

# Hartlepool Economic Forum Protocol



July 2005

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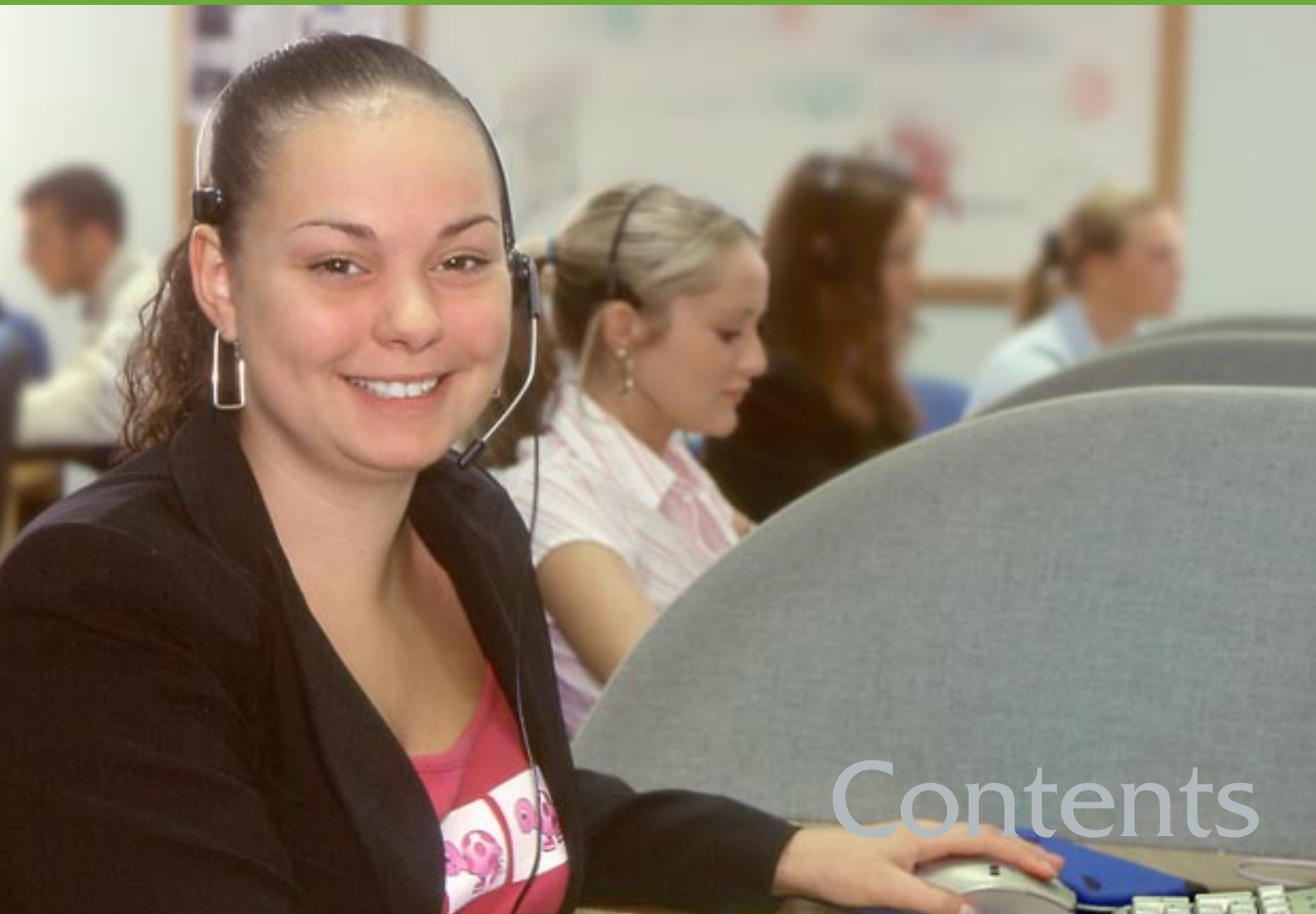
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## Section 1

# Introduction

This new and revised protocol aims to provide a continued framework with which the Economic Forum should operate whilst building on the progress that has been made since the publication of the Economic Strategy for Hartlepool in 1999. The Economic Forum acknowledges that its role has changed with the inception of the Local Strategic Partnership (LSP) - The Hartlepool Partnership and the introduction of the Community Strategy and its seven key themes, including Jobs and the Economy, for which the Forum has delegated responsibility as a themed partnership of the LSP.

