April 2023. At the time of writing it is believed an LVEP application for the Tees Valley region will be submitted.

In March 2023, DCMS released an Update on Delivery. Updates have been provided against each of the six objectives.

**Objective 1: To swiftly recover pre-pandemic levels of domestic and international visitor volume and spend.**
*The picture of recovery is a mixed one. Domestic visitor numbers appear to have recovered up to or close to 2019 levels. However, international visitor numbers and spending remain below 2019 levels. The government's aim is now to recover 2019 levels of inbound visitors and spend by the end of 2024.*

**Objective 2: To ensure that tourism benefits every nation and region**
*In addition to a series of investment and funding initiatives, the government is taking steps to support regional tourism by taking forward the recommendations from the Nick de Bois Review of Destination Management Organisations (DMOs), with the aim of supporting regional areas to better attract and manage tourists. The de Bois Review was launched by the government in 2021, in recognition of the impact of COVID-19 and of 'the important role DMOs play in supporting and driving English tourism locally, regionally and nationally. They also have a role to play in creating, growing and retaining domestic and international business events and in providing a warm UK welcome to delegates whilst here.'*

*This includes the renaming of DMOs as Local Visitor Economy Partnerships (LVEPs), the introduction of a new accreditation system for LVEPs, and the pilot of a multi-year core funding model, the Destination Development Partnership, in the North East. The Levelling Up White Paper, published in February 2022, set out how the government will spread opportunity more equally across the UK, including through the introduction of Devolution Deals which present an opportunity to further unlock the potential of local and regional tourism.*

*The Tourism Recovery Plan is the government's strategic framework for supporting and working with the tourism sector and the government will continue to revisit the six Recovery Plan objectives at regular intervals to ensure that the right policy interventions are in place to support the sector.*

### Arts Council England, Let's Create Strategy 2020 - 2030

The aims of this strategy are:

**National Growth –**to strengthen England's reputation as one of the most creative countries in the world. To create a professional national cultural sector that generates new ideas and develops diverse talent from every community.

**People -**to recognise and champion creative activities and cultural experiences of every person in England and ensure that more people are supported to express and develop creativity and create more opportunities for people to enjoy a wide range of culture.

**Places –**to transform communities through cultural opportunities and public investment. Investment into cultural activities and arts organisations, museums and libraries to support local economies, attract visitors, regenerate neighbourhoods and bring people

### House of Lords – Select Committee on Regenerating Seaside Towns and Communities, April 2019

Distinguishing factors of seaside towns in decline is the combination of industrial decline and geography. Their location on the periphery of the country places them on the periphery of the economy, bringing consequential social problems. This combination of challenges warrants dedicated attention and support. The report made several conclusions including: *That the restoration and enhancement of the public realm and of cultural heritage assets through capital investment is of paramount importance in supporting the wider economy in seaside towns.*

## TEES VALLEY

### Tees Valley Strategic Economic Plan (SEP)

The Tees Valley Combined Authority (TVCA) was established in April 2016 and aims to transform the Tees Valley region by driving economic growth and job creation. It is led by the region's elected Mayor, and is a partnership of five Local Authorities — Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton-on-Tees and the Tees Valley Local Enterprise Partnership (LEP). Six main strategic priorities are:

- Business Growth
- Research, Development, Innovation & Energy
- Education, Employment & Skills
- Place
- Culture
- Transport & Infrastructure

Under the 'Culture' priority, the aim is: *To change external perceptions of Tees Valley through the arts, cultural and leisure offer to create places that attract and retain businesses and business leaders and make the area more attractive to investors, workers and visitors.* Regional tourism assets referred to in the Plan include Hartlepool Historic Quay and the National Museum of the Royal Navy.

The Hartlepool Waterfront Programme aligns with the SEP by creating a tourism focal point in the town, utilising and releasing brownfield land, whilst making the Marina and town a more attractive prospect for future, private sector investment.

### Tees Valley Investment Plan, 2019 - 2029

Building on the SEP, TVCA's Investment Plan identifies Culture and Tourism as one of six growth generating themes. Initial investment priorities include £20million to support the development of Tees Valley wide cultural delivery and £40m for capital priority projects, including Hartlepool Waterfront.

### Tees Valley Growth Programme for the Creative & Visitor Economies 2020 - 2025

As identified in the Investment Plan, Tees Valley Combined Authority is investing in a £20.5m Growth Programme for the Creative and Visitor Economies to enhance the region's cultural, creative and hospitality sectors, and its destination marketing operations. The Programme will be delivered across five pillars:

- Covid-19 Recovery Programme
- Sustainable Sector Growth
- Festivals and Events
- Destination Product Development
- Profile Raising

The Tees Valley Destination Management Plan addresses product development and profile-raising.

### Tees Valley Destination Management Plan, 2021 - 2026

The Tees Valley Destination Management Plan (TVDMP) Framework is a guide to the development, promotion and sustainable growth of the visitor economy in the Tees Valley. The vision is that: *over the next 10 years the Tees Valley will be a place where the visitor economy makes a substantial contribution to economic growth, jobs and the quality of life for people who live here-as well as being an attractive destination for visitors.*

The Plan identifies six strategic growth priorities:

- Sport & Activity Hubs
- Culture & Events
- Strengthening existing experiences
- Family experiences
- Towns & Destinations
- Sustainable Tourism

**The Hartlepool Waterfront Programme aligns against all six priorities**.

## HARTLEPOOL

### Hartlepool Inclusive Growth Strategy 2022 - 2025

The Strategy is structured around three themes:

- Developing Place - transforming Hartlepool from the place it is to the place it wants to be, through capital investments, programmes that maximise the benefits for and numbers of beneficiaries of those investments, and by creating and promoting a new, vibrant and exciting sense of place rooted in the best of what Hartlepool has to offer.
- Developing People - ensuring that residents have access to a range of learning and employment opportunities, and can equip themselves with the skills, qualifications and experience that maximise their chances of having well paid, secure and rewarding jobs. Also ensuring that the skills needs of employers are met, now and in the future in order to enable them to fully exploit their growth potential.
- Developing Business - creating an environment in which new start-ups are encouraged, existing businesses are supported and external investors see attractive opportunities, both by consolidating sectoral strengths and pursuing specific opportunities within the creative sector.

Capital projects under 'Developing Place' include Waterfront developments.

The Strategy's Ten Point Plan includes:

*'The **tourism offer** needs to be strengthened with a Destination Management Plan that ensures that Hartlepool is afforded the attention it deserves within wider strategies, based on what it has to offer. This would include a new and improved programme of festivals that take advantage of new/revamped facilities and access to funding at Tees Valley level. It would also include a specific plan to maximise the long as well as short term benefits of hosting the Tall Ships Race. Consideration should also be given to the purposes served by the Borough Hall and Town Hall.'*

### Hartlepool Council Plan 2020 - 2023

The Plan's vision is that Hartlepool will be a place:

- Where people are enabled to live healthy, independent and prosperous lives.
- Where those who are vulnerable will be safe and protected from harm.

- Of resilient and resourceful communities with opportunities for all.
- With a Council that is ambitious, fit for purpose and reflects the diversity of its community.
- That has an inclusive and growing economy.
- That is sustainable, clean, safe and green.

Under 'inclusive and growing economy', the plan states that Hartlepool will be a place where: *we have high quality visitor attractions and increased visitor numbers*.

**The Hartlepool Investment Plan: Part One, Hartlepool Town Deal Board, January 2021**

In September of 2019 Hartlepool was named as one of 101 towns across England who had been invited to work with the government to develop innovative regeneration plans to transform their town's economic growth prospects. Each town has been given an initial grant to support the development of a Town Investment Plan and will be eligible for £25 million in funding to realise these plans. In Spring 2020, a Town Deal Board was set up to identify priorities for investment, bringing together business stakeholders, partners and the community.

The Investment Plan states: *Hartlepool will build on its maritime and industrial heritage to drive a new and dynamic future, focused on a new heart for Hartlepool, with a revitalised town centre and harnessing the potential of our spectacular waterfront, which in combination will support our ongoing transformation as a 'waterfront market town'.*

One of the Plan's priority projects is:

*Waterfront Circuit Phase 1: A waterfront promenade and new public space; providing the first section of high-quality public realm and pedestrian links to new and enhanced leisure attraction.*

**Hartlepool Town Centre Masterplan, May 2021**

The Masterplan sets out a long-term framework for Hartlepool, with individual projects and interventions identified across the town centre. It contributes to the Town Deal proposal. The Masterplan's vision is that Hartlepool will *be 'a well connected vibrant and liveable waterfront market town moving Hartlepool towards a future of leisure, living and learning'.*

The four strategic themes are:

- Connecting
- Place-making
- Growing
- Community

This strategic framework sets out a programme of transformative change through the identification of priority "big moves" that will transform the prospects of the town. The three 'Big Moves' are:

- Regenerate and re-imagine the Middleton Grange shopping centre to create a clearly defined mixed use heart for the town centre
- To realise the potential of the waterfront and marina through leisure centre proposals, redevelopment, connectivity and public realm enhancements
- To provide continual connectivity from Waterfront to the "Heart of Hartlepool" retail core through a new pedestrian and cycle bridge across the railway

### Hartlepool Regeneration Masterplan, October 2015

Hartlepool Borough Council's 2015 Masterplan proposed the following mission:

*'Hartlepool Town Centre and Waterfront will focus on becoming a national destination based upon a specific proposition – striving to become best in class by combining its rich legacy of maritime and industrial heritage with a new focus on supporting high value engineering, creative industries and the significant expansion of its educational, retail and leisure offer all well connected through a quality physical environment.'*

The purpose of the Masterplan is '*to deliver a connected and prosperous wider Town Centre and Waterfront in which a transformational approach to development is achieved, creating the jobs for the future.'* Strategic aims are:

- Increase Hartlepool's profile as a major leisure and visitor destination
- Redefine and open up the potential of the Town through the delivery of bold solutions for leisure, tourism, retail and recreation uses
- Create a step change in the retail offer of the Town to revive the sector and ensure that it meets modern needs and requirements
- Enhance and support growth in the key areas of Hartlepool and to set out expectations for the content and timing of development proposals
- Kick-start the wider regeneration of the Town
- Take advantage of the Waterfront to appeal not only to local but sub-regional, regional and national audiences to realise high quality development
- Support the delivery of schemes within the Town Centre and Waterfront area of Hartlepool by providing greater certainty to existing businesses and potential investors and allowing co-ordinated development
- Fully consider and integrate the public realm and the connectivity of retail, leisure, and tourism aspirations

Detailed proposals are provided for the Masterplan's three sub areas: Waterfront; Innovation and Skills Quarter at Church Street; Town Centre.

### Hartlepool Cultural Strategy 2022

The strategy sets out a shared vision and priorities for culture and creativity in Hartlepool intended to inform the work of anyone active in creativity and culture in Hartlepool. This is to be delivered through a partnership approach across the Borough.

Strategic Aim 1 is to *Build on our people and our communities and what they love about Hartlepool stories and imaginations, the many ways they identify with the town, its heritage and its future, its landscapes and coast and cultural facilities.*

Indicative activity includes:

- Plan a series of year-round activities that draw people actively into the environmental and physical assets/landscapes of Hartlepool's towns, villages and beaches, exploring the contemporary nature of the maritime heritage, with Council, creatives and voluntary sectors collaborating.
- Establish the new Waterfront attractions so they flourish financially and are valued by local people.

Strategic Aim 4 is to *Create sustainable ways for people to connect and collaborate more on projects, with wide reach commercially and in the visitor economy as well as in communities, to create clusters and critical mass that animates the town and encourages engagement with creativity.*

Indicative activity includes:

- Strengthen industry networks including across screen, museums, heritage sectors, and across Tees Valley/North East – encourage clustering and collaboration.

### A Heritage Strategy for Hartlepool Headland, 2020 – 2030, Hartlepool Borough Council

The Strategy's objectives are:

**Heritage** - to safeguard Hartlepool's heritage by promoting and enhancing key assets and aspects of the Headland. To celebrate the story of the Headland and make it accessible to a range of people.
**Sustainability -** to develop heritage in a way which secures its future and delivers sustainable economic, social and environmental benefits.
**Community -** to engender pride in local people and raise awareness of the national and regional significance of Hartlepool's heritage. To support young people in learning about their heritage and identity by developing partnerships with community and educational organisations.

### Strategic Outline Business Case, Museum of Hartlepool Investment Case, May 2022

This document outlines the strategic policy context relevant to the Museum of Hartlepool. It considers a range of local, regional and national policies based around three themes: Economy; Culture and Heritage; Regeneration. Comments are provided on how the Museum of Hartlepool project aligns to these:

| | |
|---|---|
| ***Corporate*** *Council Plan 2021/22 – 2023/24, Hartlepool Borough Council* | *The Museum of Hartlepool post development will provide a more expansive range of activities and events, as well as a much improved interpretative offer, which will help to support visitors and members of the local community with improved mental, emotional and social wellbeing. There will be increased opportunities for volunteering and activities which provide much needed access to a social space for people to be amongst like-minded people whilst also having the opportunity to participate in projects which help develop skills.* |

| | |
|---|---|
| | *New educational and community space will enable increased participation in the education offer making it more accessible to all schools within the Borough.*<br>*As a free to visit site the Museum will be accessible to all communities and provide a day out for all audiences including families and older people without finance being a barrier to engagement. The stories told through the exhibitions will inspire and educate the younger generations.* |
| ***Economy***<br>*Tees Valley Strategic Economic Plan – The Industrial Strategy for Tees Valley 2016 - 2026* | *The Museum of Hartlepool is a key site within the town's heritage offer and an improved visitor offer will support the site to attract new visitors from the region and beyond.*<br>*Importantly, through renewed interpretation, restoration of the Wingfield Castle and new spaces to encourage learning and activities the Museum will provide visitors with the opportunity to learn about the heritage of Hartlepool, to have a renewed sense of place and highlight the strengths of the town and its important maritime heritage thus changing often negative perceptions.*<br>*Sitting within the Waterfront Regeneration area the redevelopment of the Museum will be a key site within the town's revitalisation.* |
| *Hartlepool Borough Council Economic Growth Strategy 2019 - 2021* | *Whilst the Museum has seen a decline in visitor numbers over recent years, investment in the site will secure its place as a key visitor destination within the town. Renewed interpretation will ensure it stands alongside the offer at the NMRN to provide the local maritime heritage alongside the national context.*<br>*The Museum, alongside the NMRNH and the wider waterfront area will be a primary destination for visitors to Hartlepool.*<br>*The retail offer at the museum will focus on promoting products and produce from local creatives and producers thus supporting growth of the local creative economy* |
| ***Culture and Heritage***<br>*Arts Council England, Let's Create Strategy 2020 - 2030* | *The Museum of Hartlepool is already part of the Tees Valley Museum Consortium NPO and delivers against this strategy.*<br>*The Museum redevelopment will create new education and temporary exhibition spaces which will further secure its place within the consortium and ensure the site is fit-for-purpose for audience engagement.*<br>*Investment in the exhibitions and core museum spaces will significantly enhance the offer and support the growth of visitor numbers. Alongside, increased opportunities for income generation (retail, education, venue hire) the museum will support the growth of the local economy.* |

| | |
|---|---|
| | *The development of the new exhibitions and the activities programming will bring people from a range of communities together to celebrate their rich cultural past and how their communities have helped to shape Hartlepool today.* |
| *Tees Valley Museum Consortium, Business Plan Year 3, 2020/21* | *The redevelopment of the Museum of Hartlepool will create new education / community spaces which can be used to deliver a learning and engagement programme. This will enable the museum to better engage and interact with audiences, both within Hartlepool and beyond, and create a safe space for which discussion and debate can be held.*<br>*The new exhibitions have an element of co-curation built into them to ensure they are developed in partnership with communities and tell the stories of the people of Hartlepool.* |
| *Hartlepool Borough Council Cultural Services, A Culture and Heritage Direction, 2020 -2025* | *The redevelopment of the Museum of Hartlepool will bring about significant enhancements to the interpretation of the collections and make them more accessible to a much wider audience, ensuring that there is something of interest for all generations. The renewed interpretation will empower local people to see themselves in the town's heritage and have a greater sense of ownership and greater pride in the collections.*<br>*Through creating a safe space, the Museum will have a central role in supporting social cohesion and providing a place for debate, discussion and reflection.*<br>*The retail offer at the museum will be based around selling products created by local artisans and craft people which will demonstrate support for their work and create valuable partnership opportunities which could be developed to support the delivery of the activities programme.* |
| *Hartlepool Borough Council, A Heritage Strategy for Hartlepool Headland, 2020 - 2030* | *The project will restore, safeguard and bring back into public use HBC's largest heritage asset –PSS Wingfield Castle –whilst also showcasing through renewed exhibitions more of the Borough's tangible and intangible heritage.*<br>*The Museum will place sustainability at its heart to ensure collections are preserved and maintained, the building is fit-for-purpose and social value outcomes are supported.*<br>*Through creating a new learning space the Museum will have the opportunity to engage a wider range of audiences through formal and informal learning and its activities programme to raise awareness of the Borough's heritage and encourage pride in the local area.* |

| | |
|---|---|
| ***Regeneration*** *Hartlepool Borough Council, Hartlepool Town Centre Masterplan, May 2021* | *The redeveloped Museum of Hartlepool will be a key site of interest in the town centre, specifically the waterfront area. The exhibitions within the museum, alongside the re-opened PSS Wingfield Castle will encourage local people to have pride in the town and create an improved 'sense of place'.*<br>*The opportunities for community involvement will be seen throughout the redevelopment via co-curation and into the delivery through the activities and events programming.* |
| *Waterfront Programme, Hartlepool Borough Council* | *The redeveloped Museum will be a key visitor attraction in the Tees Valley and will help to draw both local communities and tourists to the Waterfront area. The new exhibitions will be key to highlighting Hartlepool's strong maritime story and therefore connecting the heritage of the town and its people to the waterfront.* |
| *Hartlepool Borough Council, Draft Council Plan, 2020/21 – 2022/23* | *The Museum currently lacks space to fully deliver an education and community programme. This project creates the opportunity to develop new, fully accessible facilities which will not only engage children and young people but audiences of all ages in a programme of learning and activities that supports social value outcomes and creates a greater sense of health and wellbeing.* |

# 2. VISITOR & ACCOMMODATION DATA

## KEY POINTS

- The Covid pandemic is estimated to have resulted in Hartlepool's visitor numbers and tourism economic impact being down by approximately a third in 2021 compared to 2019. The staying visitor market was particularly hard hit, with numbers down by 50%.
- In 2019, 3.7 million tourism visits were made to Hartlepool, generating close to £200 million for the local economy and supporting approximately 2,400 full-time-equivalent (fte) jobs.
- Tees Valley as a whole attracted 20 million tourism visits, generating over £1 billion for the local economy and supporting just under 12,400 fte jobs.
- Staying visits account for just 12% of Hartlepool visitor numbers but 33% of economic impact. This is comparable with other similar destinations.
- Between 2014 and 2019, visitor numbers to Hartlepool increased by 15% - day visitors by 17%, staying visitors by 5%.
- Food & Drink accounts for the highest share of visitor expenditure in Hartlepool (40%) followed by Shopping at 20%.
- Approximately 60% of Hartlepool's staying visits take place between April and September, 40% between October and March. This is a similar seasonal pattern to that of England as a whole.
- Hartlepool's day visitor market has an unusually pronounced peak in the month of July – 29% of day visits compared to 14% in Tees Valley and 9% nationally. This is thought to be as a result of the Hartlepool Waterfront Festival.
- Average length of stay by domestic overnight visitors to Hartlepool is on par with the England average (3 nights).
- Average spends are well below the England average for both staying and day visitors.
- In 2019, tourism industry employment accounted for 11% of all industry employment in Hartlepool, the same proportion as that for England as a whole.
- In 2019, there were 24 serviced accommodation establishments in Hartlepool, 7 self-catering establishments and 2 caravan/camping sites. In 2021, the number of serviced accommodation establishments had fallen to just 15.

## COVID IMPACT

Hartlepool attracted an estimated 2.56 million tourism visits in 2021, 31% below pre-pandemic levels. Day visitor numbers were down by 29%, staying visits by 50%. Total tourism economic impact in 2021 is estimated to be 33% lower than in 2019.

**Table 1: Tourism volume & value 2021: Hartlepool**

| | Visitor Numbers | % change 2019-21 | Economic Impact | % change 2019-21 |
|---|---|---|---|---|
| Day visitors (m) | 2.33 | -29% | £98.54 | -26% |
| Staying visitors (m) | 0.23 | -50% | £34.93 | -48% |
| **Total visitors (m)** | **2.56** | **-31%** | **£133.47** | **-33%** |

*Source: STEAM 2021, Hartlepool Borough Council*

The analysis in the remainder of this section uses 2019 data to present the most representative picture of tourism in Hartlepool.

## TOURISM VOLUME & VALUE 2019

In 2019, 3.7 million tourism visits were made to Hartlepool, generating close to £200 million for the local economy and supporting approximately 2,400 full-time-equivalent (fte) jobs. This represents around one fifth of the Tees Valley total tourism visits/economic impact/employment.

For both Hartlepool and Tees Valley, staying visits accounted for approximately 12% of visitor numbers and 33% of economic impact. These proportions are fairly typical of destinations which have large resident populations within a 90-minute drive.

**Table 2: Tourism volume & value 2019**

| | Visitor Numbers (m) | Economic Impact (£m) | Employment Supported (fte) |
|---|---|---|---|
| **Hartlepool** | | | |
| Day visitors | 3.27 | £132.87 | 1,092 |
| Staying visitors | 0.45 | £66.59 | 1,307 |
| **Total visitors** | **3.72** | **£199.46** | **2,399** |

| | | | |
|---|---|---|---|
| **Tees Valley** | | | |
| Day visitors | 18.05 | £676.04 | 6,025 |
| Staying visitors | 2.19 | £342.26 | 6,365 |
| **Total visitors** | **20.24** | **£1,018.34** | **12,391** |
| | | | |
| **Hartlepool as a proportion of Tees Valley** | **18%** | **20%** | **19%** |

*Source: STEAM 2019, Hartlepool Borough Council and Tees Valley Combined Authority*
*(Note: totals may not add due to rounding)*

### Waterfront footfall

The Hartlepool Marina Visitor Insight report provides monthly footfall figures for the town centre and the marina. It uses technology to provide digital representation of human movement and behavioural patterns in a place over time. This data is for all footfall, and so a large proportion will be visits by local residents. 2019 data shows that 6.7 million visits were made to the marina with 28% of marina visitors local, 9% were workers and the remainder from outside the borough. Whilst these numbers do not reflect tourism numbers (i.e. using the official definition[1] of a tourist/visitor), they illustrate the scale of visitor activity taking place around Hartlepool Waterfront.