This protocol has been developed with these changes in mind and highlights the three key objectives of the Economic Forum with clear interrelated links to the relevant local, sub-regional, regional and national strategies that have a direct influence on the economic prosperity of Hartlepool.

The protocol also delegates to public sector member organisations specific responsibility

for each of the three objectives, whilst the role of the private and voluntary sector will include that of the 'demanding customer' ensuring that the best interests of the town are served. This responsibility will also extend to complementing the role of Hartlepool Borough Council in scrutinising economic development matters, ensuring that both the individual and collective expertise that the Forum and its members can offer is fully utilised.

In addition to the introduction of this protocol the Economic Forum has also developed, along with the other themed partnerships of the LSP, a performance management framework that will enable the work of the Forum to be continually scrutinised and improved upon. The framework includes a comprehensive development plan that will be reviewed and updated annually, whilst five separate targets that are included in the Community Strategy will measure the progress of the Jobs and Economy theme.



These comprise:

- Increasing the number of business start-ups measured by VAT registrations.
- Increasing the Employment Rate
- Reducing the Unemployment Rate
- Reducing Long Term Unemployment
- Reducing Youth Unemployment

The annual review of the performance management framework will also enable member organisations to review this protocol to ensure that the range of activities highlighted within each objective are still relevant and achievable and will assist the Hartlepool Partnership to meet its key strategic targets.

**Chair**  
Hartlepool Economic Forum

## Section 2

# Key Issues and Resources

The economy of Hartlepool continues to develop and evolve. Over the last decade there has been considerable investment in a series of capital projects that have improved the physical infrastructure of the town. This includes the Marina Development, the Town Centre and Queens Meadow Business Park. This investment and the associated job creation related to these developments has seen unemployment in the town reduce from a high of over 10,000 working age adults in 1985 to 2,200 in 2004.

Projects supported by the Economic Forum since 2001 have assisted over 900 young people and adults gain employment, whilst over 1,000 young people and adults have undertaken work related training and over 800 residents have improved numeracy and literacy skills. The Economic Forum has also taken a lead role in the development of projects delivered through the Sub-Regional Partnership's Single Programme.

However there is still a large proportion of working age adults that are economically and socially excluded from the increasing prosperity that the town has experienced over the last few years.

- The number of working age adults in receipt of disabled and health related benefits is in excess of 13% of the working age population, a legacy in part of the heavy industrial heritage of the town.
- Over 30% of working aged adults do not work and an increasing number are economically inactive.
- The proportion of young people who are unemployed is higher than the sub-region, region and national rates.
- The level of business creation continues to lag behind that of the region and the country as a whole.
- Qualification at Level 2 and above continues to be significantly lower than in other parts of the Tees Valley.

The Economic Forum, its member organisations and other partners have identified a range of activities that aim to address these problems.

# Key Issues and Resources

- A pilot project with Hartlepool Borough Council and Remploy that will provide paid employment opportunities for local people in receipt of Incapacity Benefit.
- Targeted support funded by the Neighbourhood Renewal Fund to help match local residents to local jobs.
- Hartlepool Borough Council, in partnership with UK Steel Enterprises are developing a £5 million Incubator facility with integrated support at Queens Meadow that will assist in the growth of indigenous new business start-ups.
- A Workforce Development programme, delivered by the Learning & Skills Council that will enable employees to undertake Level 2 & Level 3 training, whilst providing financial support for employers.
- Hartlepool Voluntary Development Agency providing volunteer opportunities with community groups as a bridge to sustainable employment.
- Interactive Basic Skills provision provided by Hartlepool College of Further Education using ICT and other innovative solutions to promote learning.
- A new approach to public procurement that aims to incorporate local labour clauses into major development contracts such as Housing Hartlepool, Victoria Harbour and Wynyard Business Park.