**Table 3: Waterfront footfall 2019 (Visitor Insights data)**

| 2019 data | Town Centre | Marina | Headland | ISQ |
|---|---|---|---|---|
| Total visitors | 11.1m | 6.7m | 2.0m | 6.2m |
| Resident | 39% | 28% | 36% | 35% |

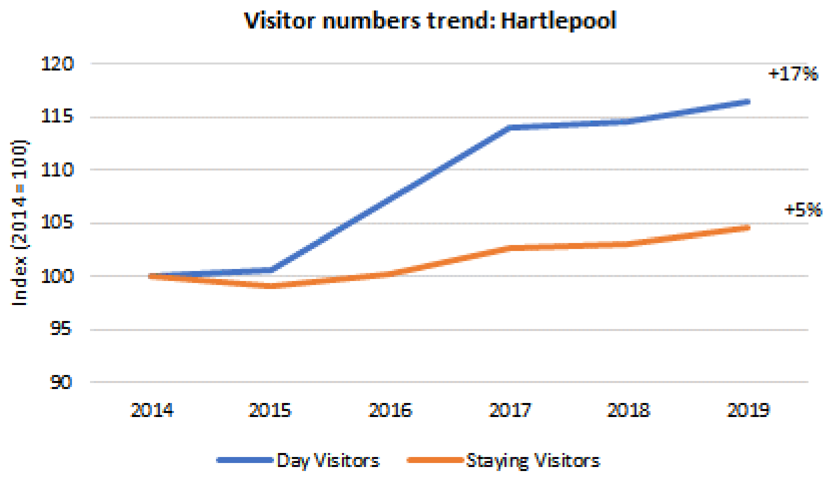
*[1] A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay, or as a same-day visitor (or excursionist) otherwise. (Source: UNWTO)*

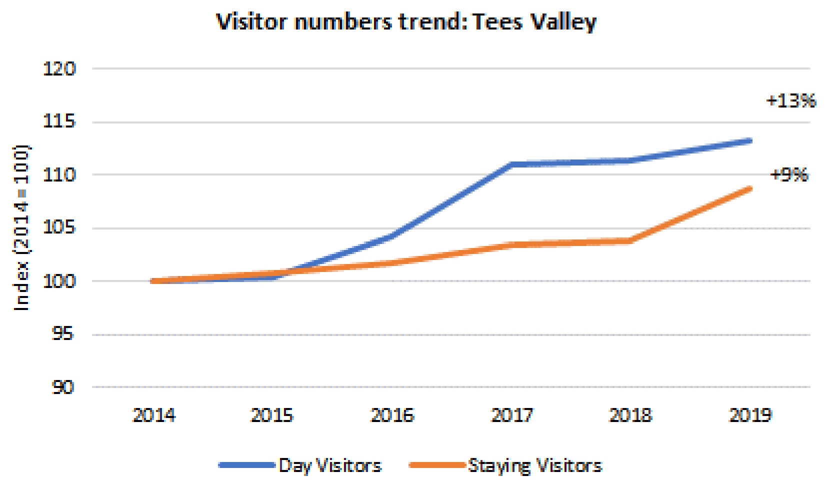
| | | | | |
|---|---|---|---|---|
| National | 50% | 63% | 64% | 49% |
| Workers | 11% | 9% | 0.5% | 16% |
| Overseas | 0.0% | 0.1% | 0.0% | 0.1% |

*Source: Hartlepool Waterfront Programme Business Case, Tees Valley Combined Authority, May 2022*

## FIVE YEAR TREND, 2014 - 2019

Between 2014 and 2019, visitor numbers to Hartlepool increased by 15% - day visitors by 17%, staying visitors by 5%. In Tees Valley as a whole, visitor numbers increased by 13% - day visitors by 13% and staying visitors by 9%.

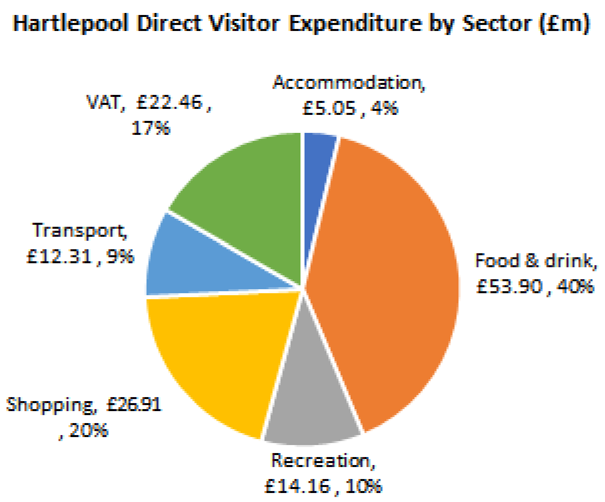



*Source: STEAM 2019, Hartlepool Borough Council and Tees Valley Combined Authority*

## SECTORAL ANALYSIS

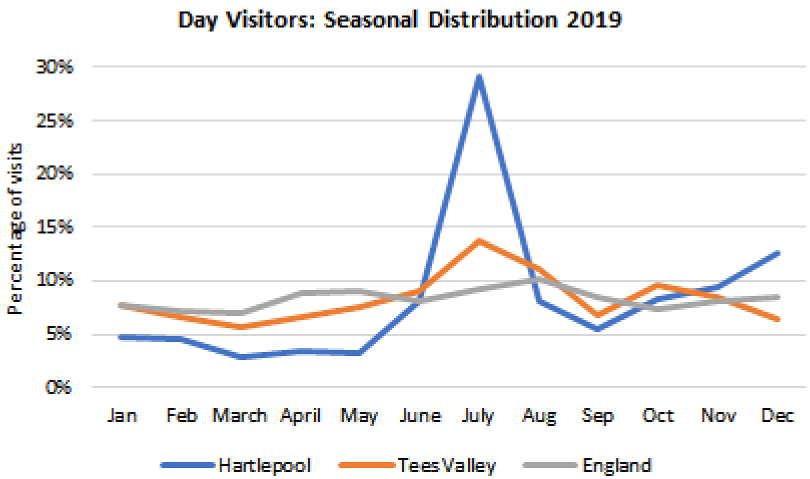
Food & Drink accounts for the highest share of visitor expenditure in Hartlepool (40%) followed by Shopping at 20%. This reflects the dominance of the day visitor market for which eating out and shopping are key components.

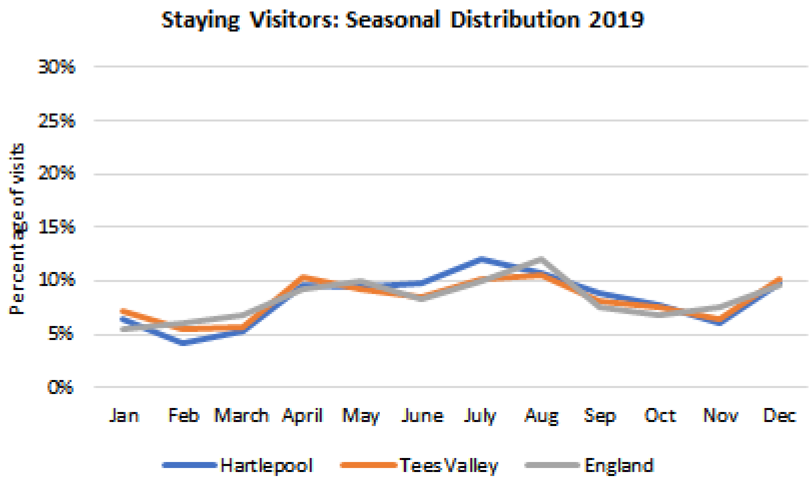



*Source: STEAM 2019, Hartlepool Borough Council*

## SEASONALITY

The staying visitor market in Hartlepool follows a similar seasonal pattern to Tees Valley and to England as a whole, with approximately 60% of visits taking place between April and September, 40% between October and March. The day visitor market has an unusually pronounced peak in the month of July – 29% of day visits compared to 14% in Tees Valley and 9% in England as a whole. (Note: day visitor data for England comes from the national day visitor survey whereas Tees Valley data comes from STEAM.)




*Sources: STEAM 2019, Hartlepool Borough Council and Tees Valley Combined Authority; GB Tourism Survey, GB Day Visitor Survey, Visit Britain*
*Note: England Staying Visitor data is for domestic overnight visits only*

## AVERAGE SPEND AND LENGTH OF STAY: COMPARISON WITH OTHER DESTINATIONS

National, domestic tourism surveys (GB Tourism Survey and GB Day Visits Survey) can be used to provide comparisons with other destinations and with England as a whole. Sample sizes are small at a local level but the use of 3-year averages, combined with consistency in methodology across the country, allows useful comparisons to be drawn. Note: Figures in the following tables are not comparable with STEAM due to different methodologies.

Average length of stay by domestic overnight visitors to Hartlepool is on par with the England average (3 nights). Average spend per night is below that of other, selected destinations and well below the England average (£55 compared to £61 for England excluding London). Day trip spend is considerably lower than the England average and all selected destinations.

### Table 4: Domestic Overnight Trips (3-year averages, 2017-2019)

| | Volume of trips (m) | Ave spend per trip | Ave spend per night | Average length of stay (nights) |
|---|---|---|---|---|
| **Hartlepool** | **0.057** | **£164.71** | **£54.58** | **3.02** |
| Hull | 0.359 | £152.42 | £59.31 | 2.57 |
| Plymouth | 0.573 | £199.65 | £67.63 | 2.95 |
| Portsmouth | 0.616 | £166.67 | £60.63 | 2.75 |
| Dundee City | 0.222 | £207.52 | £66.57 | 3.12 |
| Tees Valley | 0.479 | £173.97 | £63.12 | 2.76 |
| **England** | **99.03** | **£194.70** | **£65.32** | **2.98** |
| **England excluding London** | **86.98** | **£188.31** | **£61.32** | **3.07** |

*Source: GB Tourism Survey, Visit Britain*

### Table 5: Tourism Day Trips (3-year averages, 2017-2019)

| | Volume of trips (m) | Ave spend per trip |
|---|---|---|
| **Hartlepool** | **0.7** | **£24.19** |
| Hull | 5.7 | £34.91 |
| Plymouth | 7.8 | £45.22 |
| Portsmouth | 7.6 | £47.56 |
| Dundee City | 4.1 | £39.51 |

| | | |
|---|---:|---:|
| Tees Valley | 8.9 | £26.01 |
| **England** | **1,442** | **£37.09** |
| **England excluding London** | **1,133** | **£35.12** |

*Source: GB Day Visits Survey, Visit Britain*

## TOURISM RELATIVE TO OTHER SECTORS

Whilst STEAM and national tourism surveys are designed specifically to analyse demand and spending by tourists, a look at national employment data is helpful in providing an indication of tourism's importance relative to other industries. ONS's Business Register and Employment Survey (BRES) is the official source of employee and employment estimates by detailed geography and industry. It is a sample employer survey that records a job at the location of an employee's work place.

In 2019, tourism industry employment accounted for 11% of all industry employment in Hartlepool, the same proportion as that for England as a whole. The definition of 'tourism industry' used here is that used by Visit England and ONS for tourism sector economic analysis. A full list of SIC codes is provided at the end of this section. Note that tourism industry employment counts all employment within that tourism-defined SIC code. It does not allow differentiation between consumption by tourists and consumption by local residents.

**Table 6: Employment in Tourism Industries, 2019**

| | Tourism industry employment | All industry employment | Tourism Share |
|---|---:|---:|---:|
| **Hartlepool** | **3,400** | **31,100** | **11%** |
| Hull | 9,100 | 125,100 | 7% |
| Plymouth | 12,500 | 115,400 | 11% |
| Portsmouth | 14,200 | 107,400 | 13% |
| Dundee City | 10,200 | 75,500 | 14% |
| Tees Valley | 24,000 | 270,100 | 9% |
| England | 2,908,000 | 27,142,000 | 11% |

*Source: Business Register and Employment Survey, ONS*

## TOURISM SIC CODES

| Tourism Industries | SIC2007 code | Description |
|---|---|---|
| Accommodation for visitors | 55100 | Hotels and similar accommodation |
| | 55202 | Youth hostels |
| | 55300 | Recreational vehicle parks, trailer parks & camping grounds |
| | 55201 | Holiday centres and villages |
| | 55209 | Other holiday and other collective accommodation |
| | 55900 | Other accommodation |
| Food and beverage serving activities | 56101 | Licensed restaurants |
| | 56102 | Unlicensed restaurants and cafes |
| | 56103 | Take-away food shops and mobile food stands |
| | 56290 | Other food services |
| | 56210 | Event Catering Activities |
| | 56301 | Licensed clubs |
| | 56302 | Public houses and bars |
| Railway passenger transport | 49100 | Passenger rail transport, interurban |
| Road passenger transport | 49320 | Taxi Operation |
| | 49390 | Other passenger land transport |
| Water passenger transport | 50100 | Sea and coastal passenger water transport |
| | 50300 | Inland passenger water transport |
| Air passenger transport | 51101 | Scheduled passenger air transport |
| | 51102 | Non-scheduled passenger air transport |
| Transport equipment rental | 77110 | Renting & leasing of cars and light motor vehicles |
| | 77341 | Renting & leasing of passenger water transport equipment |
| | 77351 | Renting & leasing of passenger air transport equipment |

| | | |
|---|---|---|
| Travel agencies & other reservation services activities | 79110 | Travel agency activities |
| | 79120 | Tour operator activities |
| | 79901 | Activities of tour guides |
| | 79909 | Other reservation service activities n.e.c. |
| Cultural activities | 90010 | Performing arts |
| | 90020 | Support Activities for the performing arts |
| | 90030 | Artistic creation |
| | 90040 | Operation of arts facilities |
| | 91020 | Museums activities |
| | 91030 | Operation of historical sites & buildings & similar attractions |
| | 91040 | Botanical & zoological gardens and nature reserves activities |
| Sporting & recreational activities | 92000 | Gambling & betting activities |
| | 93110 | Operation of sports facilities |
| | 93199 | Other sports activities |
| | 93210 | Activities of amusement parks and theme parks |
| | 93290 | Other amusement and recreation activities nec |
| | 77210 | Renting and leasing of recreational and sports goods |
| Country-specific tourism characteristic activities | 82301 | Activities of exhibition and fair organisers |
| | 82302 | Activities of conference organisers |
| | 68202 | Letting and operating of conference and exhibition centres |

*Source: Office for National Statistics*

# 3. VISITOR PRODUCT

## KEY POINTS

- Maritime Heritage is clearly the stand-out theme for Hartlepool's visitor product, with a strong, critical mass of attractions and experiences at Hartlepool Waterfront.
- Beyond the Waterfront, Coastal and Countryside experiences include expansive beaches, nature reserves, family activities and a good selection of walking routes. There are peaceful, coastal/rural wildlife havens as well as a striking, heavy industry backdrop in some areas.
- There are over 50 miles of traffic-free cycle paths, quiet roads and bridleways, including from Seaton Carew promenade to Hartlepool Marina (part of the England Coast Path and National Cycle Route 14).
- Hartlepool Art Gallery, Hartlepool Town Hall Theatre and St Hilda's Church and Visitor Centre are important cultural assets for the town.
- Hartlepool's accommodation offer is quite limited, both in number and quality. At Hartlepool Marina, there is a Premier Inn and a Travelodge – Hartlepool's two largest hotels. In addition, there are a small number of waterfront, self-catering apartments.
- The main cluster of guest house provision is in Seaton Carew.
- There are two caravan sites – a Parkdean Resort in Crimdon and a touring site near Dalton Piercy.
- 105 'entire home' properties are listed on AirBnb for the Hartlepool area (stretching up to Seaham), of which 51% are available full time.

## HARTLEPOOL VISITOR ATTRACTIONS AND EXPERIENCES

Hartlepool Waterfront is the core tourism asset for Hartlepool, with maritime heritage as its signature theme, incorporating a number of notable attractions and experiences, including the National Museum of the Royal Navy, Hartlepool. Coastal and countryside experiences include impressive beaches, an unusual combination of wildlife and heavy industry, and a good variety of walking and cycling routes. In the town centre, the Art Gallery and Town Hall Theatre are both attractive spaces in architecturally significant buildings.

**Table 7: Hartlepool Visitor Attractions and Experiences**

| Theme | Core Attractions | Description | Location | Image |
|---|---|---|---|---|
| **Maritime Heritage** | National Museum of the Royal Navy, Hartlepool | Recreation of an 18th century seaport. Includes HMS Trincomalee, recreated Georgian quayside, Horrible Histories Pirates exhibition, fighting ships exhibition. | Hartlepool Waterfront |  |
| | The Museum of Hartlepool | Located within the National Museum of the Royal Navy, Hartlepool. History of Hartlepool from Bronze Age. Includes a real fishing cobble and paddle steamer, PSS Wingfield Castle (due for restoration). | Hartlepool Waterfront |  |
| | Heugh Battery Museum | Restored 19th century coastal defence battery. Visitor centre (original barrack room), underground magazines, coastal artillery, observation tower, events. Volunteer-run, open Friday – Monday. | Hartlepool Headland |  |
| | Hartlepool Marina | Range of water experiences and courses including open water swimming, SUP, dinghy & yacht sailing, jet skiing. | Hartlepool Waterfront |  |

| | | | | |
|---|---|---|---|---|
| | Hartlepool Waterfront Festival | Annual, large-scale, outdoor arts festival held over a weekend in July. Music, theatre, dance, visual art, spoken word, outdoor cinema. Attracts around 20,000 visitors. | Hartlepool Waterfront |  |
| | Tall Ships Hartlepool 2023 | Hartlepool is hosting the Tall Ships Race in July 2023 which is expected to attract around 1 million visitors. | Hartlepool Waterfront |  |
| **Coast & countryside** | Seaton Carew Seaside Resort | Golden beach, beach huts, crazy golf, ice-cream, fish & chips. | Seaton Carew |  |
| | Crimdon Dene Beach | Long, quiet stretch of beach, backed by sand dunes, cliffs and a nature reserve. | North Hartlepool |  |
| | Teesmouth National Nature Reserve | 350-hectare coastal reserve surrounded by heavy industry. Dunes and grazing marsh at North Gare, and intertidal mudflats at Seal Sands (both SSSIs). Managed by Natural England. | South of Seaton Carew |  |

| | | | | |
|---|---|---|---|---|
| | EDF Hartlepool Power Station Visitor Centre | Nuclear power station. Open on Wednesdays and Thursdays for pre-arranged tours. Field Centre for educational or pre-booked visits. | South of Seaton Carew |  |
| | RSPB Saltholme | Wetlands nature reserve with four wildlife viewing hides, viewing screens, viewing gallery, visitor centre, café, play area. | Stockton-on-Tees |  |
| | Summerhill Country Park and Visitor Centre | 100-acre country park with facilities for rock climbing, cycling, walking, orienteering, play. Large boulder park, BMX cycling course, high ropes course, archery facilities, activity sessions. Local nature reserve, visitor centre | South Hartlepool |  |
| | Tweddle Children's Animal Farm | Small and larger animals, bottle feeding, petting centre, tractor rides, crazy golf, go karting, barrel rides, café, picnic areas. | North Hartlepool |  |
| | Walking routes | Explorehartlepool.com provides some excellent walking route suggestions, including countryside, coastal, village, parks, marina and headland walks, each with a self-guided, downloadable walking leaflet. There are 12 suggested walks of between 1 and 5.5 miles. | Hartlepool area |  |

| | | | | |
|---|---|---|---|---|
| | Cycle routes | More than 50 miles of traffic-free cycle paths, quiet roads and bridleways, including from Seaton Carew promenade to Hartlepool. This is also part of the new England Coast Path, as well as National Cycle Route 14, which extends through to the Headland. | Hartlepool area |   |
| **Culture & Heritage** | Hartlepool Art Gallery | Located in restored, Grade II* Listed Victorian church. Exhibitions of international, national and regional artists. Contemporary and fine Art, photography, crafts and works from Museum Service collection. Shop, café. | Hartlepool Town centre |  |
| | Hartlepool Town Hall Theatre | Traditional proscenium arch, 402-seat theatre. Tudor, Gothic style Grade II listed building. Range of professional and non-professional performing arts. | Hartlepool Town centre |  |
| | St Hilda's Church and Visitor Centre | Magnificent Early English Church located on the Headland, with views over the Marina. Grade I Listed building. Visitor Centre with audio-visual displays. | Hartlepool Headland |  |
| | The Way of St Hild | A 47-mile coastal route (The Way of St Hild) from St Hilda's Church to Whitby Abbey. | Hartlepool Headland to Greatham Creek |  |

*Source: Blue Sail online research. Photos: explorehartlepool.com, tallshipshartlepool2023.co.uk, edfenergy.com, enjoyteesvalley.com, tweddlefarm.co.uk, culturehartlepool.com, churchofenglandhartlepool.org.uk,*

## VISITOR ACCOMMODATION

### Hartlepool Accommodation Stock 2019

In 2019, there were 24 serviced accommodation establishments in Hartlepool, supplying 925 bedspaces. 15 establishments were medium-sized (11-50 rooms), 7 were small (1-10 rooms) and 2 were larger hotels (50+ rooms). (These are the Premier Inn and Travelodge at Hartlepool Marina).

**Table 8: Hartlepool Serviced Accommodation Stock, 2019**

| | Number of establishments | Number of bedspaces |
|---|---:|---:|
| 50+ rooms | 2 | 312 |
| 11-50 rooms | 15 | 519 |
| 1-10 rooms | 7 | 94 |
| **Total** | **24** | **925** |

*Source: STEAM 2019, Hartlepool Borough Council*

There were 7 self-catering establishments (cottages, houses, apartments) and 2 caravan/camping sites, supplying a total of 537 bedspaces. (Note: there were additional self-catering rentals available through AirBnb (discussed below).

**Table 9: Hartlepool Non-Serviced Accommodation Stock, 2019**

| | Number of establishments | Number of bedspaces |
|---|---:|---:|
| Self-catering | 7 | 76 |
| Static caravans/lodges | 2 | 32 |
| Touring caravans/camping | | 429 |
| Youth Hostels | 0 | 0 |
| **Total** | **9** | **537** |

*Source: STEAM 2019, Hartlepool Borough Council*

### Hartlepool Accommodation Stock 2021

STEAM 2021 reports show a notable fall in Hartlepool's accommodation stock compared to 2019. In particular, there were 10 fewer medium-sized serviced establishments, a fall of 67%. In total, both serviced and non-serviced bedspaces were down by around a quarter.

**Table 10: Hartlepool Serviced Accommodation Stock, 2021**

| | Number of establishments | % change in establishments since 2019 | Number of bedspaces | % change in bedspaces since 2019 |
|---|---|---|---|---|
| 50+ rooms | 2 | 0% | 411 | +32% |
| 11-50 rooms | 5 | -67% | 168 | -68% |
| 1-10 rooms | 8 | +14% | 110 | +17% |
| **Total** | **15** | **-38%** | **689** | **-26%** |

*Source: STEAM 2021, Hartlepool Borough Council*

**Table 11: Hartlepool Non-Serviced Accommodation Stock, 2021**

| | Number of establishments | % change in establishments since 2019 | Number of bedspaces | % change in bedspaces since 2019 |
|---|---|---|---|---|
| Self-catering | 7 | 0% | 77 | +1% |
| Static caravans/lodges | 1 | -50% | 0 | -100% |
| Touring caravans/camping | | | 324 | -24% |
| Youth Hostels | 0 | 0% | 0 | 0% |
| **Total** | **8** | **-11%** | **401** | **-25%** |

*Source: STEAM 2021, Hartlepool Borough Council*

## Selection of Hartlepool Visitor Accommodation

In the following table we have listed a selection of accommodation establishments, based on a review of online sources such as Explore Hartlepool, Enjoy Tees valley, booking.com and Trip Advisor.

Hartlepool Marina has the two largest hotels - the Premier Inn (60 beds) and the Travelodge (65 beds), as well as a small number of self-catering apartments. The centre of Hartlepool has a handful of small hotels/guest houses but the main cluster of guest house provision is in Seaton Carew. On the outskirts of Hartlepool is the 3-star, Hardwick Hall Manor Hotel as well as some self-catering cottages and two caravan/camping parks. The impression from online searches is a very limited supply of options, with many establishments looking dated and uninviting. From booking.com, one guest house and one self-catering property are graded 4-star and a few have 3-star gradings. Guest review scores are somewhat mixed.