In addition the Economic Forum will be at the forefront of strategy development that will ensure that Hartlepool is ready to exploit economic opportunities as they present themselves.



## Section 3

# Community Strategy Targets

The key objectives of the Economic Forum are embedded into the Jobs and Economy Theme of the Community Strategy that provides the policy framework for the town. The strategy details the long-term vision for Hartlepool across seven key themes.

The purpose of the Community Strategy is to integrate service delivery more effectively for the benefit of local people, ensuring that these services are continually improved and reflect the needs of the community.

The Jobs and Economy theme aims to 'develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people'.

## Our Objectives

### Knowledge Driven Economy

- 1) To encourage the development of a knowledge driven and electronic economy and stimulate innovation and its commercial exploitation.

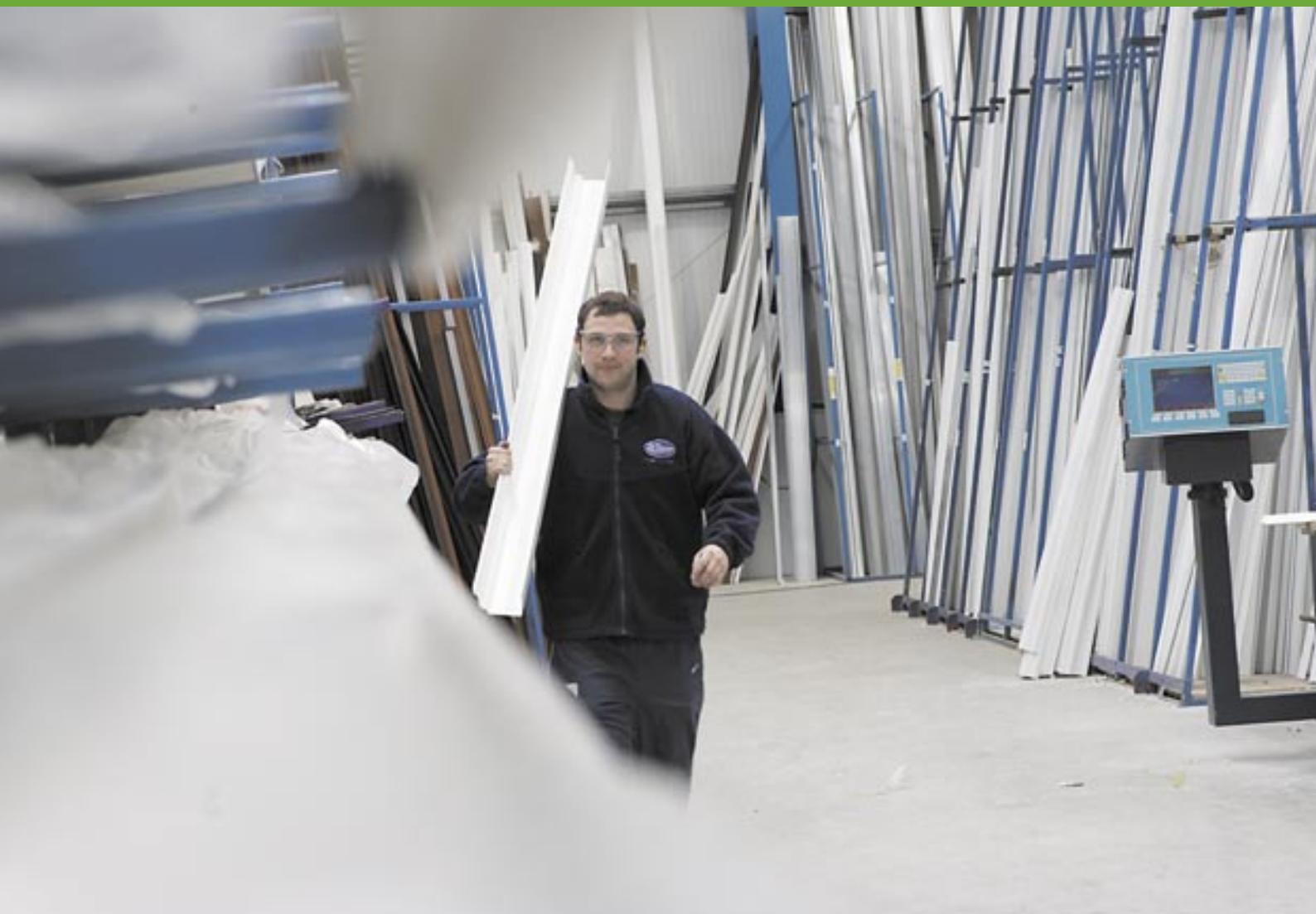
- 2) To place local colleges and the universities at the heart of the local economy, in their role in training and workforce development, as sources of new products and ideas, through compacts and in partnership with other providers of training and workforce development.