**Table 12: Selection of Hartlepool Visitor Accommodation**

| Location | Name | Type | Description | Quality rating* | Guest review score* |
|---|---|---|---|---|---|
| **Hartlepool Waterfront** | Premier Inn Hartlepool Marina Hotel | Hotel | 60-bed Premier Inn | Premier Inn | |
| | Travelodge Hartlepool Marina Hotel | Hotel | 65-bed Travelodge | Travelodge | |
| | The Cosmopolitan Hotel, Headland | Hotel | 5-bed hotel | - | |
| | Mariner's Point & Water's Edge Apartments | Self-catering | 4 luxury, marina self-catering apartments | 4-star | 9.6 |
| **Central Hartlepool** | OYO The Douglas Hotel | Hotel | 17-bed hotel | 3-star | 5.8 |
| | Brafferton Guest House | Guest house | 12-bed guest house | - | 9.2 |
| | OYO Studiohotel | Hotel | 10-bed aparthotel | 3-star | 7.8 |
| **Hartlepool outskirts** | Hardwicke Hall Manor Hotel, Blackhall Colliery | Hotel | 15-bed, 3-star Manor House hotel. Grade II listed building. Private lawns, woodland. 5 miles north of Hartlepool. | 3-star | 8.0 |
| | The Windmill Hotel, Dalton Piercy | Hotel | 12-bed hotel | - | 6.9 |
| | Abbey Hill Cottages, Dalton Piercy | Self-catering | 6 luxury boutique cottages | Luxury cottages | |
| | Crimdon Dene Holiday Park, North Hartlepool | Caravan Park | Parkdean resort. Caravan and Lodge accommodation, indoor fun pool and spa pool, play park, all-weather sports court. | Parkdean resort | |
| | Ashfield Caravan Park, Dalton Piercy | Caravan Park | Touring caravan site, club house, bar, games room, shop. | - | - |

| | | | | | |
|---|---|---|---|---|---|
| **Seaton Carew** | The Marine Hotel | Hotel | 28-bed seafront hotel | 3-star | 8.1 |
| | The Staincliffe Hotel | Hotel | 21-bed seafront hotel | - | 6.8 |
| | The Norton Hotel | Self-catering hotel | 4-bed seafront hotel | 3-star | 8.0 |
| | Aarondale Guest House | Guest House | 18-bed B&B | - | 8.5 |
| | Sea View Guest House | Guest House | 12-bed guest house | - | 9.2 |
| | The Rothbury Guest House | Guest House | 3-star guest house | 3-star | Not listed |
| | Atonlea Guest House | Guest House | 8-bed guest house | 4-star | 9.5 |
| | Trinity Guest House | Guest House | 8-bed guest house | - | 6.1 |
| | The Mayfair Lodge | B&B, camping & glamping | B&B lodge. Luxury glamping pods 'coming soon'. | - | 8.2 |

*Source: Blue Sail online research*
**where provided by booking.com*

## AirBnb

AirDNA (provider of short-term rental data for Airbnb and Vrbo) reports 105 'entire home' active rentals for the Hartlepool area and 33 private rooms. (Note: The AirDNA Hartlepool area stretches from Seaton Carew in the south to Seaham in the north.) 51% of properties are available full time. Waterfront apartments in the Marina area achieve average daily rates of £70 to £130 (2-bed apartments). Provision in central Hartlepool and Seaton Carew is quite limited, with rates nearer £50. A number of caravans and lodges are available at Crimdon, with average daily rates around £70 to £80.

### Table 13: AirDNA data

| | Hartlepool area |
|---|---|
| Entire home | 105 |
| Private room | 33 |
| Shared room | 0 |
| **Total active rentals** | **138** |
| Entire home rentals as percentage of total active rentals | 76% |
| % available full time | 51% |

| | |
|---|---|
| Average rental size (bedrooms) | 2.8 |
| Average rental size (guests) | 5.3 |
| Airbnb ratings (% at least 4.5 overall) | 79% |

*Source: AirDNA Jan 2023*

# 4. MARKET ANALYSIS

## VISITOR INSIGHTS

Research undertaken among visitors, non-visitors and residents for the Tees Valley Destination Management Plan provides a useful context for consideration of potential visitor markets for Hartlepool. Here are the relevant conclusions for Hartlepool:

- The Tees Valley offer aligns well with what people want from a day trip or staycation i.e. coastal and rural experiences, and exploration of towns and villages
- Industrial perceptions dominate opinion of what a trip to the area would be like
- There is a willingness to visit, based on the promised offer of dramatic landscapes; adventure, culture and heritage; and independent food and drink. Offering 'value' is important, particularly around accommodation.
- Residents know and appreciate what's on their doorstep. They recognise that it's not widely known and take satisfaction from its unspoiled, uncommercial nature, but also feel that it's not delivering its full potential due to a low profile and dated perceptions.
- Residents' feedback highlights gaps in the quality of the offer particularly around town centres and public transport.
- Getting people to think about the Tees Valley, and to think differently about it, is the communications challenge. There is a need to define the area for potential visitors.
- Communication is also important for residents – to keep the local offer front of mind, and (where possible) to re-align negative perceptions, particularly around town centres.

For Tees Valley as a whole:

- Car most likely mode of transport for both visitors and especially residents; although train is significant for visitors.
- Visits were typically made with partners or family groups; and residents were more likely to be visiting with children.

- Top 3 attractors are beach/coastline, restaurants/bars and visiting towns/villages
- Activities for visitors included walking, shopping, heritage attraction, museum, gallery
- Activities for residents were predominantly walking and shopping

Residents of Tees Valley were asked how often they visited Hartlepool for a day trip:

- At least Monthly – 5%
- At least yearly – 36%
- Less than once a year – 28%
- Never – 30%

Hartlepool performed least well among Tees Valley local authorities suggesting considerable scope for improvement.

When it comes to perceptions of Tees Valley

- Visitors see it as friendly and welcoming
- Non-visitors see it as historical and traditional
- Residents as run-down and industrial

There are not strong associations across places to eat, attractive towns, heritage attractions, museums and galleries, sustainable tourism or striking coastal scenery/beaches which register at just under 50% for visitors and non-visitors and 75% for residents (who generally have higher associations across all attributes).

The Marina and National Museum of the Royal Navy (NMRN) are the Hartlepool assets most likely to be front of mind or visited. Among visitors 47% have heard of Marina and 29% visited; 39% have heard of NMRN and 23% visited. For residents the relative numbers are 93%/70%; 85%/58%. And awareness among non-visitors 17% for the Marina and 15% for NMRN.

Teesmouth National Nature Reserve is also included on the list and featured to a lesser extent (although more highly among residents).

## TRENDS

| Living with Covid Trends | Description | Implication for Hartlepool |
|---|---|---|
| Staycations/close to home | Outbound is recovering during 2022 and likely to during 2023 except where constrained by cost-of-living concerns | Opportunity for Hartlepool as a lesser known destination as visitors search for availability and different places to go. Day visitor opportunities with those holidaying in nearby regions – and residents |
| Outdoor activities | Being outside will still seem the safer option for many, as well as having appeal in its own right as we've seen over the past decade. | Cycling and watersports appear to be a particular strength for Tees Valley and offer an opportunity to position the destination and appeal to post-Covid market interest. Wildlife watching is also a possibility. |
| Travelling with and visiting friends & family | Desire to meet up and spend time with friends and family will drive holidays, breaks and leisure time. | Hartlepool is 'end of the line' situated on NE coast so visitors don't pass through and need to decide to visit. It is accessible by train and road. VFR could be an opportunity as people reconnect and substitute for paid-for breaks – with resultant day visitor activities pursued. |
| **Global Trends** | **Description** | **Implication for Hartlepool** |
| Responsible & sustainable tourism | Climate crisis is driving changing attitudes towards tourism and expectation of good environmental practice and activities which reduce impact | Opportunity to set sustainability criteria for investment and development to present Hartlepool as an exemplar. Business buy-in will be essential to implementation. |
| Authenticity & pursuit of real | Interest in immersive experiences which give insight into local culture rather than 'just for tourists' | That Hartlepool is not a mainstream destination can play in its favour – somewhere that is undiscovered, real and genuine. |
| Multi-generational travel | Non-linear families and multiple generations spending time together | Range of different interests, ages and abilities need to be catered for and presented. Flexible accommodation with sufficient capacity for larger groups and combinations. |

| | | |
|---|---|---|
| Ageing population | Growth in 60+/baby boomer cohort in all western countries is significant. Disproportionately owners of wealth so an attractive segment. Not necessarily with mobility challenges or traditional values – many are looking for adventure and different experiences. | Marketing and positioning important in targeting if this is a market to be pursued. Consideration given to accessibility at accommodation, visitor attractions etc (which will have wider benefits across markets/segments). |
| Learning | Interest in leisure time being spend 'productively' to acquire new skills, get deeper insight. | Development of new experiences focused on 'learning' – specialist breaks, courses, taster sessions, guided tours, 'behind the scenes' events etc. Heritage and wildlife watching offer in Hartlepool could be well-positioned for this. |
| Wellness, health & well-being | Growing interest and concern around physical and mental health and well-being generally followed through into leisure time on holidays and breaks | Promotion, development and expansion of experiences based on pampering (spas and similar) through to outdoor activities to extreme challenge sporting events. Some limited opportunity here for Hartlepool |

## MARKETING REVIEW

| Source | Description | Commentary |
|---|---|---|
| Explore Hartlepool | Official Website run by Council.<br>Lead themes are Active (Sports & Walking); Culture (Arts, Museum, Dining). Top assets highlighted are Marina, NMRN<br>HMS Trincomalee, Seaton Carew. Other mentions are Waterfront Festival, Art Gallery and café, Museum of Hartlepool, St Hilda's Church.<br>Positioned as *"charming coastal town"* | Nice visual presentation and graphics, well laid out and easy to navigate.<br>Some of the copy feels a bit over-promising *"stunning venues, picture perfect coastal scenery, luscious food"; "stunning restaurants, fun adventure activities and exciting cultural experiences"* |
| Official social media (@6 Jan) | Twitter – 1429 followers, last post Oct 2022 promoting restaurant week. Infrequent posting over summer, event led. #explorehartlepool<br><br>Instagram – 823 followers. Promoting next restaurant week (30 Jan- 5 Feb) and lots promoting Oct restaurant week. Summer at Seaton<br><br>Facebook -5,955 people follow this. Last posts Dec 2022 promoting Jan restaurant week | Reasonable Facebook following. Issues around keeping up to date |

| | | |
|---|---|---|
| Culture Hartlepool | Dedicated website run by Council. Features Borough Hall, Town Hall Theatre, Art Gallery, Museum of Hartlepool as well as what's on events listing | Strong and attractive visual presentation (consistent branding with Explore Hartlepool) Some of copy out of date – references to closures due to Queen's death and Christmas events |
| This is Hartlepool | Independent and commercially (?) website – ranks highly in organic search. Not clear who owns it. There are sister sites for Middlesborough, Stockton, Darlington. *"The unique attractions of the stunning multi-million pound Hartlepool Marina complex, an old town steeped in 1,000 years of history and mile after mile of golden sands at Seaton Carew. There's much more to discover and enjoy in Hartlepool. Welcome to the unofficial guide!"*<br><br>Accommodation, eating places, retail listings. | Sense of place information is strong but presentation, layout and design dated. Interesting articles and photographs on history. |
| Enjoy Tees Valley | Destination website run by Combined Authority<br>Takes a comprehensive and extensive thematic approach rather than geographical. Hartlepool referenced across all themes.<br>*"Hartlepool's coastline is well known for the Marina, Historic Quay and Seaton Carew but perhaps less well known is the miles of beautiful unspoilt beaches. Most of the coast is nationally recognised as an important habitat for wildlife both with the flora you can find and the animal and bird life the coast attracts."* | High quality site with great visuals. Strong presentation of TV as a destination of which Hartlepool is a part. Some of copy out of date – 2022 references. |
| Visit England | National Tourist Board website. Almost no exposure of Tees Valley let alone Hartlepool. Only thing easily found is listicle on things to do in Tees Valley which includes HMS Trincomalee | Wider issue for Tees Valley as a destination. |
| Lonely Planet (online) | NMRN – *"this superb family attraction incorporates both the re-creation of an 18th century seaport, complete with re-created businesses – a gunsmith, swordsmith and so on – and the 1817-built HMS Trincomalee, the oldest British warship still afloat. Costumed staff and audio guides do a great job of bringing it to life."*<br>Heugh Gun Battery Museum<br>Navigation Point – Conservatory restaurant | Good coverage |

| | | |
|---|---|---|
| Rough Guide (online) | Tees Valley section in Rough Guide which says "*Middlesbrough's MIMA and Hartlepool's Maritime Experience are extremely worthwhile, the latter particularly if you have children to entertain.*" | Good endorsement but very little profile |
| Hartlepool accommodation and attractions | Very little destination information provided.<br>NMRNH "*the perfect place for a family adventure as you journey to a recreated 18th century seaport*" | Missed opportunity for wider sense of place comms and destination positioning to build awareness and profile |

## POTENTIAL MARKETS

A comprehensive analysis was done of target markets was done as part of the Tees Valley DMP. The primary segments identified are shown in the table here. The best prospects for Hartlepool are likely to be Fun in Sun Families and Engaged Sightseers.

| PRIMARY MARKETS | |
|---|---|
| **Segment** | **Who they are and what they want** |
| Fun in the sun Families | Families with younger children (under 15). Relatively local market within the Tees Valley and nearby.<br>Strong affinity towards England breaks, particularly seaside/resort destinations during summer and other school holidays.<br>Highly motivated by beaches, small towns, outdoor leisure, theme parks, family visitor attractions.<br>Cheaper accommodation especially caravans, holiday camps.<br>Prepared to spend on ‘treats’ and entertainment for the children.<br>Need detailed practical information to reassure and inspire. |
| Adventure Seekers | Frequent break-takers – both domestic and international. Well represented in North of England and London.<br>Typically energetic, sociable, career minded individuals with an adventurous outlook and some will be real thrill seekers<br>Like to pack a lot into their holidays - from sports and outdoor adventures to cultural activities. Adventure sports appeal but they also enjoy visiting natural sites and taking in the landscape via walking, hill climbing or cycling. Enjoy cultural activities including visiting castles, monuments, museums, and TV and film locations. |
| Engaged Sightseers | Typically older, working & retired, no/post children. Well-represented in North of England.<br>Strong affinity for domestic breaks; frequent takers throughout UK.<br>Down-to-earth, largely traditional in outlook but confident in trying new places and doing something different.<br>Enjoy general sightseeing, touring, historical places, scenery and nature. Relish engaging with friendly locals and look for authentic experiences.<br>Enjoy visiting castles, monuments, parks and gardens, museums and galleries. Will take short walks but not highly active. |

In addition, as the offer develops, a potential secondary market for Hartlepool Waterfront will be younger more active ‘Adventure Seekers’.

| SECONDARY MARKET<br>Segment | Who they are and what they want |
|---|---|
| **Adventure Seekers**<br> | Frequent break-takers – both domestic and international.<br>Well represented in North of England and London.<br>Typically energetic, sociable, career minded individuals with an adventurous outlook and some will be real thrill seekers.<br>Like to pack a lot into their holidays - including sports, outdoor activities, adventure sports, and cultural activities including visiting castles, monuments, museums, and TV and film locations. |

The DMP states that the Tees Valley's current visitor market is primarily local, visiting regularly for a day out. This pattern, the primary research and the market trends driving tourism behaviour together suggest a significant market opportunity for the Tees Valley from both day trips and short breaks from regional and nearby markets, providing there is a sufficiently strong, well-promoted offer.

The geographic priorities are those within a 2-hour travel time for staying visits and day visits from within an hour travel time, including those holidaying in North Yorkshire and Co. Durham.

Also of interest is the positioning of Tees Valley within the DMP – aspects of which could be picked up by Hartlepool in its positioning.

*The Tees Valley has a new and exciting story to tell its visitors – a story of the past and a story of the future. It's a place which is resilient, looking forward, investing in its towns, places and people, in particular its cultural attractions and events. It's a place which has a bit of edge to it, but has heart, depth, interest and surprise. The Tees Valley is ready with a warm welcome.*

The priority themes in the DMP with particular relevance for Hartlepool's offer are:

- Activity Hubs – cycling and walking routes, greenways, activities on coast

- Culture & Events – new and existing – children’s festival, one-offs
- Sustainable – digital tools, green tourism scheme, local sourcing, alternatives to car
- Family experiences – feasibility for potential theme park
- Towns – town plans to cover public space, lighting, wayfinding, animations, retail, culture etc – linkages to attractions and retails etc

# 5. SITE VISIT

A visit to Hartlepool took place on 19 January 2023 covering the Waterfront and Marina, the Headland, the town centre, parks and rural area and Seaton Carew. See photo album of images captured.

The primary appeal of Hartlepool is narrowly focused on the Waterfront, and the Museum of the Royal Navy and HMS Trincomalee in particular. Apart from the Art Gallery the town centre has a limited offer with mainstream retail outlets in shopping malls and locally orientated eating and drinking places. The town is clearly in need of upgrading and regeneration and there are a number of programmes underway which will make a difference to the public realm and quality of the buildings. However, there are currently limited reasons to visit or linger.

Navigation Point has a lot of mid-market restaurants and bars, and it feels somewhat disconnected from the rest of the Waterfront although it is not in fact far from the centre of town.

The Headland has its own character, and offers a good seafront walking/cycling route, with a few heritage attractions. Elephant Rock provides a flexible outdoor events space.

Seaton Carew is a typical small seaside resort with associated activities – fish & chips, ice cream, amusements, crazy golf etc set within a pleasant environment. It is most likely to appeal to a regional audience.

Linkages between the Marina, Navigation Point, the Headland and Seaton Carew are not easy other than by car – and with plenty of free parking this is an attractive option. Wayfinding and orientation are limited – other than by car with the key attractions well signed. There are cycle routes but many of these are on-road (or have on-road sections) with cyclists facing traffic and parked cars even on designated cycle ways.

Outdoors the parks and green spaces are attractive, and the nature reserves offer an unusual experience with many of them in sight of heavy industry. While these all feel of local or regional significance, they do extend the potential offer.

Overall, it feels like Hartlepool has enough to offer for at most a day rather than a few days.

There are business tourism opportunities around Northern Studios and this is likely to be a catalyst to further investment. Some of that is already happening via Levelling Up Fund and Town Deal. Business visits generated by the Studios could be transformational over the medium to longer term giving a creative vibe to the area as well as demand for more independent eating/drinking/staying.

# 6. CONSULTATION & ENGAGEMENT

A number of workshops took place with key stakeholders to think about the vision for both the Waterfront and Borough DMP as well as engage businesses in the emerging priorities to test and refine these. Additionally a survey among stakeholders also took place during March and April and a number of interviews were undertaken.

## 1:1 CONSULTATION

Interviews took place with:

Roslyn Adamson, National Museum of the Royal Navy Hartlepool (NMRN)
Georgina Ascroft, Hartlepool Borough Council
Beverley Bearne, Hartlepool Borough Council
Tom Billington, Artelia Group
Cassandra Ferguson, Northern School of Art
Ian Gardiner, Hartlepool Borough Council
Adam Hearld, Jomast
Adam Henderson, Hartlepool Marina
Charlie Kemp & Emma Khawaja, Tees Valley Combined Authority
Connor Kerr, Hartlepool Borough Council
Stephen Passmore, Tees & Hartlepool Yacht Club
Sarah Scarr, Hartlepool Borough Council
Matthew Pardo, EDF
Gemma Ptak, Hartlepool Borough Council
Nina Yoxall, Northern Studios

The findings from the interviews are summarised in the following table:

| Opportunities and Positives | Challenges and Issues |
|---|---|
| ▶ The waterfront embodies Hartlepool's credentials as a 'waterfront town'; and can support a surprising and distinctive narrative about the town's relationship to the sea<br>▶ Links Hartlepool's maritime heritage with modern-day life<br>▶ NMRN and HMS Trincomalee are popular and unique attractions | ▶ Poor connectivity with the town and other areas of the borough<br>▶ Pockets of derelict land, lack of signage and difficult orientation within the Waterfront<br>▶ Ambiguity over ownership and access rights to pockets of land/slipways to water within the waterfront |

| Opportunities and Positives | Challenges and Issues |
|---|---|
| ▶ Leisure Centre development alongside Marina can encourage active lifestyles on the water. Potential for integrated activities<br>▶ A range of attractions to bring in a wider Tees Valley/NE market (e.g. families during holidays; activity seekers and those looking for culture/heritage during weekends and 'off-peak' season)<br>▶ Events an opportunity to animate the Waterfront and enhance Hartlepool's reputation as a dynamic waterfront destination (e.g. Tall Ships brings an international audience)<br>▶ Potential for more 'pop-up' catering (e.g. coffee/street food from independent and local businesses), encouraging spend and dwell time<br>▶ Investment in public realm (including public art) to improve dwell time<br>▶ Opportunity to demonstrate to local people how Waterfront regeneration makes Hartlepool a great place to live and work (i.e. active lifestyles, cultural offer, jobs and skills)<br>▶ Potential to lengthen stays and spend (i.e. longer day visits and encourage overnights) by improving connectivity with town and other highlights including the Headland and Seaton Carew<br>▶ Development of visitor itineraries: all-day visits and short breaks<br>▶ An opportunity to manage (and communicate) regeneration activity as a joined-up programme, rather than a series of individual projects. Explore feasibility of a Programme Director<br>▶ Mayoral Development Corporation a possible catalyst for unlocking development opportunities<br>▶ Appetite for collaboration – between businesses and the public sector<br>▶ Extension of Hartlepool Power Station to 2026. Potential investment in new technology to operate a Hartlepool nuclear site into 2030s and beyond | ▶ Feasibility of commercial development opportunities for currently vacant land<br>▶ Cynicism about the benefits of Waterfront regeneration if not communicated effectively to the local population<br>▶ Hospitality businesses currently more likely to see each other as competitors than potential collaborators<br>▶ Overly 'exuberant' younger audiences at night-time may deter others from visiting/dining<br>▶ Lack of night-time transport a potential barrier to broadening the audience for the Waterfront's evening offer<br>▶ Lack of parking spaces at the Headland causes congestion and inhibits visits<br>▶ Inconsistent events calendar year on year due to lack of dedicated funding<br>▶ Elephant Rock under-utilised (due to funding) |

## SURVEY RESULTS

During March and April 2023, Blue Sail hosted a short online survey to gather the views of tourism stakeholders in Hartlepool (including businesses) and the resulting actions they would like to see from the new Destination Management Plan for the borough. The survey was distributed by the council and 34 people responded. A summary of the results is outlined below:

### Key findings

- Stakeholders believe that tourism can offer significant socio-economic benefits for Hartlepool and be a source of civic pride. In order for tourism in Hartlepool to reach its full potential, stakeholders consider there needs to be a step-change in the level of public-private sector collaboration that currently takes place in the borough alongside targeted investment in infrastructure, attractions, accommodation and the public realm. Marketing and promotion to build the profile of Hartlepool as a visitor destination is currently perceived as lacking and a vital area for development.
- The coast and seaside are considered as Hartlepool's strongest assets to attract visitors, with almost universal endorsement from stakeholders (97%). Museums and heritage are also viewed as a key asset by 82% of respondents. The active outdoors and festivals/events are the next most popular mentions, each being endorsed by around a quarter of people.
- When asked which of these assets should be prioritised for future investment to attract more visitors to Hartlepool, 64% would prioritise the coast and seaside; and approximately half of all stakeholders mention either festivals/events or the active outdoors. Given the current low level of endorsement of festivals/events and active outdoors as strong visitor assets for Hartlepool, this suggests people see these as offering growth potential and providing opportunities for a more joined-up and rounded tourism offer alongside the borough's coastal and seaside assets.
- Improving the range and quality of local accommodation is seen as an investment priority by 42% of respondents, as are museums and heritage sites by 36%.
- Stakeholders currently perceive Hartlepool as being best placed to attract people visiting friends and relatives, closely followed by people aged 60+ travelling without children and also families with school-aged children. Less than one in five mention group travellers and less than one in ten mention business travellers.
- Attracting more footfall overall is seen as the main growth opportunity. However, in terms of target markets, more than 60% of stakeholders say they would like to see more group travellers, more middle-aged visitors (aged 40-59) without children, and more people on a visit to the wider region.