### Sites and Infrastructure

- 3) To ensure that the transport infrastructure, property and the physical environment are attractive, modern, responsive, flexible and eco-friendly.
- 4) To encourage the development of flagship sites including Queens Meadow Business Park, Victoria Harbour and Wynyard.

### Business Investment and Support

- 5) To help build an enterprise society in which businesses of all kinds thrive and achieve their potential.
- 6) To encourage and support the



establishment and development of inward investment companies, existing and "new start" businesses in strategic clusters where appropriate, providing a range of quality sustainable jobs.

## Image and Tourism

- 7) To promote a positive image of the town
- 8) To support and develop Hartlepool's tourism and leisure industry especially in the Marina/Town Centre, Seaton Carew and the Headland in the regional context and particularly to attract longer visits.

## Town Centre

- 9) To continue to improve the vitality and viability of the Town Centre to attract further investment and jobs.

## Community

- 10) To continue to recognise the significance of the voluntary and community sector

to the local economy and support them accordingly.

- 11) To support local people in gaining maximum benefit from the economic regeneration of the town, including all people of working age in the economy and especially the young and male unemployed.
- 12) To support employment and training schemes including those that give people who experience disadvantage, discrimination, ill-health, caring responsibilities or disabilities, better prospects of employment and training and reduce poverty and help break cycles of disadvantage.
- 13) To increase accessibility to work for example by encouraging family friendly employment policies, affordable care services, information and advice and flexible working.
- 14) To increase knowledge and awareness of business in the community.

## Key Trends

The population of Hartlepool is young and dynamic and totals about 92,000. Unemployment rates have declined from 12.6% in January 1997 to 4.1% in March 2005. There has been a significant growth in employment in the town related to the electronic economy. Substantial investment has been made recently in the Marina and Town Centre, which include an attractive shopping mall. The town is an important destination for day visitors.

## Key Partnerships and Plans

- Business Link Tees Valley
- Hartlepool Economic Forum and Economic Strategy
- Hartlepool Lifelong Learning Partnership and Strategy
- Hartlepool Local Plan
- Hartlepool Voluntary Development Agency and Community & Voluntary Sector

- Learning and Skills Council Tees Valley - Strategic Local Plan
- North Hartlepool SRB Partnership and Programme
- One North East - North East Regional Economic Strategy (RES)
- Tees Valley Lifelong Learning Partnership
- Tees Valley Partnership
- Tees Valley Urban Regeneration Company (URC)
- Tees Valley Vision and Strategy
- West Central Hartlepool New Deal for Communities Programme.

## Some Linkages

- Jobs and the balanced development of the economy reduce poverty and disadvantage and tend to improve all other aspects of individual, family and community life.