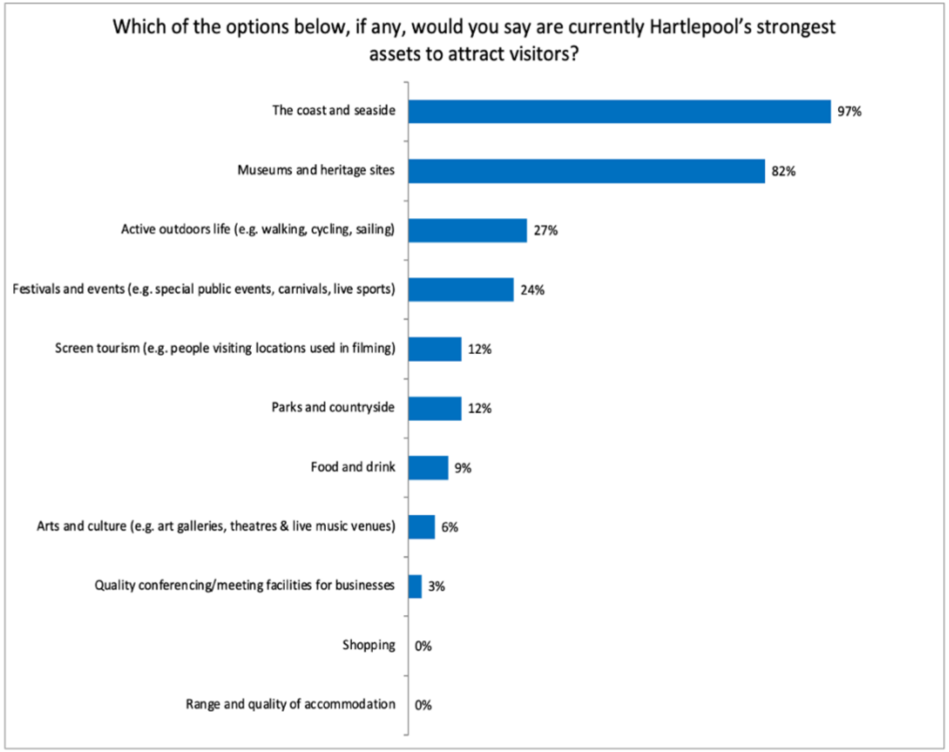
Over half would also like to attract adults aged below 40 without children, school-aged families and business travellers. The gap between Hartlepool's currently perceived ability to serve the business market and its high score as a growth priority demonstrates stakeholders' appetite for attracting these potentially valuable visitors.

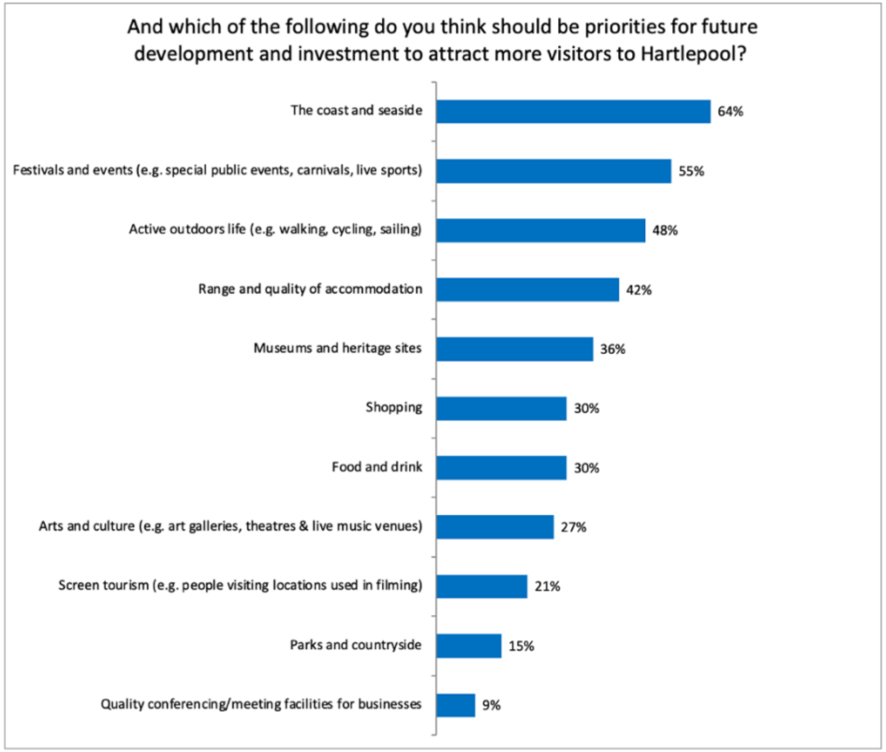
- Geographically, UK domestic visitors are seen as the key target for Hartlepool tourism and specifically people living in the North East beyond the Tees Valley. The resident population is viewed as a growth opportunity among just under half of all respondents, ranking at a similar level as overseas visitors as a perceived potential growth market.
- Stakeholders would like to see more visitors staying overnight and staying for longer. Attracting people to return for a repeat visit, encouraging them to experience more of the borough's offer and making more visits to hospitality venues are also viewed as important opportunities.
- Improved infrastructure – including better transport links – alongside investment in attractions and the public realm are the priority outcomes stakeholders would like to see resulting from the DMP. Respondents believe an improved visitor offer will encourage people to explore more of the borough, as well as being of benefit local people.
- Investment in local accommodation and events are seen as key areas for development which will give people more reasons to visit and stay overnight.
- Among stakeholders, there is a strong appetite for collaboration with each other and with the council – almost three-quarters like the idea of a tourism forum and around half feel website resources, business networking or a regular newsletter would be beneficial ways to foster collaboration.
- They want to see more advertising and promotion of Hartlepool as a visitor destination – via social and broadcast media.
- More than nine in ten surveyed believe that 'a thriving tourism sector can help to put Hartlepool on the map and increase local pride'. However, there is a strong belief that the sector needs more support in Hartlepool with more than half disagreeing that 'the local authority understands the needs of tourism businesses and provides appropriate support'. Marketing is also seen as a vital area of development with almost three-quarters disagreeing that 'the area is marketed well to potential visitors'.
- Stakeholders feel the new DMP should 'bring Hartlepool to the world' while benefitting the local community. They believe this can become a reality by making tourism an investment priority in terms of experience development and marketing, by improving the public realm and by supporting partnership working with business.

## Survey data

### Hartlepool's strongest visitor assets and priority areas for future development

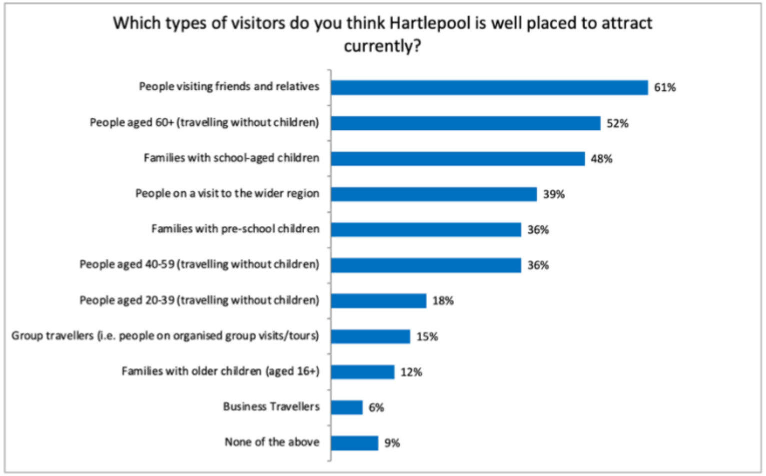
The coast and seaside are seen as Hartlepool's strongest attractors for visitors, followed by its museums and heritage sites. While the coast and seaside are also seen the main assets deserving of development and investment, festival/events and the active outdoors come to the fore as future development priorities. Accommodation development is also viewed as having a role to play in supporting the growth of Hartlepool's tourism sector.



**Visitor types: who Hartlepool is well placed to attract currently**

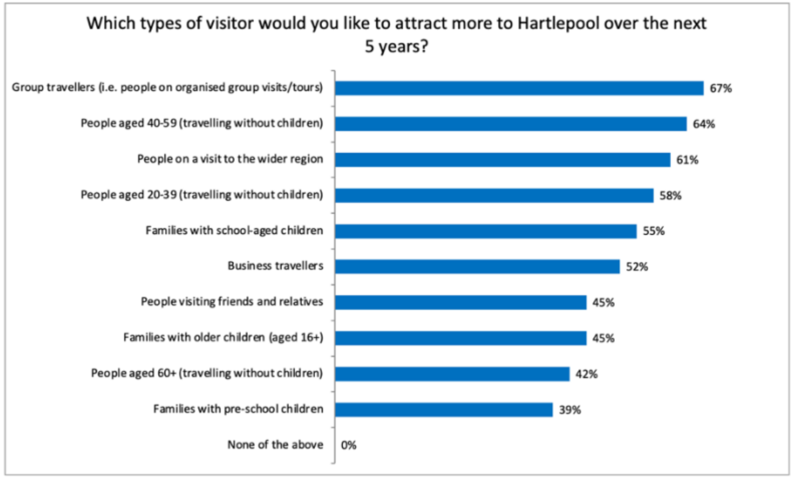
Hartlepool is seen as best placed to serve people visiting friends and relatives. Mature visitors and school-aged families are also visitors that stakeholders feel the borough can attract relatively successfully. However, the borough is seen as being less placed to attract a range of other potential visitor cohorts, particularly business travellers. In fact, almost one in ten respondents feel the borough is not strong enough to attract visitors per se, with 9% endorsing 'none of the above' at this question.




**Visitor types: who Hartlepool should target in the future**

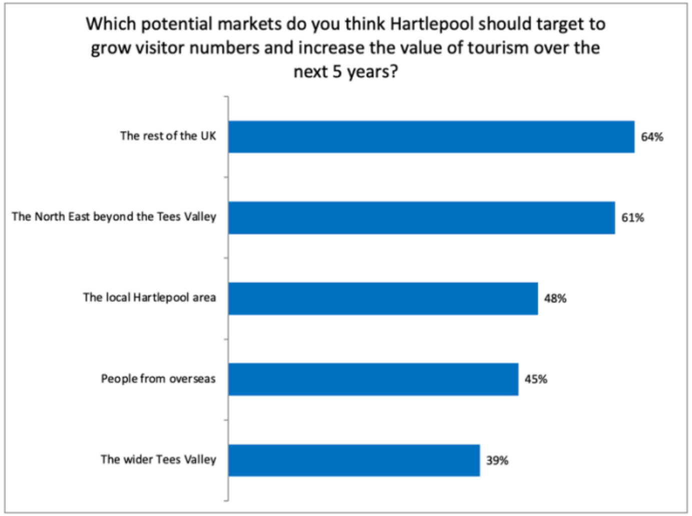
When asked about the types of visitors they would like to attract to Hartlepool more in the future, the overriding message is that people want to see more footfall generally. However, key targets appear to be group travellers, middle-aged visitors without children and people visiting the wider region. The strength of response around group travellers suggests the need for some expectation management among stakeholders, as there can often be logistical issues with providing parking and facilities for groups for relatively little value return.

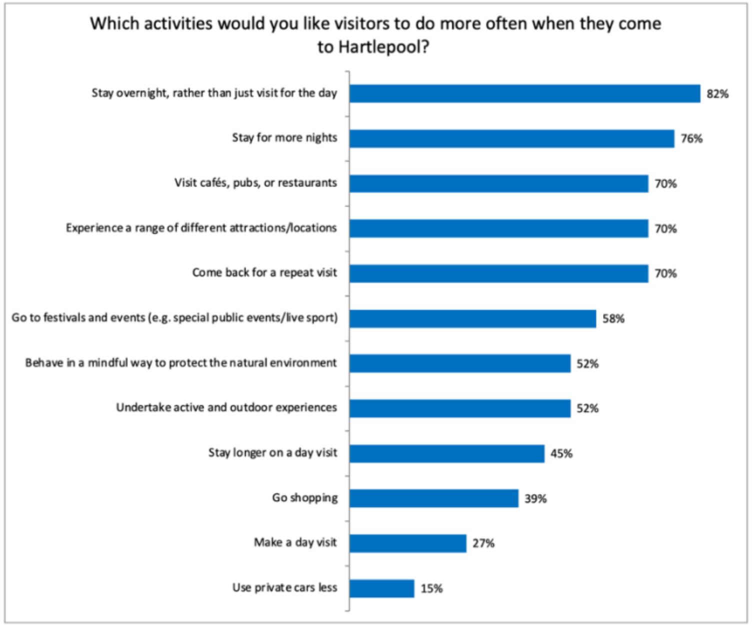
Business travellers are seen as a growth opportunity among more than half of those surveyed – suggesting respondents are alive to the value opportunities that the business market can bring. However, with only 9% endorsing future investment in 'quality conferencing/meeting facilities' as a development priority at a previous question – this suggests further work is required to define the proposition and opportunity around the business market.



**Visitor markets: geographic targeting**

UK domestic visitors are seen as the key target for Hartlepool tourism and specifically people living in the North East beyond the Tees Valley specifically. The resident population is viewed as a growth opportunity among just under half of all respondents, ranking at a similar level as overseas visitors as a potential growth market. The wider Tees Valley is viewed as a comparatively smaller opportunity – perhaps falling between two stools of being too far away to attract for a day visit and yet not far away enough to encourage an overnight stay.




**Visitor activities: opportunities for growth**

Stakeholders would like to see more visitors staying overnight and staying for longer. Attracting people to return for a repeat visit, encouraging them to experience more of the borough's offer and making more visits to hospitality venues are also viewed as important opportunities. Only a quarter would like to see more visitors arriving just for the day. Issues with transport links may also account for less than one in five calling for less car use. Nevertheless, the environment is a concern for just over half of people surveyed as they would like more visitors behaving mindfully to protect Hartlepool's natural assets.

**Priority outcomes from the DMP**

Improved infrastructure, including better transport links, alongside investment in attractions and improvements to the public realm so that visitors can experience more of the borough are priority outcomes people would like to see resulting from the DMP. Respondents want the DMP to benefit local people as well as visitors.

The variety of tourism assets/attractions mentioned in response to this question shows local stakeholders are looking for the DMP to help establish a joined-up and coherent visitor offer.

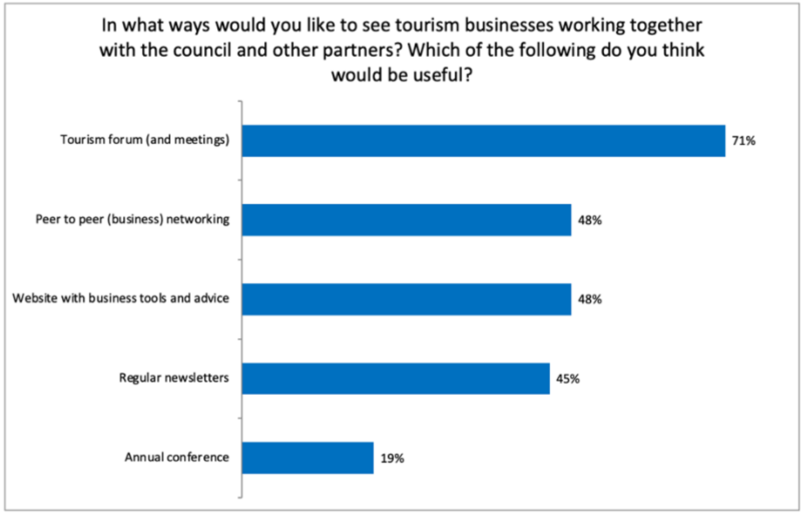
**What are the priority outcomes you'd like to see from a new tourism plan for Hartlepool?**

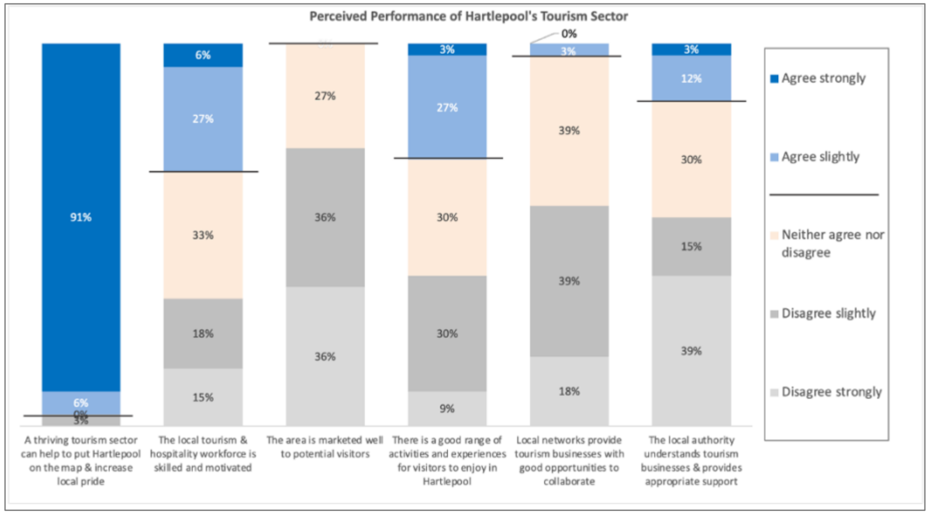

*World cloud generated from word counts via open text responses*

**Business support and perceived local tourism performance**

Among stakeholders, there is a strong appetite for collaboration with the council and with each other – almost three-quarters like the idea of a tourism forum and around half feel website resources, business networking or a regular newsletter would be beneficial ways to foster collaboration.
When it comes to promoting Hartlepool, people want to see more advertising and promotion of Hartlepool as a visitor destination – via social and broadcast media.

More than nine in ten surveyed believe that 'a thriving tourism sector can help to put Hartlepool on the map and increase local pride'. However, there is a strong belief that the sector needs more support in Hartlepool with more than half disagreeing that 'the local authority understands the needs of tourism businesses and provides appropriate support'. Marketing is also seen as a vital area of development with almost three-quarters disagreeing that 'the area is marketed well to potential visitors'.




## Open responses: 'Hartlepool's new tourism plan should not fail to…'

Stakeholders feel the new DMP should 'bring Hartlepool to the world' while benefitting the local community. They believe this can become a reality by making tourism an investment priority in terms of experience development and marketing, by improving the public realm and by supporting partnership working with business.

A word cloud and selection of representative verbatim responses are shown in the graphic opposite.

Please complete the following sentence:

*'Hartlepool's new tourism plan should not miss the opportunity to…'?*


*World cloud generated from word counts via open text responses*

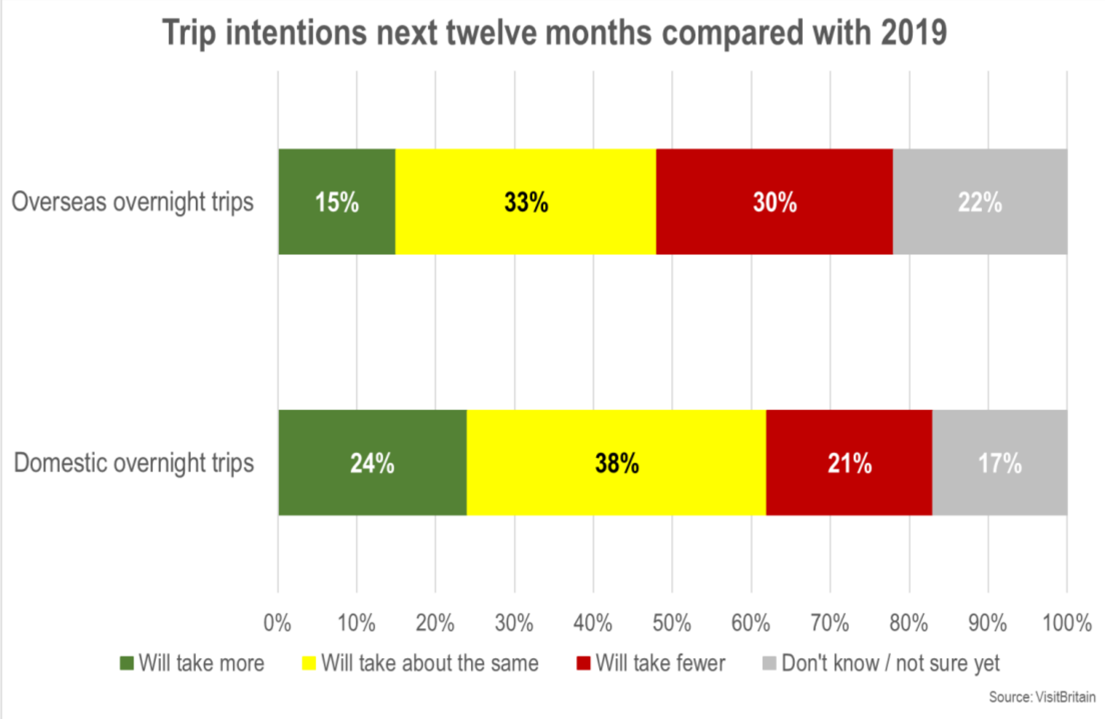
# 7. DEMAND SIDE DRIVERS AND FORECASTS

## FORECASTS FOR DOMESTIC TOURISM

As the main surveys capturing the volume and value of domestic tourism have generated little data in recent years due to both a change in survey methodology and their suspension during the early part of the pandemic it is tricky to pinpoint reliable forecasts for the absolute volume or value of domestic tourism.

However, past experience tends to suggest that the market for overnight tourism is typified by little to no growth, with one of the few exceptions in the past couple of decades being 2009 when a dramatic decline in the value of sterling dissuaded many from travelling abroad and to take a staycation instead.

We can nonetheless use the Domestic Sentiment Tracker undertaken by the national tourist boards of England, Scotland and Wales to get a flavour for short-term prospects, the most recent wave of which was published on 17th March with fieldwork having taken place during the first week of the month.



One of the questions posed in the study asks respondents about their trip intentions in the next twelve months compared to before the pandemic. We can see from the chart that twice as many say they will be taking fewer overseas trips as say they will be taking more overseas trips, whereas slightly more say they will be taking more domestic overnight trips than say they will be taking fewer such trips.

This potentially signals some trip switching from overseas to domestic, but it is important to note that more than one-in-five said they didn't know what their overseas travel plans might look like this year.

From a separate question in the survey we can explore what the perceived barriers are to taking a domestic overnight trip in the upcoming six months, and the answer is very much an economic one, with 39% citing the rising cost of living as a barrier and 28% their personal finances.

When asked how they might cutback on their UK overnight holiday spending the most common answers were to choose cheaper accommodation, to look for more 'free' things to do and to spend less on eating out, with just shy of 30% mentioning each of these.

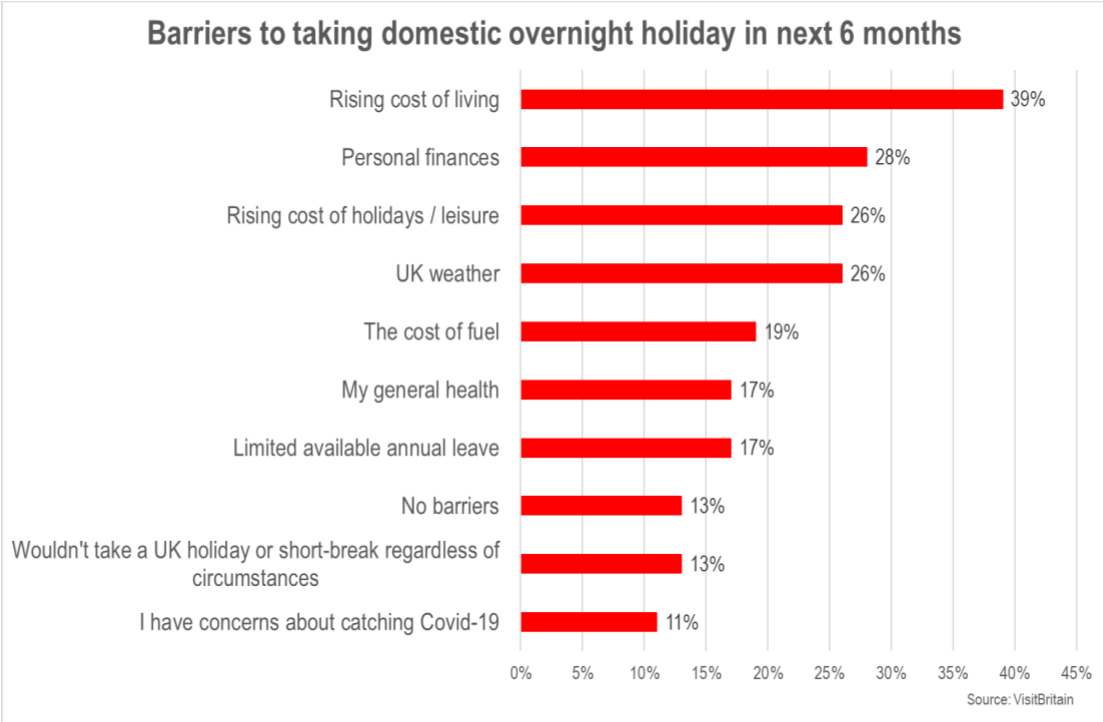
Of those surveyed 9% said they would take domestic day trips instead of overnight breaks, while 8% said they simply wouldn't go on any domestic overnight trips.