- Culture and leisure is a major growth sector in the national economy.
- an attractive environment and quality housing will tend to attract business investment.
- Voluntary work is a potential route back to employment.

Underpinning these priorities are five specific targets that will measure how successful the inventions and projects developed by the Economic Forum and its partners are in improving the economy of Hartlepool.

- Increase business start-ups – By 2012 increase the number of business start-ups, measured by VAT registrations by 50%. The baseline is 120.
- Increase Employment Rates – By 2012 reduce the gap between the Hartlepool and Great Britain rates to 3%age points. The baseline is 5.5%age points.

- Reduce Unemployment Rates – By 2012 reduce the gap between the Hartlepool and Great Britain unemployment rate to 2%age points by 2012. The baseline is 3.8%age points.
- Reduce Youth Unemployment – By 2012 reduce the rate of youth unemployment as proportion of all unemployment to 29%. The baseline is 30.7%
- Reduce Long-term Unemployment – By 2012 reduce the rate of long term unemployment as a proportion of all unemployment to 25%.The baseline is 33.8%.



## Economic Forum Objectives

<b>Objective 1 – Attract Investment</b>	
<b>Regional Economic Strategy Objectives</b>	<ol style="list-style-type: none"> <li>1) Meeting 21st century transport, communication and property needs.</li> <li>2) Realising the renaissance of our rural and urban communities.</li> </ol>
<b>Tees Valley Partnership Objectives</b>	<ol style="list-style-type: none"> <li>1) Build a liveable and sustainable environment</li> </ol>
<b>Community Strategy Aim and Objective</b>	<p><b>Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.</b></p> <p>To increase the number of business start-ups (VAT registrations)</p>
<b>Key Activities</b>	<ol style="list-style-type: none"> <li>1) Assist innovative new business start ups</li> <li>2) Develop measures to improve business start up rates and the quality of businesses.</li> <li>3) Improve the enterprise skills of the workforce through initiatives such as the NRF funded Self-employment training project.</li> <li>4) Seek the provision and upgrading of managed workspace to support the establishment and development of business.</li> <li>5) Enterprise units with easy in, easy out terms and communal service appropriate for new and existing small business.</li> <li>6) Pursue the development of new business and commercial sites and facilities to meet the needs of potential investors especially the high quality developments of Victoria Harbour and Queens Meadow Business Park, including high tech incubator project.</li> <li>7) Develop a strategy to improve the potential of established business areas and older industrial areas such as Brenda Road and Longhill.</li> <li>8) Enhance the coast, heritage and environmental assets of the town.</li> <li>9) Achieve new investment in the town centre, working with businesses to boost the local economy and protect its vitality and viability.</li> <li>10) Market the town to promote a positive image of Hartlepool as a place to invest, visit, live and work in.</li> <li>11) Develop the tourism potential of the Headland, Seaton Carew and the Marina / Town Centre with special regeneration funding.</li> <li>12) Complete a consultancy study of tourism as the basis for a branding strategy and the development of a tourism strategy.</li> <li>13) Develop an ICT strategy building upon the electronic economy in the town.</li> <li>14) Support the development of links between business, education and training.</li> <li>15) Encourage the implementation of integrated public transport systems.</li> <li>16) Contribute to the Hartlepool Partnership Climate Change Strategy and take forward actions as appropriate.</li> <li>17) Promote new industrial and commercial sites and facilities in order to secure inward investment.</li> </ol>