For domestic day trips the most common approach to adapting to cost of living pressures were found to be to look for more 'free' things to do (28%), spend less on eating out (26%) and to take fewer day trips (25%).

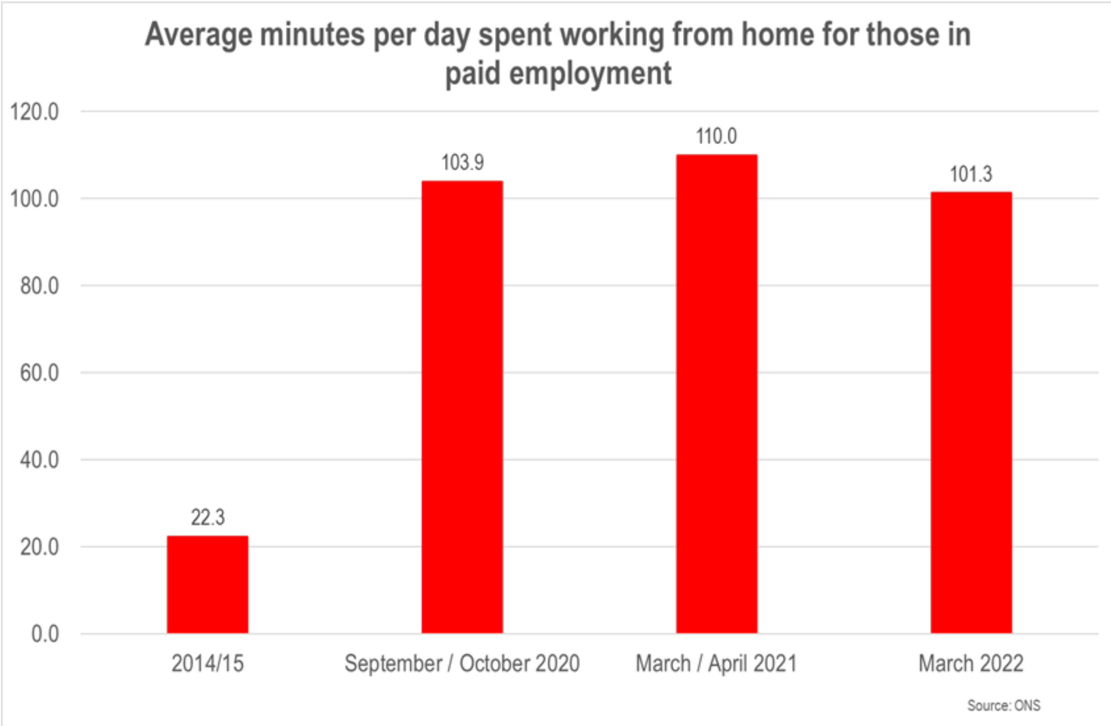
Many of the habits that people adopted during the pandemic were done so reluctantly, and even those that felt more amenable at the time have started to evaporate as lockdown retreats further into our memories. However, one change that was accelerated by Covid-19 and looks set to stay, and that has an implication for tourism, is working from home.

This impacts city centre hospitality businesses if there is lower commuter footfall and the overall volume of business tourism as virtual meetings become the norm for many.

We can see from the next chart that the average number of minutes per day spent working from home for those who are in paid employment shot up at the start of the pandemic and that despite it now being many months since there were any form of restrictions on movement the figure remains much higher than it historically was, standing at 101.3 minutes per day in March 2022.




One school of thought might be that if people are spending more time in their homes they will choose to invest more of their income on that home, and/or move to a place that is further from their employer's office.


Average minutes per day spent working from home for those in paid employment
120.0
100.0
80.0
60.0
40.0
20.0
0.0
22.3
103.9
110.0
101.3
2014/15
September / October 2020
March / April 2021
March 2022
Source: ONS

## DEMOGRAPHICS

Analysis shows that across England as a whole 52% of all Tourism Day Visits had a round-trip distance of less than 20 miles, with just 28% at over 40 miles. This tells us that the bulk of day visits in most areas are going to be by those who live relatively locally.

Between 2000 and 2021 the population of the UK increased by 8,1 million, to stand at 67 million. Growth, however, has not being geographically uniform in nature, for example, the population of London has increased by more than one-fifth over the period, well ahead of any other area. Wales and Scotland have both seen modest growth of 8% or so, but the area with the slowest pace of population growth has been North East England at just 4%.

It is not just how many people there are that matters of course, those of different ages will exhibit different travel behaviours.

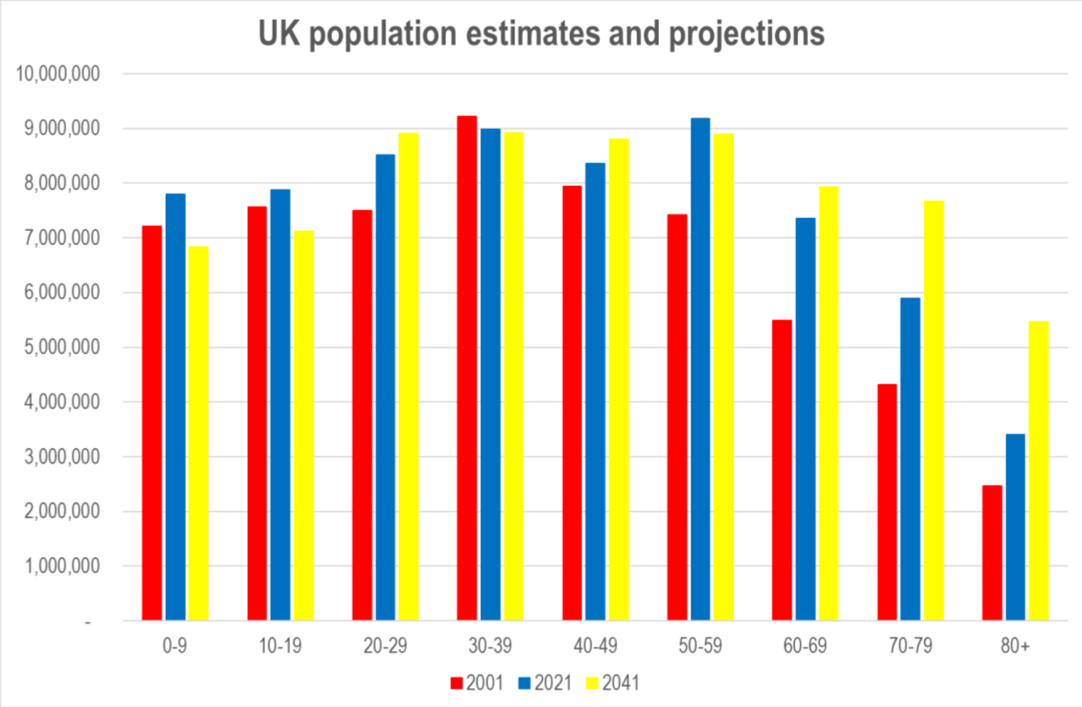
The following chart plots the resident UK population by age band in 2001, the estimates for 2021 and projections for 2041. Among the insights that emerge from the chart are:

- Whereas in 2001 the most populous age group was 30-39 by 2021 it was those aged 50-59 (of course these will largely be the same individuals but twenty years older)
- The number of children aged 0-9 increased by roughly 600,000 during the period 2001 to 2021 but a decline of close to one million is projected by 2041
- There were one million more residents aged 20-29 in 2021 than two decades earlier, reflecting both ageing of those 0-9 back in 2001 but also significant inward migration by young working-age adults
- Every age band from 40-49 and older has seen a rise in population over the past twenty years, including almost 1.8 million more residents aged 50-59 and aged 60-69, and 1.6 million more residents who are in their 70s
- The upcoming two decades are projected to see further ageing of the UK population with steep increases in those above retirement age
- The population of over 80s is expected to be more than twice its 2001 level by the time we reach 2041

An ageing population has significant implications for visitor economy businesses, including that a growing chunk of the market might expect to receive discounted admission etc due to being above the retirement age.

Furthermore, the need for businesses to be accessible to those with a disability will increase given the correlation between propensity to have an impairment and age. It is estimated that one-in-five people in the UK have some form of disability, with this increasing to two-in-five of those aged 70+.

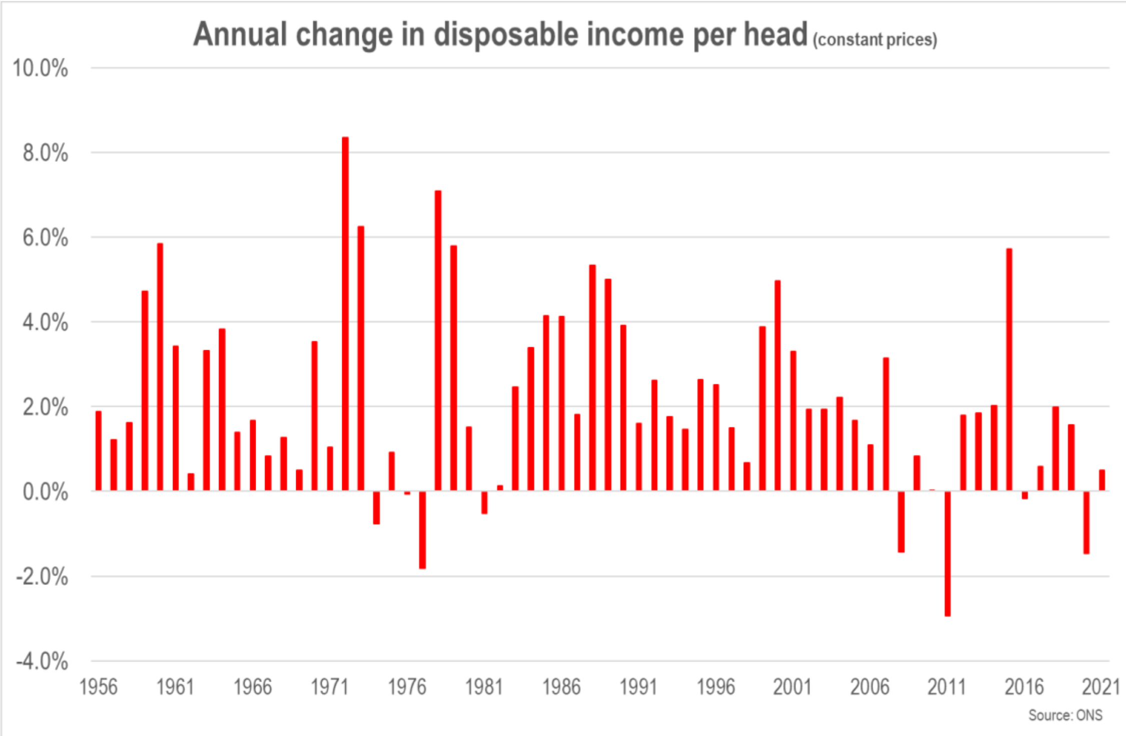
A growing array of insights has started to emerge from the 2021 Census that may be of relevance to the scale and nature of tourism demand, including that over the past decade there has been an 8.3% increase in the number of people living alone in the UK, with the proportion of one-person households ranging from 25.8% in London to 36.0% in Scotland. This underscores the importance of visitor economy businesses having affordable options for solo travellers.



## INCOME

Income is a key driver of tourism.

The following chart shows the annual change in disposable income per head once figures are adjusted for inflation extending back over recent decades.




In the two decades up to 2001 the average annual growth rate had been 2.9%, but in the subsequent two decades it has fallen sharply to just 1.1%, so while in more recent times we have, on average, been getting richer, this is at a much slower rate than had been the norm.

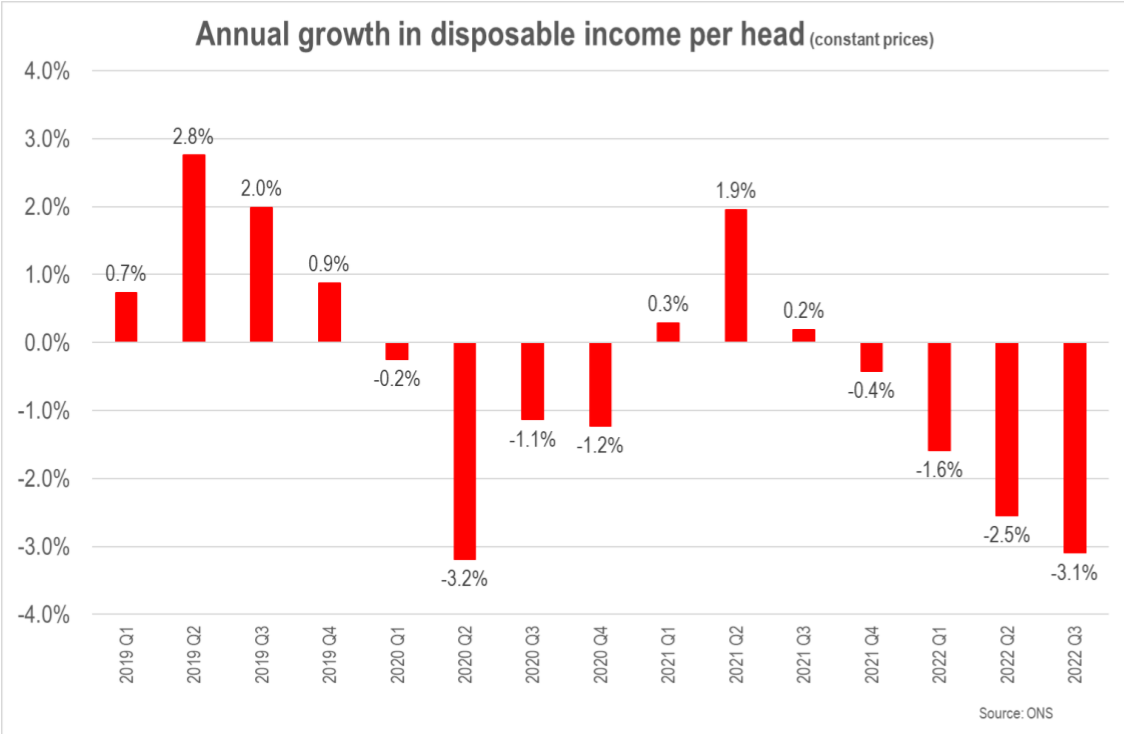
The economic ups and downs during the pandemic saw many oddities, with GDP falling dramatically but incomes largely holding up thanks to the furlough scheme. However, the second chart paints a worrying picture as it shows the same data series as per the annual figures but on a quarterly basis from the start of 2019 through to Quarter 3 of 2022 (the most recently published data point).

We can observe how rapidly the situation has deteriorated since late 2021, with a year-on-year decline in disposable income per head of 3.1% in Q3 of 2022. While the economic situation is now more stable than was the case briefly last autumn, most analysts still expect that 2023 will see the typical household get poorer rather than richer. This clearly has implications for the choices that individuals and families will make regarding their discretionary spending on activities relating to travel and tourism.

Inflation is set to fall back during 2023 but that does not mean prices are falling, simply that they are increasing more slowly. The Bank of England again increased base rates at its March Monetary Policy Committee meeting, but many analysts now expect there to be few if any further hikes.

At the risk of celebrating what is in essence mediocre news it does now appear that the UK will not enter a technical recession this year, but the Head of the Office for Budget Responsibility has said that the typical UK household may be no richer five years from now than it was back in 2019.

The lacklustre outlook for how much income potential visitors have available looks set to act as a brake on the visitor economy for at least the next couple of years.



## ENVIRONMENT

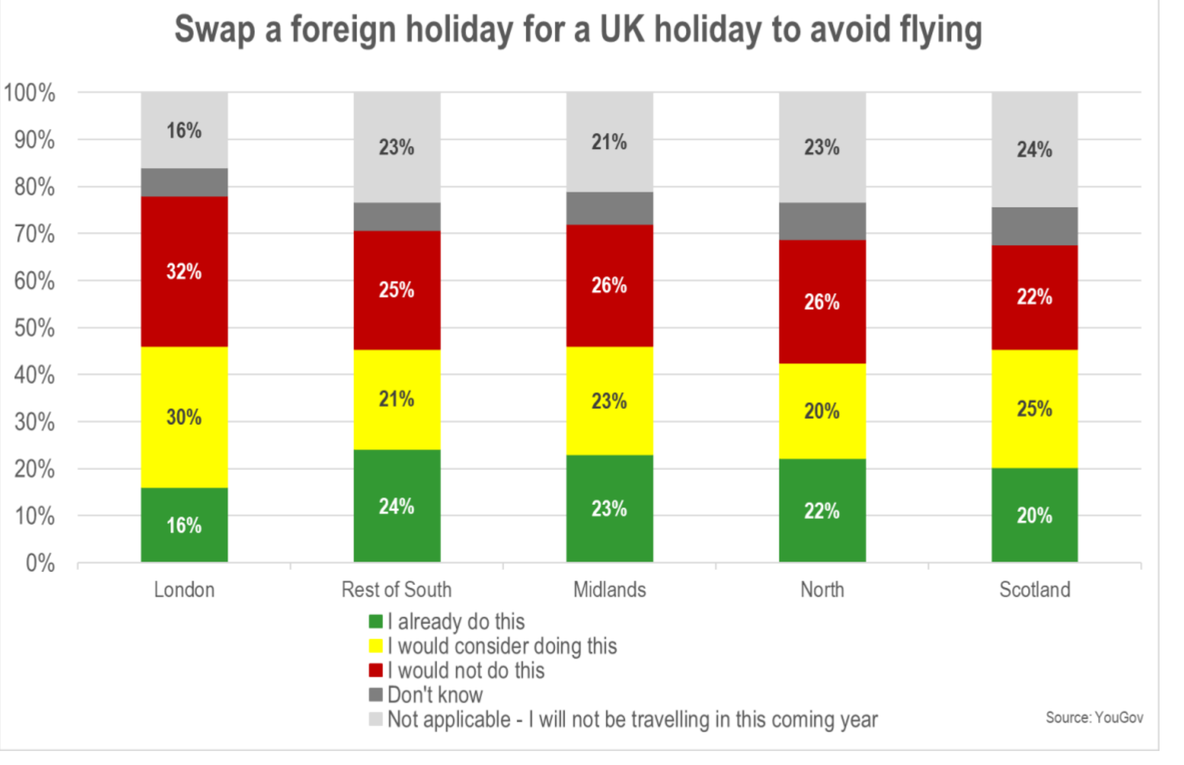
Caution is required in jumping to the conclusion that travel behaviours are quickly changing due to awareness of climate change and a broader appreciation of matters connected to the environment.

Several surveys have shown that people say they are concerned about the environment, but when asked to rank different factors that determine their choice of destination, hotel etc, environmental considerations tend to be towards the foot of the table, with factors such as value for money far more important.

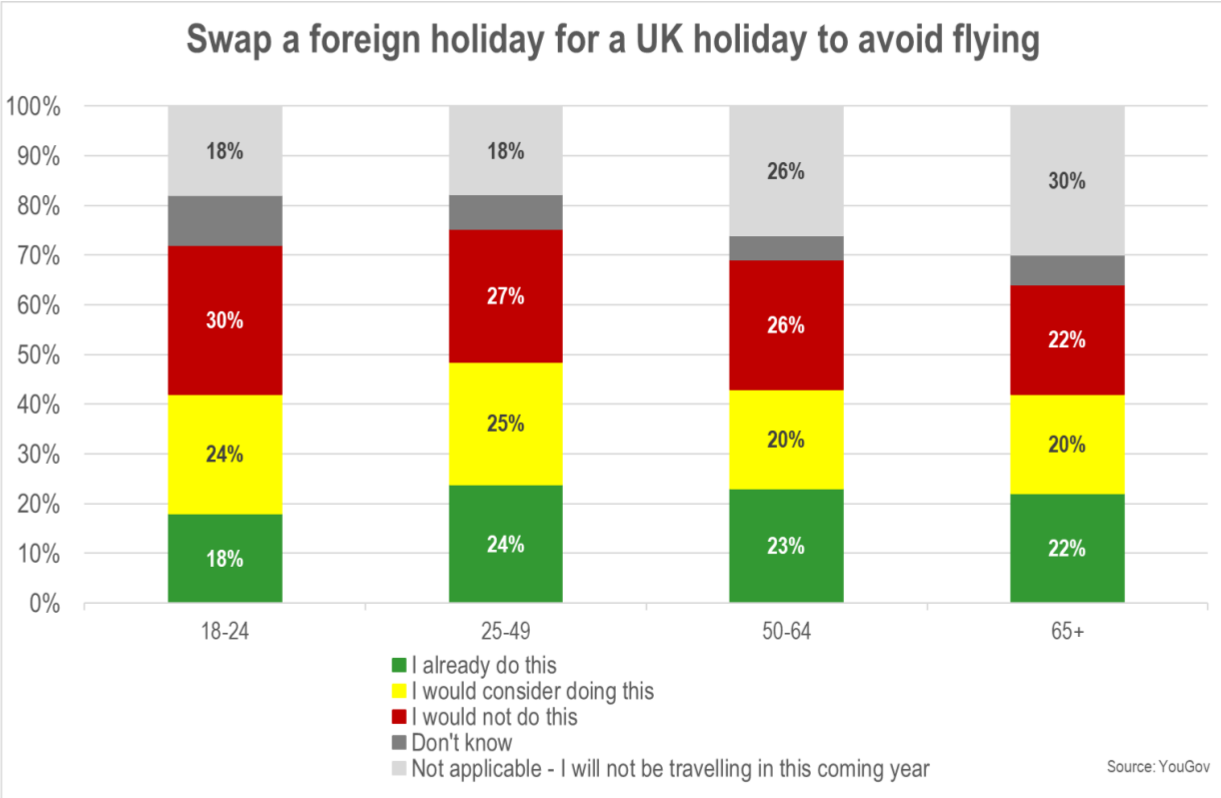
There is helpful data from YouGov polling covering the degree to which Brits say they would swap a foreign holiday for a domestic trip in order to avoid flying.

The following chart shows that at the start of 2023 the proportion saying that this is something that they already do varied from 16% for those living in London to 24% for those elsewhere in the South of England.

However, between one-quarter one-third said that this is not something they would contemplate doing, with the greatest levels of rejection being among those who live in London.



Perhaps contrary to expectations when analysing the way this question was answered by age we can observe that it was the young who were the least keen on the idea of giving up a foreign holiday, maybe a function of having been denied the chance to explore the world on their own as they enter adulthood due to travel restrictions in 2020 and 2021.

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BLUE SAIL

VISITORS PLACES DESTINATIONS

# HARTLEPOOL BOROUGH DESTINATION MANAGEMENT PLAN

REPORT FOR HARTLEPOOL BOROUGH COUNCIL

JUNE 2023

# CONTENTS

# 1 VISION AND OBJECTIVES

## VISION

Hartlepool has a new story to tell.

The £52M Waterfront Regeneration and Investment programme is a catalyst for the revival and development of Hartlepool as a visitor destination. It provides a platform to build a destination fit for the future bringing together all that Hartlepool has to offer – beaches and coast, history and heritage, activities. Each individual experience, when joined-up, create a stronger, more coherent, more appealing proposition - and a new Hartlepool emerges. A place to be enjoyed and appreciated by those who live there as well as visitors from further afield.

The wider business sector will bring business travellers, with more of these coming from investment in Northern Studios. Delivering for these higher spending visitors will provide a further boost for tourism in Hartlepool.

And as Hartlepool invests and develops it will earn its place as one of the region's premier destinations, benefiting from the investment and marketing of Tees Valley as a whole.

All of this means more visitors to Hartlepool, with more reasons to stay longer and of course spending more, supporting businesses and creating jobs. It will support a positive image and reputation for Hartlepool, enhancing its credentials as a place to live, to invest, to do business, to study. A place with a new story, a place with new confidence, a place inviting reconsideration.

## OBJECTIVES

The objectives for this Destination Management Plan are to:

- Create a coherent, distinctive proposition to take to market which supports the visitor economy in Hartlepool and in Tees Valley
- Create a year-round, all-day destination offering high-quality (and active) experiences for local people and for leisure and business visitors
- Increase economic benefits through increased spend from more day visitors, staying longer – and, over time, more staying visitors.

## TARGETS

To match the objectives there are four targets to aim for over the next ten years.

| What? | Why? | How? | Baseline[1] | Target |
|---|---|---|---|---|
| 1. Day visitor spend | The average day visitor spend in Hartlepool falls well short of the England's average of £35 (excluding London), suggesting scope to increase. | GB Day Visits Survey run by VisitEngland. | £28 | £35 |
| 2. Visitor Numbers | While value is important, to establish Hartlepool as a destination then overall numbers need to increase. | STEAM economic model | 3.72M | 4.5M |
| 3. Economic Impact | Economic impact derived from visitor spend will lead to increased prosperity, profitable businesses and jobs. | STEAM economic model | £235M | £300M |
| 4. Visitor Sentiment | Understanding perceptions, attitudes and propensity to visit from actual and potential visitors will inform marketing planning and experience development as well as tracking progress in establishing Hartlepool as a destination | Omnibus Survey[2] | TBC | TBC |

[1] All monetary values are 2023 prices. Baseline is 2019 STEAM data inflated to 2023 using Bank of England calculator

[2] Purchase space in nationally run commercial survey with questions to establish a baseline around visitor sentiment and to track progress over time

## PRINCIPLES UNDERPINNING THE DESTINATION MANAGEMENT PLAN (DMP)

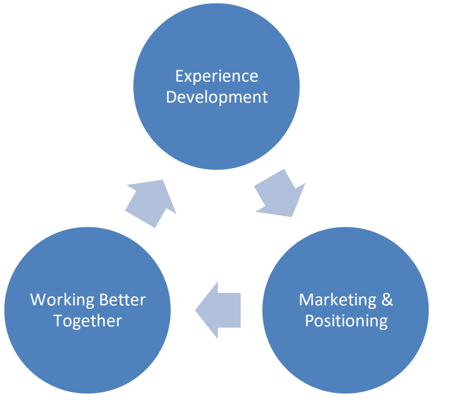
There are always more potential actions than can realistically be delivered but it is better to do a few things well than spread resources and effort too thinly. Driving the approach set out in this Destination Management Plan is a focus on the market and the creation of a sustainable, unique visitor destination.

To guide the priorities within the DMP these questions were asked:

- Does this respond to the needs and desires of visitors? Will it meet their expectations in how it is designed and operated?
- Will it benefit local people and local businesses, supporting good quality jobs?
- Will it help animate the place across the day, week, year providing more reasons to visit and stay longer?
- Does it nurture a sense of place and local pride?
- Does it help connect Hartlepool's tourism assets and areas?
- Is it environmentally sustainable in design and management?

## WATERFRONT DMP

This DMP for Hartlepool Borough is closely aligned with the DMP for Hartlepool Waterfront which was produced in Spring 2023. The Waterfront DMP addresses the specific requirements of the waterfront area in detail and are not replicated here. The success of this DMP is however highly dependent on the effective implementation of that for the Waterfront.

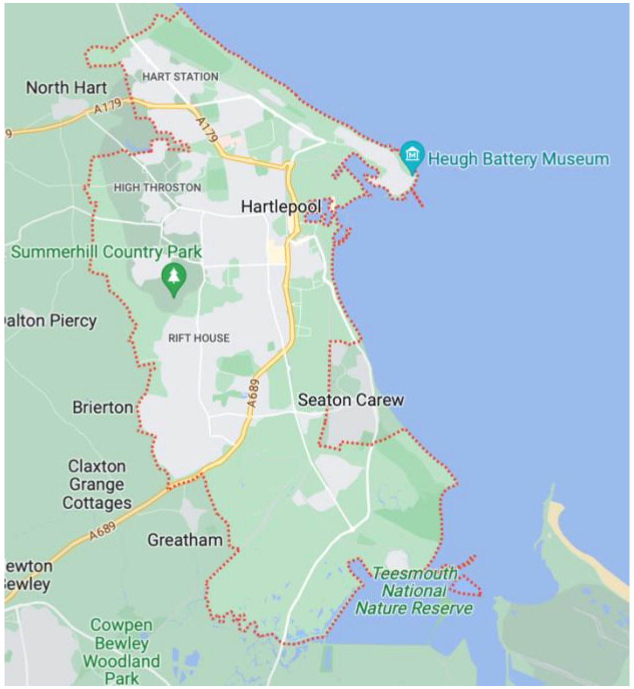



## STRATEGIC FRAMEWORK

To make Hartlepool a destination of regional significance will require actions around three elements - **development, management and marketing, with an approach that is creative, collaborative and market focused**.

# 2 CONTEXT

## DESTINATION HARTLEPOOL




The Borough of Hartlepool has three main areas of tourism focus.

1. Hartlepool town itself has most of the attractions including The National Museum of the Royal Navy (NMRN), Museum of Hartlepool, Wingfield Castle, Hartlepool Art Gallery, the Town Hall Theatre, hotels, retail, Hartlepool United Football Club and the Suits Direct Stadium and of course the marina and Waterfront. It is also served by mainline train services and is a hub for local and regional bus services.

2. Seaton Carew to the south of Hartlepool is a traditional seaside resort with a long sandy beach, dunes and nearby the natural attractions of RSPB Saltholme and Teesmouth National Nature Reserve. The presence of heavy industry is never far away and adds contrast to these natural assets.

3. A short distance from Hartlepool town centre the Headland offers another experience with its Saxon heritage and St Hilda's church, array of historic buildings, military fortifications and maritime history.

Orientation and connectivity within and between these places is limited with a variety of old and poorly maintained signs, and routes which are not conducive to walking or cycling with the result that many visitors will rely on private cars.

Across each of the areas, public realm can feel tired and neglected and individually lack a broad offer that would keep visitors for more than a few hours.

## THE CURRENT SITUATION

Hartlepool is starting from a modest base with 3.7m visits pre-pandemic. This brings £200m to the local economy, supporting around 2400 full-time equivalent jobs. Hartlepool has a market share of around a fifth of tourism in the Tees Valley.

Looking beyond the headlines reveals some interesting findings with implications for the DMP.

- Most visitors are day visitors from the Tees Valley region
- Staying visitors represent only 12% of all visits but account for 30% of spend
- Most expenditure is on food and drink (40%) or shopping (20%)
- Average length of stay by staying visitors is 3 days and is similar to the England average
- Average spend however is lower than the England average (excluding London) with day visits at £24 (compared to £35) and staying trips at £165 (compared to £188)
- Tourism grew by around 15% between 2014-2019 but the impact of the pandemic reduced the number of staying visitors by half between 2019 and 2021 and spend by a third
- The supply of accommodation is quite small with serviced accommodation further reduced from 24 to 15 units between 2019 and 2022. As of 2023 there are 8 non-serviced providers and 138 listings on different short term rental websites e.g. AirBnB
- Patterns of business across the year are less marked than in many other coastal destinations with 60% of visits between April-September and 40% between October-March. The most evident peak is from day visitors in July driven by holidays and events.

Encouraging staying visitors - business and leisure - will increase economic impact. There is a clear opportunity to boost dwell time and spend of existing visitors; planned investment and new pipeline projects will help achieve this as well as attracting new visitors. More accommodation of the right type across the borough would help further.

## SWOT

A summary SWOT highlighting the main findings from the baseline analysis and review stages of this project is shown here. It provides a context and direction for the DMP.

| STRENGTHS | WEAKNESSES |
| --- | --- |
| • Policy support locally, regionally and nationally<br>• Breadth to the offer across Hartlepool: Waterfront, Marina, Headland, Seaton Carew and natural spaces.<br>• 'National' status museum and maritime heritage<br>• Political ambition<br>• Investment funding streams and regeneration programmes<br>• Locations for events<br>• Available development land<br>• Waterfront investment – bringing together and amplifying thematic strengths of water, active experiences, culture and heritage<br>• Appetite for collaboration among local businesses<br>• MDC and TVCA are important strategic partners | • Poor connectivity between the different experiences especially for sustainable and active travel<br>• Lower value tourism (av. spend) weakens case for commercial investment<br>• Heavy industry dominates visitor perceptions<br>• Skills gaps within the workforce and challenges in recruitment and retention<br>• Availability and quality of accommodation – especially for business travellers |
| **OPPORTUNITIES** | **THREATS** |
| • Increasing dwell times leading to longer visits (staying visits are 12% visits and 33% of spend)<br>• Investment plans for attractions<br>• Events and programming<br>• Active experiences (land and water)<br>• Growth in staycations<br>• Investment in destination marketing by Enjoy Tees Valley<br>• Investment in Northern Studios<br>• Growth of skilled local jobs via extension of Hartlepool Power Station to 2026 and potential investment in new technology to operate a Hartlepool nuclear site into 2030s | • Cost of living crisis for visitor markets<br>• Rising costs for businesses, which are still recovering from pandemic<br>• Local community buy-in and support for tourism<br>• Labour market shortages<br>• Non strategy-led development |

## CONSULTATION & ENGAGEMENT

Consultation through workshops, individual interviews and an online survey of businesses helped to understand views, perspectives and aspirations, as well as refine emerging priorities for the DMP. The key messages from the consultation and survey are summarised here.

## TEES VALLEY REGION

Tourism is a priority for Tees Valley Combined Authority giving Hartlepool the opportunity to collaborate on destination marketing, extending the offer and giving visitors more reasons to visit and stay longer.

The priorities of this DMP and Hartlepool's investment and regeneration plans align closely with the wider ambitions for the Tees Valley. The Tees Valley DMP sets out clear ambitions for the region with targets to grow the visitor economy from £1bn to £1.1bn and deliver an additional 1000 full-time equivalent jobs.

The vision is that ***"over the next 10 years the Tees Valley will become a place where the visitor economy makes a substantial contribution to economic growth, jobs and the quality of life for people who live here, as well as being an attractive destination for visitors"***.


The DMP has six strategic and two secondary priorities:

**Strategic Priorities**

- Developing activity hubs
- Investing in family experiences
- Building distinctive culture and events
- Improving the attractiveness of towns
- Strengthening existing experiences & attractions
- Focussing on sustainable tourism

**Secondary priorities**

- Growing business tourism
- Using food and drink to animate places and strengthen supply chains

# 3 MARKETS FOR GROWTH

### WHAT WE KNOW

The data clearly indicates that Hartlepool's tourists are predominantly day visitors from the Tees Valley region.

Delving deeper, research undertaken for the Tees Valley Destination Management Plan gives some useful insights which are likely to apply equally to Hartlepool. The Tees Valley offer as a whole aligns well with what people want from a day trip or staycation i.e. coastal and rural experiences, and exploration of towns and villages, but in general suffers from a lack of knowledge of what's on offer alongside a vague sense of it being a traditional and historical place, albeit one which is friendly and welcoming.

The beach and the coastline of Tees Valley is the main draw for both visitors and residents - this is positive for Hartlepool. Less positively, research asking questions of Tees Valley residents suggested that Hartlepool performs the least well among the local authority areas when it comes to day visits. In response to how often they visited Hartlepool for a day trip they said:

- At least Monthly – 5%
- At least yearly – 36%
- Less than once a year – 28%
- Never – 30%

This suggests significant scope for reconsideration of Hartlepool and growth arising from new investment and new experience development. And it is worth noting that regardless of destination, visitor profile and trip type, food and drink and value for money are important elements.

Hartlepool marina, and The National Museum of the Royal Navy in particular, are the primary attractors for visitors to Hartlepool. Among residents, visitors and non-visitors these were the most heard of and the most visited of Hartlepool's tourism assets. Nevertheless, it was clear that levels of awareness are still low even among those who have visited. Only 47% of visitors had heard of the marina and 29% had visited; while 39% had heard of NMRN and 23% had visited. Teesmouth National Nature Reserve was also mentioned but to a lesser extent (although featured more highly among residents).

## TARGET MARKETS

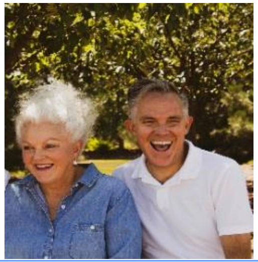
Five visitor types have potential for Hartlepool – four leisure and one business. These are:

- **Fun Families** – a good match for museum experiences at the Waterfront and the beach and activities at Seaton Carew
- **Engaged Sightseers** – the Waterfront and the Headland will appeal to this segment
- **Adventure Seekers** – attracted by all kinds of sporting and cultural activities, the opportunity for Hartlepool for this segment is as part of a wider Tees Valley offer
- **Business Travellers** – coming for business meetings and events driven by the existing corporate sector; developments around The Northern Studios, The Northern Art School and the regeneration of Church Street will generate new and different types of visitor with demands for interesting places to eat, drink and socialise
- **Visiting Friends & Relatives –** leisure visits arising from family or friendship connection present significant opportunities for attractions, eating, drinking and shopping; a positive image of the destination can drive additional or longer visits.

The table below gives more detail.

**Key Market Trends for Hartlepool**

- Cost of living crisis – appeal of close to home and free/low-cost activities
- Activity, health and well-being – in the outdoors
- Appeal of less visited/undiscovered places with distinctive local culture
- Authenticity – pursuit of 'real' experiences which give insight into local culture and history
- Travelling with, and visiting friends & family – VFR offers good value substitute for paid breaks, leading to increase in day visit activities

| MARKETS<br>Segment | Who they are and what they want |
|---|---|
| **Fun Families**<br> | Families with younger children (under 15). Relatively local market within the Tees Valley and nearby.<br>Strong affinity towards England breaks, particularly seaside/resort destinations during summer and other school holidays.<br>Highly motivated by beaches, small towns, outdoor leisure, theme parks, family visitor attractions.<br>Cheaper and good value accommodation especially caravans, holiday camps.<br>Prepared to spend on 'treats' and entertainment for the children.<br>Need detailed practical information to reassure and inspire. |
| **Engaged Sightseers**<br> | Typically older, working & retired, no/post children. Well-represented in North of England.<br>Strong affinity for domestic breaks; frequent takers throughout UK.<br>Down-to-earth, largely traditional in outlook but confident in trying new places and doing something different.<br>Enjoy general sightseeing, touring, historical places, scenery and nature. Relish engaging with friendly locals and look for authentic experiences.<br>Enjoy visiting castles, monuments, parks and gardens, museums and galleries.<br>Will take short walks but not highly active.<br>Some group travel and organised tours. |
| **Adventure Seekers**<br> | Frequent break-takers – both domestic and international.<br>Well represented in North of England and London.<br>Typically energetic, sociable, career minded individuals with an adventurous outlook and some will be real thrill seekers.<br>Like to pack a lot into their holidays - including sports, outdoor activities, adventure sports, and cultural activities including visiting castles, monuments, museums, and TV and film locations. |

| | |
|---|---|
| **Business Travellers**<br> | Non-discretionary business tourism/business travellers related to local economic and industrial sectors – particular focus on visits associated with Northern Studios<br>Good seasonal balance to leisure tourism – year-round, week day visits,<br>Looking for suitable accommodation, quality eating and drinking and interesting places to socialise<br>Access to wider leisure offer and activities |
| **Visiting Friends & Relatives**<br> | All types of people - visiting friends and family in Hartlepool or wider Tees Valley; some will know the area well, others less so<br>Visit throughout the year<br>Taking days out – paid for and free visits to attractions, activities and entertainment<br>Eating and drinking<br>Willing to spend as accommodation is free<br>Local people are ambassadors and information providers |

## THE OPPORTUNITY

In the short to medium term the opportunity is with Fun Families, Engaged Sightseers and Visiting Friends and Relatives. While the regeneration of the Waterfront and the town centre is taking place, this will be primarily on attracting day visits, and extending length of stay, from those living or holidaying within the Tees Valley and surrounding counties. As new experiences develop – activities, events, the cultural and heritage offer, eating, drinking – the promotion of Hartlepool and what it has to offer can expand and credibly claim to offer enough to occupy a full day and ultimately a few days.

# 4 MARKETING & POSITIONING

Hartlepool has much to offer visitors, but it is the Waterfront that makes Hartlepool unique and is the primary reason to visit. The investment and regeneration of the Waterfront area which includes NMRN, the Museum of Hartlepool, Wingfield Castle, the new Highlight leisure centre and public realm works will significantly enhance and extend the offer. This is work in progress, and alongside the implementation of this Destination Management Plan will build Hartlepool's tourism offer over time.

In the meantime, marketing must be careful not to overpromise. It should present an accurate picture of what visitors can expect to ensure they are satisfied and content with their visit and word of mouth – directly and via social media channels – is positive. As new infrastructure, experiences and activities emerge, there will be opportunities to continually update the marketing and messaging for Hartlepool providing inspiration, giving new reasons to visit and inviting reappraisal.

The destination narrative developed for the Tees Valley DMP is shown in the box here. The content and sentiment are relevant to Hartlepool, and it makes sense to reflect this in the proposition and positioning for the destination.

### PROPOSITION

*Hartlepool is one of the Tees Valley's best visitor destinations. It's Waterfront and unique configuration of town, coast and countryside means it's an intriguing place worth spending time in and getting to know better.*

***Tees Valley Destination Narrative***

*The Tees Valley has a new and exciting story to tell its visitors – a story of the past and a story of the future. It's a place which is resilient, looking forward, investing in its towns, places and people, in particular its cultural attractions and events. It's a place which has a bit of edge to it, but has heart, depth, interest and surprise.*
*The Tees Valley is ready with a warm welcome.*

## POSITIONING

*Steeped in maritime history and stepping confidently into the future, Hartlepool is a living, breathing place, reinventing itself for a new generation. Its Waterfront is benefiting from a £50m regeneration programme which will transform Hartlepool. Linking the revitalised Waterfront to the historic neighbourhood and coastline of the Headland, the seaside resort of Seaton Carew and the unexpected rural pleasures of nature reserves, country parks and walking and cycling routes give Hartlepool a unique flavour.*

## KEY MESSAGES

Here are the key messages for each of the target market segments.

| Segment | What they currently think | What we want them to think | Key messages to focus on |
|---|---|---|---|
| Fun Families | *"I've heard it's quite nice but not sure it's worth the effort when we could go to Durham/York instead"* | *"Definitely worth a visit – there's loads to do even if it rains"* | Beach fun at Seaton Carew<br>Range of attractions – paid and free<br>Family friendly options<br>Activities – inside and out<br>Events<br>Safe and attractive environment to explore<br>Easy parking and access by train |
| Engaged Sightseers | *"The Museum of the Royal Navy is interesting – but what else is there?"* | *"They're making the Waterfront into a lovely space that's worth seeing – and it's easy to get to, get around and explore a bit further"* | Wider story of Waterfront<br>Headland<br>Museums and Art Gallery<br>Safe and attractive environment to linger<br>Easy parking and access by train – how to get around the town |
| Adventure Seekers | *"Why would I go? What is there to do?"* | *"There are some interesting activities to try and there's a good food and drink vibe. It's not hard core but it is fun, and* | 'Try me' activities and experiences on the water<br>Cycling, walking and other activities<br>Events |

| | | | |
|---|---|---|---|
| | | *it's a cool place with things going on in and around"* | Eating, drinking and socialising<br>Easy parking and access by train |
| Business Travellers | *"I've got to go there for work"* | *"A great place to hang out after work – and the gym and running/cycling trails are bang on"* | Eating, drinking and socialising options<br>Access from town centre/Church Street<br>Activity options |
| Visiting Friends and Relatives | *"It's just about seeing people – nothing else much to do"* | *"Some really interesting new things happening, and stuff to do. And food & drink has really improved. Need to go back again soon"* | Waterfront<br>Headland<br>Seaton Carew<br>Eating, drinking and socialising<br>Paid for and free activities<br>Events |

## ROUTES TO MARKET

The routes to market are:

- Promotion via the Explore Hartlepool website and social media channels, delivered by Hartlepool Borough Council.
- Collaboration with the Enjoy Tees Valley team to benefit from the destination marketing they undertake – website, social media, press & PR, advertising etc
- Marketing undertaken by tourism businesses and providers, ensuring the destination message is constantly communicated and amplified through their various channels.

## DELIVERY

The ‘ownership’ of destination marketing of Hartlepool lies with Hartlepool Borough Council, and it should lead the promotional effort working closely with businesses/providers. This will require dedicated resources (in-house or contracted) to ensure activity is focussed on visitors. Alignment of positioning and messaging around a consistent ‘story’ for the destination will require active engagement with stakeholders and partners.

The Borough Council can build on the current destination website to reinforce the sense of Hartlepool as a coherent destination. This could include new itineraries which link the various parts of the destination, ideas, suggestions, top tips etc to encourage exploration and longer stays, practical information on getting between the various places within Hartlepool, including car free or car limited options, and accessibility. This content can also be made available to businesses within Hartlepool and outwards for distribution via Enjoy Tees Valley.

The Waterfront DMP recommended the development of a specific brand identity for the Waterfront and a toolkit for use by developers, businesses, event organisers and stakeholders with a direct interest in the Waterfront would provide a valuable resource and amplification of the brand. This toolkit should be extended to include resources for the promotion of Hartlepool as a whole destination. This would include copyright free images and video, illustrative copy, key words and phrases for businesses to use when they talk about Hartlepool in their marketing, hashtags for use in social media channels etc.

# 5 EXPERIENCE DEVELOPMENT

It is important to strengthen the visitor offer in Hartlepool if visitors are to be persuaded to come and spend longer here. The Waterfront plans, and associated DMP, set out the development focus for Hartlepool marina and surrounding area and these will the main driver for visits and Hartlepool's future success, and the hub from which the wider Hartlepool experience will extend.

The focus of tourism development for the wider borough will be on:

1. Active experiences on land and water
2. Heritage and Cultural experiences
3. Events & Animation (including Food & Drink)

**PRIORITY 1: ACTIVE EXPERIENCES**

Strengthening active experiences on land and water will appeal to Hartlepool's target markets, responds to the 'Wellbeing' trend, fits well as part of wider Tees Valley strategies and integrates with proposals for the Waterfront. It also enhances the range of experiences for residents as well as visitors. Activities – walking and cycling - can help overcome the challenges of poor connectivity by offering alternatives to car travel between different locations.

| Action | Partners & Lead | Timeframe | Contribute to target.. |
|---|---|---|---|
| Expand, improve and promote active travel networks which connect the main visitor locations (Headland, Waterfront, Seaton Carew and surrounding attractions). Ensure that as far as possible routes are car-free, well-maintained, family friendly and follow best practice design guidance from Sustrans and build on the success of National Route 14 and cycling infrastructure in Summerhill Park. | HBC & TVCA | 2024 onwards | 2, 3, 4 |
| Use the emerging watersports facilities on the Waterfront as a hub for a borough-wide network of facilities that provide access for users with their own equipment, organised groups, taster and other | | 2025 onwards | 1, 2, 3, 4 |

| | | | |
|---|---|---|---|
| experiences e.g. Kayak Safari. For example this might be as simple as beach showers and toilets to slipways and accessible beach mats at Seaton Carew. Make the provision of facilities fully inclusive for visitors with different physical and sensory abilities. | HBC & Private Sector | | |

**INSPIRATION**

The Great Western Greenway in County Mayo is one of the first of several Greenways developed in Ireland. This 42 km former railway line provides a traffic free route for locals and visitors to explore the countryside and coast. Since opening, it has created 200 jobs and attracts more the 250k visitors a year, generating €40m of annual economic impact.