## Evidence

Neighbourhood Renewal Strategy - 2001  
Community Strategy -2001  
Hartlepool Community Strategy & Neighbourhood Renewal Strategy Action Plan – May 2003  
NRF Jobs & Economy Theme Application Form - 2001  
NRF Jobs & Economy Theme Evaluation – July 2003  
NRF Jobs & Economy Theme Quarterly Monitoring Forms (April 2001 – December 2003)  
Hartlepool Business Survey – December 2001  
New Deal for Communities Delivery Plan - 2001  
New Deal for Communities – Vision formulation & plan of action for Longhill / Sandgate  
Industrial Estates including implementation of Longhill / Sandgate Improvement Scheme - 2001  
Seaton Carew Tourism Strategy - 2003  
Hartlepool Visitor Surveys 1997-2002  
Queens Meadow, Hartlepool Marketing Strategy & Action Plan - 2003  
Business Incubation in Hartlepool - A Feasibility Study - 2002  
Best Value in Hartlepool – Regeneration & Planning Department Service Plan 2003-04  
A Tees Valley Enterprise Approach – Draft 3 - 2004  
Tees Valley Partnership Action Plan 2003-2006  
Hartlepool Council Household Survey 2002  
CLES Report – Unemployment in Hartlepool - 2000



## Objective 2 - Be Globally Competitive

Regional Economic Strategy Objectives	<ol style="list-style-type: none"> <li>1) Creating wealth by raising the productivity of all businesses</li> <li>2) Establishing a new entrepreneurial culture</li> <li>3) Recognising Universities and Colleges at the heart of the region</li> </ol>
Tees Valley Partnership Objectives	<ol style="list-style-type: none"> <li>1) Build a competitive and sustainable economy</li> </ol>
Community Strategy Aim and Objective	<p><b>Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.</b></p> <ul style="list-style-type: none"> <li>● To increase the number of business start-ups (VAT registrations)</li> </ul>
Key Activities	<ol style="list-style-type: none"> <li>1) Develop of an ICT strategy building upon the electronic economy in the town.</li> <li>2) Develop measures to improve business start up rates and the quality of businesses.</li> <li>3) Assist innovative new business start ups</li> <li>4) Seek the provision and upgrading of managed workspace to support the establishment and development of business.</li> <li>5) Enterprise units with easy in, easy out terms and communal service appropriate for new and existing small business</li> <li>6) Introduce measures to improve the sustainability and quality of jobs.</li> <li>7) Achieve new investment in the town centre, working with businesses to boost the local economy and protect its vitality and viability.</li> <li>8) Support community based economic development activities and support local people to take up employment, for example, by improving childcare provision, information and training in the Borough.</li> <li>9) Improve the enterprise skills of the workforce through initiatives such as the NRF funded Self-employment training project.</li> <li>10) Increase the emphasis of training projects on employer needs.</li> <li>11) Support the development of links between business, education and training.</li> </ol>
Evidence	<ul style="list-style-type: none"> <li>● Incubator Study - 2003</li> <li>● A Tees Valley Enterprise Approach – Draft 3 - 2004</li> <li>● Annual VAT Registrations – Small Business Service</li> <li>● CLES Report – Unemployment in Hartlepool - 2000</li> </ul>

## Objective 3 - More Employment Opportunities

### Regional Economic Strategy Objectives

#### Tees Valley Partnership Objectives

#### Community Strategy Aim and Objective

1) Creating a healthy labour market supported by a skilled workforce

1) Build a competitive and sustainable economy

**Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.**

- Increase employment rates
- Reduce unemployment rates
- Reduce youth unemployment
- Reduce long term unemployment

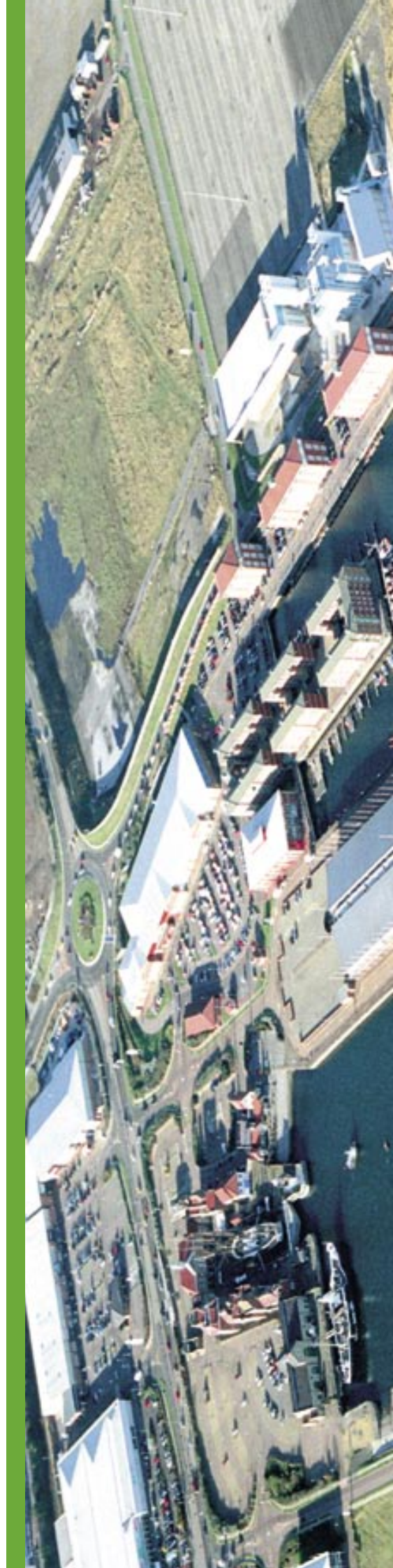
### Key Activities

- 1) Increase the emphasis of training projects on employer needs.
- 2) Support community based economic development activities and support local people to take up employment for example by improving childcare provision, information and training in the Borough.
- 3) Support Intermediate Labour Markets, Jobs Build, Employment training and Volunteering as ways into work.
- 4) Ensure the opportunities that are provided by Welfare to work initiatives are fully taken up for the benefit of local people – New Deal, Work Based Learning for Adults, Entry to Employment, Apprenticeships, Adult Skills Pilots.
- 5) Introduce measures to improve the sustainability and quality of jobs.
- 6) Pursue the development of new industrial and commercial sites and facilities to meet the needs of potential investors especially the high quality development of Queens Meadow Business Park, including high tech incubator project.
- 7) Develop measures to improve business start up rates and the quality of businesses.
- 8) Seek the provision and upgrading of managed workspace to support the establishment and development of business.
- 9) Achieve new investment in the town centre, working with businesses to boost the local economy and protect its vitality and viability.
- 10) Support the development of links between business, education and training.
- 11) Ensure that public procurement incorporates targeted recruitment and training clauses.

## Objective 3 - More Employment Opportunities

### Evidence

- Neighbourhood Renewal Strategy - 2001
- Community Strategy - 2001
- Hartlepool Community Strategy & Neighbourhood Renewal Strategy Action Plan – May 2003
- NRF Jobs & Economy Theme Application Form - 2001
- NRF Jobs & Economy Theme Evaluation – July 2003
- NRF Jobs & Economy Theme Quarterly Monitoring Forms (April 2001 – December 2003)
- Hartlepool Business Survey – December 2001
- New Deal for Communities Delivery Plan - 2001
- New Deal for Communities – Vision formulation & plan of action for Longhill / Sandgate Industrial Estates - 2001
- Longhill / Sandgate Improvement Scheme - 2004
- Seaton Carew Tourism Strategy - 2003
- Hartlepool Visitor Surveys 1997-2002
- Queens Meadow, Hartlepool Marketing Strategy & Action Plan - 2003
- Business Incubation in Hartlepool - A Feasibility Study - 2002
- Best Value in Hartlepool – Regeneration & Planning Department Service Plan 2003-04
- A Tees Valley Enterprise Approach – Draft 3 - 2004
- Tees Valley Partnership Action Plan 2003-2006
- Hartlepool Council Household Survey 2002
- CLES Report – Unemployment in Hartlepool - 2000
- Job Centre Plus Tees Valley Delivery Plan - 2004/05
- LSC Tees Valley Strategy & Action Plan - 2004/05





## Section 5

# Membership and Terms of Reference of the Economic Forum

## Membership

Membership of the Economic Forum is open to any organisation with an interest in the Economic prosperity of the town. The work of the Economic Forum is undertaken by a Steering Group that has been adopted by the Hartlepool Partnership as the theme partnership for the Jobs and Economy theme. Membership of the Steering Group is made up of representatives from the private, voluntary and public sectors.