## PRIORITY 2: HERITAGE & CULTURAL EXPERIENCES

Heritage and associated stories are strong and evident in many parts of Hartlepool. From maritime heritage and military history to the early Saxons there is much to celebrate. The cluster of attractions at the Waterfront is the focus for this but extending visits to the rest of the Borough is one way to keep visitors here for longer exploring more widely.

| Action | Partners & Lead | Timeframe | Contribute to target.. |
|---|---|---|---|
| Develop a series of engaging and imaginatively produced self-guided heritage trails (Hartlepool Town, The Headland, Seaton Carew, Elwick, Greatham and Hart) using downloadable guides and audio for self-guided visits. Each tour could have a geographic focus the stories and themes would be different for each place. | HBC & NMRN | 2024 | 1, 2, 3, 4 |
| Support the continued growth and development of Hartlepool Art Gallery as an experience which not only helps to tell Hartlepool's story through its collection, but which inspires new visitors. Through capital investment and imaginative programming, spanning recognised and local artists, create an improved visitor offer with a stronger profile and identity. | HBC | 2023-2027 | 1, 2, 3 |

## INSPIRATION

The traditional resort of Minehead has developed a series of self-guided trails which are available to download and are suitable for most visitors. They explore the history, myths, people, language and culture of the town and help visitors explore places that they might not otherwise visit, spreading the benefits more widely and increasing the spend in local businesses. https://minehead.storywalks.info


## PRIORITY 3: EVENTS & ANIMATION

Events motivate visits, raise the profile of the destination and animate it for visitors. Events take many different forms, vary greatly in scale, purpose and impact. While events feature prominently in the Waterfront DMP, there are other sites and locations across Hartlepool including Elephant Rock, Summerhill Park and Hartlepool FC stadium. Food and drink are important aspects of a visit and while there are many existing outlets, incorporating new food and drink experiences as part of events or other developments will add to visitor appeal – especially if it is locally sourced and prepared.

| Action | Partners & Lead | Timeframe | Contribute to target.. |
|---|---|---|---|
| Development of a borough-wide Events Strategy, which builds on existing events to create a strong annual calendar of events made up of 'signature' and local/community events. These should link wherever possible to thematic strengths such as maritime and should ensure essential infrastructure is incorporated (e.g. power, drainage, barriers etc). Audit and identify land and assets that can be used for events – agreeing with relevant landowners how permissions are sought and agreed (including costs). | HBC | 2023 onwards | 1, 2, 3, 4 |
| Develop a toolkit for event organisers (commercial or community) which provides information on the sites, permissions process, costs, infrastructure and expectations. Publish this through an events portal on the HBC website and among partners e.g. TVCA to attract event proposals from organisers. | HBC | 2024 | 3 |

| | | | |
|---|---|---|---|
| Create opportunities for new food and drink outlets through temporary and 'meanwhile' or 'pop-up' catering outlets to improve animation across the Borough with all outlets encouraged to source locally. | HBC, Commercial Property Agents & Landlords | 2023 onwards | 1, 3, 4 |

**INSPIRATION**

Croydon Council has taken a strategic approach to the development of events in order to promote the destination as a place of business, culture and community. An Events Policy makes it clear to event organisers and local stakeholders what the council wants to get from events and makes it clear to members and officers the sorts of events to actively support or resist. Application guidance sets out how to work with partners on event planning and illustrates the important role of an event Safety Advisory Group.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ORGANISING SAFE AND SUCCESSFUL EVENTS IN CROYDON

Croydon Council is keen to promote its use of venues, parks and open spaces for events and cultural activities. The Borough is experiencing a widespread regeneration programme which will see new, exciting urban event spaces developing which in turn requires a creative programme for the Borough of Croydon.

Events are hugely important to the Borough as they boost the economy of the area, whilst bringing communities together. They promote the area as a place of business, culture and community and play a key part in Croydon's vision.

Whilst we encourage creative groups, individuals and companies to apply to hold events in Croydon, we also recognise the importance of not disturbing communities and urban spaces, and request that our event organisers recognise and manage the challenges that come hand in hand with the successes of hosting events.

To organise a safe and successful event, we ask that you read through these guidance notes, use the links provided for advice and then use our forms to apply to hold an event or activity. Croydon Council works closely with its key partners including The Metropolitan Police, Transport for London, British Transport Police and other key stakeholders. This document aims to make the process of applying to hold an event in Croydon consistent, transparent and as simple as possible whilst adhering to relevant legislation and policies.

Events needing permission will vary from a small charity sponsored walk, to a community fete, to a music festival or a food and drink festival;

An event is defined as any planned activity in a specific location and for a limited period of time that the public can attend. The activity can take place indoors or outdoors, on public land or in private property.

Each event application must be accompanied by a full event risk assessment and evidence of public liability insurance, and depending on the size/nature of the event, you may need to also provide a full event management plan. Croydon Council's Events Office will offer advice and guidance on this. Finally, it may be a requirement that your event proposal and its plans are presented to the local Safety Advisory Group who will advise on whether the event can go ahead or not. This group is made up of relevant council officers and representatives from the local fire service, hospitals and police.

PLANNING AND NOTICE PERIODS

For all event applications, there needs to be a name organiser(s) identified as soon as possible. This person will be responsible for the choice of venue, size and nature of event, dates and times, whether admission is free or ticketed, capacity of the event and the event management plans.

Frome is a traditional market town in Somerset. In the last decade it has invested in a series of imaginatively funded community, cultural and environmental projects that have injected vitality into the town centre. Working with English Heritage, county and district councils, and attracting entrepreneurs with its business-friendly welcome and relatively low start-up costs, the historic Catherine Hill has been transformed from a relatively rundown shopping street with 60% vacancy levels to what National Geographic describes as "Frome's beating heart ... where you can stock up on life's beautiful things". Some of the town's success in recent years is attributed to the growth of the Frome Independent – a monthly market and street entertainment event that transforms the centre of the town into a festival-like atmosphere on the first Sunday of every month from March to December. Describing itself as "a curated, destination street market with a difference", it has very clear criteria for its 200 traders, to ensure local and creative distinctiveness.

# 6 WORKING BETTER TOGETHER

Tourism and the visitor economy include a broad range of experiences supported by the public, private and third sector organisations and individuals. Places that perform well in tourism usually have a strong partnership between each of the key players, all working together to grow, develop, manage and market the destination. Partners also understand visitors and know what they are looking for and what they think of the destination, informed by research.

The fundamentals for working better together are:

4. Brilliant Basics
5. Environmental Sustainability
6. Tourism Forum
7. Data and Insights

**PRIORITY 4: BRILLIANT BASICS**

Brilliant Basics encapsulates all those things which are important to visitors and the visitor experience, but which in themselves don't inspire a visit. Poor facilities, poor place management, poor customer service and poor information can put visitors off coming or lead to low levels of referral and recommendation. This includes often overlooked yet essential services such as parking, toilets, access and signage, waste and cleansing.

| Action | Partners & Lead | Timeframe | Contribute to target.. |
|---|---|---|---|
| Actively monitor visitor feedback via review sites and feedback from local tourism businesses to identify problem areas and develop shared action plans with service providers to address. | HBC and Tourism Forum | 2023 onwards | 4 |
| Support businesses in becoming more accessible and inclusive through identifying and promoting practical resources such as Visit England's accessibility guides, training and other resources provided by Tourism For All. | HBC and Tourism Forum | 2023 onwards | 1, 2, 3, 4 |

| | | | |
|---|---|---|---|
| Identify suitable sites and develop a hotels prospectus – making the case for investment, outlining the reasons why investors should develop accommodation here, using the insights gleaned from the proposed accommodation study under Priority 7 'Data & Insights'. | HBC | 2023-2024 | 2, 3 |
| Improve orientation and wayfinding through co-ordinated signage and information using digital and physical tools. Explore how public art can be used to enhance routes and aid wayfinding. | HBC, N School of Art | 2024-2028 | 1, 4 |
| Work with colleges and other training providers to deliver appropriate training for local businesses and individuals to ensure that the local tourism workforce provides a world class welcome. | HBC, Hartlepool College | 2024 onwards | 4 |

**INSPIRATION**

Bristol was the first UK city to develop a comprehensive legible city concept. Designed to help improve people's understanding and experience of the city through a programme of identity, information and transportation projects which includes directional signs, information panels, area maps, printed walking maps, visitor information and art. During 2021 research among visitors, locals and businesses found that half of visitors still use the scheme to help them find their way around and 97% still found the scheme helpful. While visitors use tools such as google maps, they found that they tended to find it harder to navigate as digital systems tended to not recommend the most scenic routes or show how to avoid busy intersections.

VisitBlackpool and key attractions in the town have partnered with AccessAble to develop access guides to help visitors to plan and make the most of their visit. Local attractions are also encouraged to join the Access Card scheme from Nimbus Disability which provides a disabled person with a universal way of communicating their access requirements.

Visit County Durham alongside Durham City Council have developed an Investment Evaluation Process (IEP) to encourage industry investment in the local visitor economy – including increasing the development of visitor accommodation. Studies by Hotel Solutions summarise the need for visitor accommodation and Visit County Durham have actively engaged the market with Accommodation Development Workshops and by providing information around the planning process.

## PRIORITY 5: ENVIRONMENTAL SUSTAINABILITY

Addressing the climate crisis and reducing carbon impact of tourism is a major challenge and is increasingly of concern to visitors. Initial steps must be taken to engage the sector in planning and implementing changes. Resources, advice and information is widely available, so the approach is around taking leadership, signposting and encouraging businesses to make changes. It also requires creativity and imagination in the delivery of other actions in this DMP to look for opportunities to do things more sustainably.

| Action | Partners & Lead | Timeframe | Contribute to target.. |
|---|---|---|---|
| Promote and encourage business accreditation eg Green Tourism Business Scheme and involvement in initiatives such as Good Journey | HBC, Tourism Forum | 2023-25 | 3, 4 |
| Create an online portal to promote action and support businesses by pulling together available toolkits, resources, funding programmes etc - focus initially on 'easy wins' such as reducing waste and energy consumption, local purchasing. Over time develop the portal as a place to share good practice, ideas and inspiration. | HBC, Tourism Forum | 2023-26 | 3 |
| Identify ways to continually improve and encourage sustainability in the delivery of the DMP eg events, new construction etc. | HBC | 2023 onwards | 3 |
| Via destination marketing provide visitors with information to make environmentally sound choices eg public transport, car free options, profiling businesses exercising good practices, EV charging points etc | HBC, TVCA | 2023 onwards | 1, 2, 4 |

### INSPIRATION

Good Journey launched in 2018 – supported by a coalition of transport and conservation organisations – to address the need for more sustainable visitor travel in the UK. Their aim is for every visitor attraction in the UK to welcome people by train, bus, bike and foot. Their website features 200 attractions promoting and offering discounts for car-free access. In addition to promoting car free days out, Good Journey also provides itinerary and holiday ideas. Within Hartlepool borough only RSPB Salthome is currently participating.


Visit Scotland provide a range of practical resources to help businesses become more environmentally sustainable. These include fact sheets on improving energy efficiency and waste reduction, and how to create a climate action plan and ideas for encouraging visitors to make environmentally responsible decisions.

## PRIORITY 6: TOURISM FORUM

Successful destinations have a strong partnership between the public and private sector. Hartlepool is not a large place and that should make it easier to forge stronger links. Partnerships can be formalised with paid membership supporting destination activity such as marketing or more informally through networks which facilitate collaborative working.

| Action | Partners & Lead | Timeframe | Contribute to target.. |
|---|---|---|---|
| Establish a Tourism Forum for Hartlepool that brings business and the Council together at informal events once or twice a year. Use these events to share updates on major projects and investments that are supporting growth of the visitor economy; get feedback from business on issues and areas of concern; share data and visitor insights; support training and skills in the sector etc. | HBC | 2023 | 3 |

### INSPIRATION

The English Riviera Destination Management Group (ERDMG) is comprised of members across the destination and includes representatives from industry, the local authority, BID, local education providers, arts and cultural organisations. The ERDMG works collaboratively with tourism businesses to develop the visitor economy and attract further investment to deliver the recently adopted Destination Management Plan with a target to achieve an additional £75m of tourism spend and 1,500 new jobs by 2030.

## PRIORITY 7: DATA & INSIGHTS

Everyone should have a clear understanding of visitors – including their needs and motivations – alongside a robust assessment of the current performance of tourism across the borough. Data from economic impact surveys, visitor research and hotel studies will inform evidence-based decision-making among industry and public sector stakeholders and focus attention on those opportunities that are most likely to support the growth of the sector. Disseminating well-interpreted insights from a range of data sources will be useful for businesses and in communicating with residents demonstrating the benefits of tourism for Hartlepool.

| Action | Partners & Lead | Timeframe | Contribute to target.. |
|---|---|---|---|
| Commission research to understand the perceptions, attitudes and behaviours of visitors and potential visitors to Hartlepool. Establish a baseline and implement an ongoing programme of research to measure progress. Recommendations for metrics to monitor and suggested methods of data collection are outlined in section 7 of this report. | HBC/TVCA, Tourism Forum | 2023 onwards | 1, 2, 3, 4 |
| Commission an accommodation study via a specialist provider to assess the availability and quality of Hartlepool's current accommodation stock and identify market-led opportunities for future development to inform the Prospectus under 'Brilliant Basics' (Priority 4) | HBC | 2024 | 1, 2, 3, 4 |
| Continue to undertake economic impact assessment (e.g. STEAM)<br>Undertake a quarterly survey among local accommodation providers to assess key performance measures including occupancy and average revenue per room | HBC/TVCA | 2023 onwards | 1, 2, 3, 4 |
| Develop and present an annual research and performance report to businesses and stakeholders in accessible, easy to understand formats which draws out insights and practical implications. | HBC/TVCA, Tourism Forum | 2024 onwards | 1, 2, 3, 4 |

**INSPIRATION**

Visit Kent keeps the county's visitor economy businesses up to date and informed by regularly publishing market intelligence. Its Insights and Resources page is a rich source of information for businesses of all sizes looking to develop and grow. It brings together economic impact reports, accommodation studies, consumer research and trends to highlight market opportunities and encourage investment in the local visitor economy.

In 2022 Lincolnshire's county DMO, in partnership with the local district and borough councils, commissioned a 12 month research programme among visitors, residents, students and local businesses owners to inform the county's plans for developing the visitor economy as part of its 'Levelling Up' agenda. Findings will be used to help businesses and the county's local authorities to identify shared priorities for developing the visitor economy and provide evidence to support future bids for Levelling Up and Shared Prosperity funding.

# 7 RESOURCING & MONITORING

## RESOURCES

Many of the regeneration projects funded as part of Hartlepool's capital investment programme can support the actions outlined in this DMP.

There are however a number of things which this DMP has identified which will fall outside the current capital programme and which will require further capital and revenue funding – as shown here. Project management resource will also be required to support some of these areas of work and consideration should be given to a dedicated marketing and communications role (within HBC or contracted) to support work in this area.

| PRIORITY AREA | ESTIMATED CAPITAL £ one-off | ESTIMATED REVENUE £ annual |
|---|---|---|
| Positioning & Marketing | - | 50,000 |
| 1. Active Experiences: | | |
| Active networks | *150,000* | |
| Watersports facilities | *50,000* | |
| Sub-Total | *200,000 | - |
| 2. Heritage Experiences | | |
| Trails | *20,000* | |
| Art Gallery | *10,000* | |
| Sub-Total | 30,000 | - |
| 3. Events & Animation: | | |
| Toolkit and resources | *15,000* | |
| Food and drink pop-ups | *5,000* | |
| Sub-Total | 20,000 | - |
| 4. Brilliant Basics | | |
| Visitor feedback | - | - |
| Accessibility training | - | *2,000* |

| | | | | |
|---|---|---|---|---|
| Hotels prospectus | *2,000* | | | |
| Orientation/ wayfinding | *8,000* | | - | |
| Customer service training | - | | *3,000* | |
| Sub-Total | | 10,000 | | 5,000 |
| 5. Environmental Sustainability | | | | |
| Accreditation | *5,000* | | | |
| Best-practice portal | *5,000* | | | |
| Visitor behaviour | - | | | |
| Sub-Total | | 10,000 | | 10,000 or (0.2 FTE) |
| 6. Tourism Forum | | - | | 10,000 or (0.2 FTE) |
| 7. Data & Insights | | | | |
| Visitor perceptions | - | | *5,000* | |
| Accommodation study | *10,000* | | - | |
| EIAs & summary report | - | | *5,000* | |
| Sub-Total | | 10,000 | | 10,000 |
| *subject to extent of costs covered by the regeneration projects or other funding streams e.g. Transport | | | | |

Note: the above are estimated costs for the various priorities and actions contained in this DMP. While activity can be scaled up or down to fit with available resources it is not realistic to think the DMP can be progressed without some investment. The Waterfront DMP also had resource implications and we have kept costs and actions separate to avoid double counting. Across both DMPs however there is a need for at least 1.4-1.5 FTE staff to take forward the work in these DMPs.

## MONITORING

To support Hartlepool's growth ambitions for tourism we recommend monitoring performance in three key areas – Market Reach, Market Development and Product Development. This recommended programme of research and monitoring is intended to provide insight at a Hartlepool borough level, with appropriate benchmarking versus other Tees Valley destinations, as well as within Hartlepool to benchmark the Waterfront and other key attractions where appropriate.

| **1. Market Reach** | | | |
|---|---|---|---|
| **What to measure** | **Where to measure it** | **How to measure it** | **Recommended approach** |
| Awareness/Familiarity | Omnibus survey | Scale from: 'I've never heard of it before' to 'It's a place I know very well' | Benchmark Hartlepool versus other Tees Valley destinations.<br><br>Benchmark Waterfront versus other notable Tees Valley/Hartlepool attractions |
| Past visitation | Omnibus survey | Scale from 'I've never visited before' to 'I've visited within the last 2 years' | |
| Sentiment | Omnibus survey | Scale from 'disagree strongly to 'agree strongly' on 'It's an attractive destination for people like me' | |
| Intention to visit | Omnibus survey | Scale from 'I would never consider visiting' to 'It's a place I'd definitely consider visiting' | |

Developing an omnibus survey in partnership with TVCA and partners would offer market insights at a regional and local level as well as both cost efficiencies and data sharing benefits.

| **2. Market Development** | | | |
|---|---|---|---|
| **What to measure** | **Where to measure it** | **How to measure it** | **Recommended approach** |
| Number of visits (footfall) | VI data or similar | Footfall data via geo-location/GPS | Reporting at Hartlepool Borough level and specifically for key locations, including the Waterfront |
| Quality of visitor experiences | TripAdvisor ratings | Average score of Hartlepool businesses listed on TripAdvisor (including those based at the Waterfront) | Quarterly monitor |

| | | | |
|---|---|---|---|
| Visits to attractions | Attendance data | Count/ticketing data provided by attractions | Monthly reporting |
| Visitor profile & experience | Visitor survey | Visitor home location, demographics, reasons for visiting, locations and attractions visited, satisfaction, recommendation, likelihood to return | Surveys at key points of the year to give a representative view of peak and low seasons |
| Visitor numbers | STEAM economic model | Total and split by day and staying visits | At Hartlepool borough level.<br><br>Benchmark vs other Tees Valley districts/regional comparators |
| Average length of stay | STEAM economic model | Average number of nights stayed | |
| Average spend per visit | STEAM economic model | Total average and split by day and staying visits | |
| Seasonal spread | STEAM economic model | Monthly spread of visits (Total and split by day and staying visits) | |

Access to the STEAM economic model at both TVCA and Hartlepool borough level would enable Hartlepool and other Tees Valley destinations to benchmark themselves at regional and local level.

| **3. Product Development** | | | |
|---|---|---|---|
| **What to measure** | **Where to measure it** | **How to measure it** | **Recommended approach** |
| Experience development | Number of new-to-market visitor experiences | Audit | Biannual audit of visitor economy businesses<br>(Hartlepool & Waterfront) |
| Number of businesses offering an accessibility guide | Number of businesses offering an accessibility guide | Count | Quarterly count of visitor economy businesses<br>(Hartlepool & Waterfront) |
| Number of staff having undertaken accessibility & inclusion training | Number of staff having undertaken accessibility & inclusion training | Count | Quarterly count of visitor economy businesses (Hartlepool & Waterfront establishments) |

| | | | |
|---|---|---|---|
| Travel trade engagement | Number of itineraries featuring the Waterfront/Waterfront attractions | Count | Quarterly among in-scope operators |
| Accommodation occupancy | Local accommodation provider study | Rate calculated on number of available units | Quarterly reporting (Hartlepool & Waterfront establishments) |
| Accommodation revenue per available room | Local accommodation provider study | Assess alongside occupancy levels | Quarterly reporting (Hartlepool & Waterfront establishments) |

## 4 STRATEGIC PRIORITIES

### 1 Active Experiences
- Expand, improve and promote active travel networks.
- Strengthen watersports facilities.

### 2 Heritage & Cultural Experiences
- Create heritage trails.
- Continued growth & development of Hartlepool Art Gallery.

### 3 Events & Animation
- Develop an events strategy.
- Develop a toolkit for event organisers.
- Create opportunities for temporary or 'pop-up' food & drink outlets.

### 4 Brilliant Basics
- Actively monitor visitor feedback.
- Support businesses to become more accessible & inclusive.
- Develop a hotels prospectus.
- Improve orientation & wayfinding.
- Support the local tourism workforce to deliver a world class welcome.

### 5 Environmental Sustainability
- Promote sustainable accreditation schemes
- Share sustainability tips with businesses
- Encourage sustainable delivery of the DMP
- Share sustainable destination marketing content

### 6 Tourism Forum
- Establish a tourism forum

### 7 Data & Insights
- Research visitors & potential visitors
- Develop an accommodation study
- Continue to undertake a visitor economic impact assessment
- Develop an annual research & performance report

HARTLEPOOL BOROUGH COUNCIL

www.explorehartlepool.com

# Hartlepool

Destination Management Plan 2023

# Executive Summary

## Objectives
- Create a coherent, distinctive proposition to take to market which supports the visitor economy in Hartlepool and in Tees Valley.
- Create a year-round, all-day destination offering high-quality experiences for local people and for leisure and business visitors.
- Increase economic benefits through increased spend from more day visitors, staying longer – and, over time, more staying visitors.

## 1 VISION

Hartlepool is witnessing a large scale investment programme that is a catalyst for the revival and development of Hartlepool as a visitor destination. It provides a platform to build a destination fit for the future bringing together all that Hartlepool has to offer - beaches and coast, history and heritage, activities. Each individual experience, when joined-up, create a stronger, more coherent, more appealing proposition - and a new Hartlepool emerges. A place to be enjoyed and appreciated by those who live there as well as visitors from further afield.

The wider business sector will bring business travellers, with more of these coming from investment in Northern Studios. Delivering for these higher spending visitors will provide a further boost for tourism in Hartlepool.

And as Hartlepool invests and develops it will earn its place as one of the region's premier destinations, benefiting from the investment and marketing of Tees Valley as a whole.

All of this means more visitors to Hartlepool, with more reasons to stay longer and of course spending more, supporting businesses and creating jobs. It will support a positive image and reputation for Hartlepool, enhancing its credentials as a place to live, to invest, to do business, to study. A place with a new story, a place with new confidence, a place inviting reconsideration.

HARTLEPOOL BOROUGH COUNCIL

## 2 HARTLEPOOL NOW & 10 YEAR GROWTH TARGETS

| Day Visitor Spend | Visitor Numbers | Economic Impact |
|---|---|---|
| Now £28 | Now 3.72M | Now £235M |
| Target £35 | Target £4.5M | Target £300M |
| Source: GB Day Visits Survey run by VisitEngland | Source: STEAM economic model | Source: STEAM economic model |

### STRENGTHS

- Policy support locally, regionally and nationally
- Breadth to the offer across Hartlepool: Waterfront, Marina, Headland, Seaton Carew and natural spaces.
- 'National' status museum and maritime heritage
- Political ambition
- Investment funding streams and regeneration programmes
- Locations for events
- Available development land
- Waterfront investment – bringing together and amplifying thematic strengths of water, active experiences, culture and heritage
- Appetite for collaboration among local businesses
- MDC and TVCA are important strategic partners

### WEAKNESSES

- Poor connectivity between the different experiences especially for sustainable and active travel
- Lower value tourism (av. spend) weakens case for commercial investment
- Heavy industry dominates visitor perceptions
- Skills gaps within the workforce and challenges in recruitment and retention
- Availability and quality of accommodation - especially for business travellers

### OPPORTUNITIES

- Increasing dwell times leading to longer visits (staying visits are 12% visits and 33% of spend)
- Investment plans for attractions
- Events and programming
- Active experiences (land and water)
- Growth in staycations
- Investment in destination marketing by Tees Valley
- Investment in Northern Studios
- Growth of skilled local jobs via extension of Hartlepool Power Station to 2026 and potential investment in new technology to operate a Hartlepool nuclear site into 2030s

### THREATS

- Cost of living crisis for visitor markets
- Rising costs for businesses, which are still recovering from pandemic
- Local community buy-in and support for tourism
- Labour market shortages
- Non strategy-led development

## 3 POSITIONING HARTLEPOOL

Steeped in maritime history and stepping confidently into the future, Hartlepool is a living, breathing place, reinventing itself for a new generation. Its Waterfront is benefiting from a £50m regeneration programme which will transform Hartlepool. Linking the revitalised Waterfront to the historic neighbourhood and coastline of the Headland, the seaside resort of Seaton Carew and the unexpected rural pleasures of nature reserves, country parks and walking and cycling routes give Hartlepool a unique flavour.

### TARGET MARKETS

- **Fun Families** – Children under 15
- **Engaged Sightseers** – Older working & retired couples
- **Business Travellers** – Driven by local economic activity
- **Adventure Seekers** – Younger pre-family couples & groups
- **Visiting Friends & Relatives** – All types of people, visiting Hartlepool or wider Tees Valley

### BRANDING & MARKETING

- Attract more day visitors who stay longer
- Focus on nearby markets & those on holiday in the North East
- Develop a brand identity for Hartlepool Waterfront
- Owned & partner marketing channels maximised

# Equality and Diversity Impact Assessment Form

| Department | Division | Section | Owner/Officer |
|---|---|---|---|
| *DNRS* | *Development & Growth* | *Economic Growth* | *Israr Hussain* |
| **Service, policy, practice being reviewed/changed or planned** | | | |
| **Why are you making the change?** | | | |

| How might this impact (positively/negatively) on people who share protected characteristics? | | |
|---|---|---|
| *Please tick* | **POSITIVELY** | **NEGATIVELY** |
| **Age** | | |
| *Please describe...* | | |
| **Disability** | | |
| *Please describe...* | | |
| **Gender Re-assignment** | | |
| *Please describe...* | | |
| **Race** | | |
| *Please describe...* | | |
| **Religion** | | |
| *Please describe...* | | |
| **Gender** | | |
| *Please describe...* | | |
| **Sexual Orientation** | | |
| *Please describe...* | | |
| **Marriage & Civil Partnership** | | |
| *Please describe...* | | |
| **Pregnancy & Maternity** | | |
| *Please describe...* | | |

| | |
|---|---|
| **Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?** | |
| **As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?** | |
| **Describe how you will address and monitor the impact** | **1. No Impact - No Major Change**<br>*Please Detail* |
| | **2. Adjust/Change Policy**<br>*Please Detail* |
| | **3. Adverse Impact but Continue as is**<br>*Please Detail* |
| | **4. Stop/Remove Policy/Proposal**<br>*Please Detail* |

| | | | |
|---|---|---|---|
| Initial Assessment | *00/00/00* | Reviewed | *00/00/00* |
| Completed | *00/00/00* | Published | *00/00/00* |

**APPENDIX 5**

## CHILD AND FAMILY POVERTY IMPACT ASSESSMENT FORM

**1. Is this decision a Budget & Policy Framework or Key Decision? NO**

**If YES please answer question 2 below**

**2. Will there be an impact of the decision requested in respect of Child and Family Poverty? NO**

**If YES please complete the matrix below**

| GROUP | POSITIVE IMPACT | NEGATIVE IMPACT | NO IMPACT | REASON & EVIDENCE |
|---|---|---|---|---|
| Young working people aged 18 - 21 | | | X | |
| Those who are disabled or suffer from illness / mental illness | | | X | |
| Those with low educational attainment | | | X | |
| Those who are unemployed | | | X | |
| Those who are underemployed | | | X | |
| Children born into families in poverty | | | X | |
| Those who find difficulty in managing their finances | | | X | |
| Lone parents | | | X | |
| Those from minority ethnic backgrounds | | | X | |

**Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?**

| Poverty Measure (examples of poverty measures appended overleaf) | POSITIVE IMPACT | NEGATIVE IMPACT | NO IMPACT | REASON & EVIDENCE |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

| **Overall impact of Policy / Decision** | | | |
|---|---|---|---|
| **NO IMPACT / NO CHANGE** | | **ADJUST / CHANGE POLICY / SERVICE** | |
| **ADVERSE IMPACT BUT CONTINUE** | | **STOP / REMOVE POLICY / SERVICE** | |

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

# ECONOMIC GROWTH AND REGENERATION COMMITTEE

**5TH SEPTEMBER 2023**

HARTLEPOOL BOROUGH COUNCIL

**Subject:** AMALGAMATION OF THE ECONOMIC REGENERATION AND TOURISM FORUM AND THE HARTLEPOOL BUSINESS FORUM

**Report of:** Assistant Director, Development and Growth

**Decision Type:** Non Key Decision

---

1. **COUNCIL PLAN PRIORITY**

| **Hartlepool will be a place:** |
|---|
| - that has an inclusive and growing economy. |

**2. PURPOSE OF REPORT**

2.1 For members to agree to the amalgamation of the Economic Regeneration and Tourism Forum and the Hartlepool Business Forum to become the Hartlepool Economic and Business Forum.

2.2 For members to note the Terms of Reference (TOR) for the new Hartlepool Economic and Business Forum.

**3. BACKGROUND**

**ECONOMIC REGENERATION & TOURISM FORUM**

3.1 The current Forum was approved back in 2011 as part of the restructuring of the Hartlepool Local Strategic Partnership and in particular it was charged with delivering the Boroughs 10 year Economic Regeneration Strategy.

3.2 The Forum was then further reviewed in 2018 to clarify its purpose in response to poor attendance by businesses and a revised terms of reference agreed (**Appendix 1** – Business Forum TOR 2018) that covered:

**Forum Purpose** – to bring together the public and private sector organisations of the Borough in order to provide positive information exchange.

**Roles and Responsibilities** – participation to be open to allow a wider spectrum of businesses and business groups.

**High Quality Debate** – participants to acknowledge that they will need to work together and contribute positively to discussions.

**Future Meetings will be briefing sessions** – they will be held quarterly with two being Council and Tees Valley Combined Authority led; and two led by local businesses.

3.3 This format for the Forum has worked well over the years and has maintained good attendance by the business community with around 30-40 attendees at each event.

**HARTLEPOOL BUSINESS FORUM**

3.4 The Hartlepool Business Forum was set up by local businesses with the assistance from the now defunct Hartlepool Enterprise Agency back in the 1990's.

3.5 The Hartlepool Business Forum stated itself as being *'the primary business network in Hartlepool, bringing businesses together to make new contacts, encourage inter-trading and sharing best practice to help support business growth and sustainability'*.

3.6 The Forum held a series of business events each month which concluded each year with the annual Hartlepool Business Awards event to celebrate excellence within the Hartlepool business community.

3.7 The Forum had a Steering Group with representation from the business community and representation from the Council's Economic Development Team.

3.8 The costs of arranging the business events and the annual business awards were achieved through sponsorship by the local business community.

3.9 However over the years sponsorship became increasingly difficult to secure, the attendance by businesses decreased and the Forum was reduced to only arranging the Annual Business Awards each year.

3.10 The last awards were held in May 2019 with Hartlepool College of Further Education (HCFE) as the lead body for the Steering Group. However HCFE could not commit to leading the following year and it was agreed that Hartlepool Borough Council would take over the running of the Forum and arranging the awards for 2020 which were then subsequently cancelled due to the Covid-19 pandemic.

3.11 Since then the awards have not taken place however there has been some appetite from local businesses to hold them in November 2023, at the Borough Hall.

3.12 Whilst considering the organisational arrangements for the awards for 2023 it was recognised that they had previously been branded under the Hartlepool Business Forum which highlighted the similarities and overlap with the Hartlepool Regeneration and Tourism Forum.

## 4. PROPOSALS/OPTIONS FOR CONSIDERATION

4.1 It is proposed to amalgamate the two forums into a rebranded Hartlepool Economic and Business Forum.

4.2 An amalgamated forum would provide the following benefits:

- One recognised body for the business community of Hartlepool to identify and associate with. Having two forums with similar activities would be confusing for the businesses and unnecessary.

- Hartlepool Council, through the Economic Growth Team, provide a coordinating and secretarial role to both Forums and it would be a better use of officer time and resources for the team to service one Forum.

- The objectives and activities of the two Forums are similar now compared to when the Economic Regeneration and Tourism Forum was first set up.

4.3 A new terms of reference which outlines the new Forum's role, structure and support has been developed (**Appendix 2**) that sets out the Forum:

- To be the primary business network in Hartlepool.

- To be open for all business that are located in the Borough of Hartlepool to be a part of with free membership.

- To bring Hartlepool businesses together to make new contacts, encourage inter-trading and share best practice.

- To help support local businesses to grow and in turn grow the wider Hartlepool economy by providing local businesses a platform for meaningful discussion and interaction.

- To foster strong links with Hartlepool Council, Tees Valley Combined Authority, North East Chamber of Commerce, The Federation of Small Businesses, and any other representative body or group for business, tourism and industry.

4.4 The proposed Forum structure would be to continue a minimum of four quarterly events, including briefings from Hartlepool Borough Council and

Tees Valley Combined Authority and concluding annually with the Hartlepool Business Awards. This would be supplemented with other meetings, events and panel discussions to cover topics of interest that have relevance to the local business community in Hartlepool as directed by members of the Forum.

4.5 The Council's Economic Growth Team will continue to provide coordination and secretarial support for the Forum.

4.6 A steering group will be formed to manage and drive forward the affairs of the Forum with invitations to join the Steering Group open to the business community of Hartlepool. A representative from amongst this Steering Group will be chosen to Chair the Forum.

## 5. OTHER CONSIDERATIONS/IMPLICATIONS

| | |
|---|---|
| **Risk Implications** | No relevant issues |
| **Financial Considerations** | No relevant issues. All identified expenditure for events and business awards to be met from sponsorship from local businesses. |
| **Legal Considerations** | No relevant issues |
| **Child and Family Poverty** | See attached **Appendix 3** |
| **Equality and Diversity Considerations** | See attached – **Appendix 4** |
| **Staff Considerations** | No relevant issues |
| **Asset Management Considerations** | No relevant issues |
| **Environment, Sustainability And Climate Change Considerations** | No relevant issues |
| **Consultation** | N/A |

## 6. RECOMMENDATIONS

6.1 To approve the amalgamation of the Economic Regeneration and Tourism Forum and the Hartlepool Business Forum to become the Hartlepool Economic and Business Forum.

6.2 To note the Terms of Reference (TOR) for the new Hartlepool Economic and Business Forum.

6.3 To agree to the Council's Economic Growth Team to continue to provide a co-ordination and secretariat role to the new forum.

## 7. REASONS FOR RECOMMENDATIONS

7.1 To simplify the structure of the two existing business Forums into one merged platform that represents Hartlepool businesses.

## 8. BACKGROUND PAPERS

8.1 There are no background papers for this report.

## 9. CONTACT OFFICERS

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Sign Off:-

| | |
|---|---|
| Acting Managing Director | Date: 15/08/2023 |
| Director of Finance, IT and Digital | Date: 15/08/2023 |
| Director of Legal, Governance and HR | Date: 15/08/2023 |

# ECONOMIC REGENERATION & TOURISM FORUM

# TERMS OF REFERENCE

# 2018

## Contents

# 1.0 Purpose and functions of the Economic Regeneration & Tourism Forum

The Economic Regeneration & Tourism Forum will strive to achieve the vision of the Hartlepool Economic Regeneration Strategy (2011-21) which is:

**“Hartlepool will achieve its ambition of sustained, economic prosperity through major regeneration, driving business growth, increasing innovation, developing entrepreneurship and skills to make the area an attractive location to live, invest, work and visit”.**

The purpose of the Economic Regeneration & Tourism Forum is act as a positive interface between the businesses and the Economic Regeneration Team of the Council to enable ideas and information to be exchanged. The Forum will give useful economic and tourism information but it will also allow businesses themselves to highlight current topics and ideas.

To achieve the vision this Forum has agreed to support the Economic Regeneration Strategy’s set of key objectives which are:

1. To improve business growth and business infrastructure and enhance a culture of entrepreneurship.
2. To attract new investment and develop major programmes to regenerate the area and improve connectivity.
3. To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy.
4. To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty.
5. To boost the visitor economy.

# 2.0 Roles & Responsibility of Participants

The main role of all the participants of the Forum is to play an active part and at the quarterly briefings. Participants need to take a Borough wide perspective and develop consensus in the best interests of Hartlepool. Participants will bring their own perspectives and also represent their organisation, interest group or area.

Participants will now be from an open and wider spectrum of businesses, however, they are required to adhere to these Terms of Reference.

## 2.1 Standards of Behaviour

As a participant of the Economic Regeneration & Tourism Forum, whether in meetings / briefings or working on behalf of the group the following guidelines outline what is expected of them:

**Accountability:** to work openly and honestly and to report back to their organisation.

**Commitment:** to attend every briefing where possible. To be properly prepared for briefings by reading any paperwork beforehand.  To be prepared to learn from others and to further develop the breadth of their knowledge of their sector’s role within the Borough. To undertake briefing presentations at the Forum when required.

**High Quality Debate:** to remain focussed and strategic and to contribute positively to discussions and work with other participants to achieve consensus.  The Forum is not to be used to air individual grievances or complaints unless they affect the strategic economic performance of the Borough.

**Honesty and Integrity:** to act with honesty, objectivity and integrity in achieving consensus through debate.  To respect the confidentiality of the information provided.

**Objectivity:** to consider what is in the best interests for the common good of Hartlepool and to weigh this along with the interests of their organisation, their sector and themselves when making decisions.

**Representative:** to effectively reflect the positive interests of their sector, to raise areas of strategic concern and contribute their experience and expertise to discussions and decisions to achieve good workable solutions.

**Respect for others:** to respect, listen and to take into account the views of other particpants regardless of their gender, race, age, ethnicity, disability, religion, sexual orientation or any other status.

## 3.0 Participants of the Economic Regeneration & Tourism Forum

Participants of the Economic Regeneration & Tourism Forum will be made up as follows:

- Chair  - TBD via election.
- Vice Chair – TBD via election.
- Support Officers – HBC Economic Regeneration Team.
- An open forum for all active Hartlepool businesses and business groups.
- The voluntary sector will also be asked to provide participants.

The participants identified may change over time at the discretion of the Chair and Vice Chair.  Participants can be asked not to attend briefings / meetings of the Forum if they do not adhere to the TOR.

## 4.0 Principles

All participants of the Economic Regeneration & Tourism Forum will strive to apply the following principles:

- Develop skills and knowledge
- Act with integrity
- Effective decision making and communication
- Effective partnership working

## 5.0 Performance Management

The Economic Regeneration & Tourism Forum is responsible for bringing together the public and private sector organisations of the Borough in order to provide a positive information exchange which will benefit the economic activity of Hartlepool.

Participants are requested to provide regular feedback so that the Chair and Vice Chair can ensure the briefings / meetings are relevant and provide the correct type of information.

## 5.1 Information, Advice and Support

All information, advice and support will be fit for purpose and tailored to the functions of the Forum.  The Forum will ensure that all information is directly relevant to the decisions being taken and is:

- relevant
- accurate
- timely
- objective
- clear and concise
- reliable

The Forum will call on professional advice and support when deemed necessary, particularly when the outcome of decision has a significant legal or financial implication.

# 6.0 Operation of the Forum

## 6.1 Attendance at briefings / meetings

Participation is open to all active businesses and business groups within the Borough.

Substitutes should be suitable senior representatives who are able to speak on behalf of their organisation / sector.

## 6.2 Declaration of Interests

Each participant is required to declare any personal or pecuniary interest (direct or indirect) in any agenda items and shall take no part in the discussion or decision making about that item.

## 6.3 Meeting Procedures

- The Economic Regeneration & Tourism Forum will hold briefings four times per year with the aim of lasting one hour on each occasion.
- The aim is to have two briefings HBC and Tees Valley Combined Authority led, and two to be led by businesses.
- The first half hour of each briefing will be for the introduction by the Chair and the main presentation; and then the remaining time to be an open forum for questions.
- The Economic Regeneration Team will coordinate the briefings.
- Items for the briefings should be communicated to the Economic Regeneration Team.
- The Economic Regeneration Team should be informed of any additional persons attending the briefings to present a report or take part in a presentation.
- Any papers for the briefings will be made available on-line by the Economic Regeneration Team before or during the meeting.

## 6.4 Freedom of Information Act

The Freedom of Information Act gives everyone the right to access information that is held by public authorities. Hartlepool Borough Council has developed guidance to help staff comply with the act. The Economic Regeneration & Tourism Forum works within this policy when giving out information to partners and the public.

## 6.5 Public Access to Briefings

Briefing events of the Forum will be open to the public and press on request. Specially designated seating may be provided for observers. Observers will not be allowed to comment or address the Forum unless asked to do so by the Chair.

## 6.6 Secretarial and Technical Support arrangements

Secretarial support will be provided by the Economic Regeneration Team.

Technical support will be provided by officers from Child & Adults and Regeneration & Neighbourhoods Departments of the Council. Other Departments of the Council and external organisations will attend as required.

## 6.7 Updating the Terms of Reference

These Terms of Reference can be amended following consultation with the participants of the Forum.

**Economic Regeneration Team**

**Hartlepool Borough Council**

**01429 867677**

**Hartlepool Economic & Business Forum proposed Terms of Reference**

# Hartlepool Economic & Business Forum

# Terms of Reference

## Role

- To be the primary business network in Hartlepool.
- To be open for all business that are located in the Borough of Hartlepool to be a part of with free membership.
- To bring Hartlepool businesses together to make new contacts, encourage inter-trading and share best practice.
- To help support local businesses to grow and in turn grow the wider Hartlepool economy by providing local businesses a platform for meaningful discussion and interaction.
- To foster strong links with Hartlepool Council, Tees Valley Combined Authority, North East Chamber of Commerce, The Federation of Small Businesses, and any other representative body or group for business, tourism and industry.

## Structure

- Hartlepool Council will open invitations to local business people to put forward their name for consideration to be part of a Steering Group (ideally 6 people) that will manage and drive forward the affairs of the Forum.
- A business representative from this Steering Group will be chosen to chair the Forum.
- The Forum will arrange breakfast meetings at least quarterly as follows:
    1. One of the meetings will be reserved for the Council to give an Annual Update

2. Another of the meetings will be reserved for the Tees Valley Combined Authority to give an annual update
3. The other two meetings will be focused on showcasing local businesses that are undertaking works/projects of note or to highlight projects of a significant nature to the town.

- Other meetings, events and panel discussions to cover topics of interest that have relevance to the local business community in Hartlepool will also be arranged.
- Similarly political hustings and discussions will also be arranged for the Hartlepool business community if appropriate.
- The Steering Group will also be responsible for arranging the Annual Hartlepool Business Awards to celebrate the success of Hartlepool businesses.

## Support

- Hartlepool Council will provide secretariat support to the Forum including:
  1. Agreeing the agenda for the meetings with the Chair
  2. Arranging the quarterly breakfast meetings and any other meetings
  3. Sending out invites to local businesses for the arranged meetings
  4. Taking minutes of the Steering Group meetings and Forum meetings if required to do so
  5. Support the Steering Group in arranging the Annual Business Awards
- Financial support will be sought to cover the cost of holding the meetings and arranging the Business Awards to include donations and sponsorship.
- The Hartlepool Economic & Business Forum website together with social media assets will be set up and managed by the Steering Group.

# Equality and Diversity Impact Assessment Form

| Department | Division | Section | Owner/Officer |
|---|---|---|---|
| *DNRS* | *Development & Growth* | *Economic Growth* | *Israr Hussain* |
| **Service, policy, practice being reviewed/changed or planned** | | | |
| **Why are you making the change?** | | | |
| **How might this impact (positively/negatively) on people who share protected characteristics?** | | | |
| *Please tick* | | **POSITIVELY** | **NEGATIVELY** |
| **Age** | | | |
| *Please describe...* | | | |
| **Disability** | | | |
| *Please describe...* | | | |
| **Gender Re-assignment** | | | |
| *Please describe...* | | | |
| **Race** | | | |
| *Please describe...* | | | |
| **Religion** | | | |
| *Please describe...* | | | |
| **Gender** | | | |
| *Please describe...* | | | |
| **Sexual Orientation** | | | |
| *Please describe...* | | | |
| **Marriage & Civil Partnership** | | | |
| *Please describe...* | | | |
| **Pregnancy & Maternity** | | | |
| *Please describe...* | | | |
| **Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?** | | | |
| **As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?** | | | |
| **Describe how you will address and monitor the impact** | **1. No Impact - No Major Change** *Please Detail* | | |
| | **2. Adjust/Change Policy** *Please Detail* | | |
| | **3. Adverse Impact but Continue as is** *Please Detail* | | |
| | **4. Stop/Remove Policy/Proposal** *Please Detail* | | |
| Initial Assessment | *00/00/00* | Reviewed | *00/00/00* |
| Completed | *00/00/00* | Published | *00/00/00* |

## CHILD AND FAMILY POVERTY IMPACT \ASSESSMENT FORM

**1. Is this decision a Budget & Policy Framework or Key Decision? NO**

**If YES please answer question 2 below**

**2. Will there be an impact of the decision requested in respect of Child and Family Poverty? NO**

**If YES please complete the matrix below**

| GROUP | POSITIVE IMPACT | NEGATIVE IMPACT | NO IMPACT | REASON & EVIDENCE |
|---|---|---|---|---|
| Young working people aged 18 - 21 | | | X | |
| Those who are disabled or suffer from illness / mental illness | | | X | |
| Those with low educational attainment | | | X | |
| Those who are unemployed | | | X | |
| Those who are underemployed | | | X | |
| Children born into families in poverty | | | X | |
| Those who find difficulty in managing their finances | | | X | |
| Lone parents | | | X | |
| Those from minority ethnic backgrounds | | | X | |

**Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?**

| Poverty Measure (examples of poverty measures appended overleaf) | POSITIVE IMPACT | NEGATIVE IMPACT | NO IMPACT | REASON & EVIDENCE |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

| **Overall impact of Policy / Decision** | | | |
|---|---|---|---|
| **NO IMPACT / NO CHANGE** | | **ADJUST / CHANGE POLICY / SERVICE** | |
| **ADVERSE IMPACT BUT CONTINUE** | | **STOP / REMOVE POLICY / SERVICE** | |

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