The private sector has ten members, reflecting the diversity of the economy. There are members representing large business units, the SME community, Manufacturing, Service and Financial Services sectors.

The voluntary sector has five places and is represented by the Community Empowerment Network. The relationship between the Economic Forum and the Voluntary Sector has been strengthened through the development and implementation of a Protocol between the

Community Empowerment Network and the Local Strategic Partnership and its themed sub-groups.

The public sector also have five places and are represented by Hartlepool Borough Council, The Learning & Skills Council, Business Link Tees Valley, Job Centre Plus and Hartlepool College of Further Education.

The names of current members can be found on the Hartlepool Partnership Website.

## Purpose of the Economic Forum

To lead on the development and delivery of measures to achieve the Community Strategy's aim:

'develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people'.



## Objectives of the Economic Forum

- To work in partnership to maximise the economic prosperity of Hartlepool.
- To develop and implement an action plan and protocol with specific actions and targets that reflects the requirements of both business and local residents and which reflect the key objectives of the Community Strategy.
- To review and monitor targets outlined in the Forum Action Plan.
- To approve and endorse activities that will contribute to the key targets adopted by the Economic Forum and where appropriate identify new sources of funding.
- To be inclusive, reflecting the diverse needs of the people of Hartlepool and thereby reducing inequalities.
- To consult effectively with business, community representatives, residents and other stakeholders.
- To work with other partnerships, networks and forums for the benefit of Hartlepool.
- To work in an open and transparent way ensuring that the work of the Economic Forum is communicated effectively and available to the public.
- To ensure that membership reflects the diversity of the community it aims to serve.

## Economic Forum Chair / Vice Chair

The Chair / Vice Chair of the Economic Forum are elected by the full membership of the Economic Forum at the Annual General Meeting in January of each year. The term of office is two-years.

The Chair / Vice Chair will also represent the Forum on the Hartlepool Partnership Board during the period of office.

The Chair / Vice Chair will be representatives of the Private Sector.

# Membership and Terms of Reference of the Economic Forum

## Role of the Chair

- To lead the work of the Economic Forum, ensuring that the views of the Economic Forum are communicated to a wide audience.
- To represent the Economic Forum on the Hartlepool Partnership LSP.
- To meet with the Chair of the LSP to review the performance management framework as required.
- To ensure the efficient and effective operation of the Economic Forum.
- To promote effective partnership working between members of the Economic Forum and if necessary resolve conflict and help foster an environment of mutual interest.
- To approve the formation of Working Groups to deliver specific items of work on behalf of the Economic Forum.
- With the support of the Secretariat to agree the agenda, associated papers and minutes of previous meetings.

## Role of Vice Chair

- To deputise for the Chair as required.
- To support the Chair to ensure the work of the Economic Forum is effectively deployed.

## Economic Forum Champion

The Economic Forum Steering Group will elect three Champions for a period of one year. The Champion will be a representative of the Private Sector. Each Champion will be responsible for one of the three Strategic Objectives outlined in the Economic Forum Action Plan.

## The Role of the Champion

- To lead on the delivery of strategic objectives on behalf of the Economic Forum.
- To support the Chair to influence, comment and respond to other strategies and policies relating to the Economic Forums objectives.
- To agree with the Chair the items that will be reviewed during the term of office.

- To act as a 'demanding customer' and review the delivery of services by public, private and voluntary sector agencies within the scope of the specific objective.
- To assist the Chair with the on-going review of the performance management framework and associated targets.
- To Chair appropriate Economic Forum working groups, agree membership and report to the Chair findings, outcomes and recommendations.

## Economic Forum Steering Group Members

Membership of the Economic Forum is outlined in Section 5.

- The Chair will determine Private Sector representation and prospective members will be elected by the Economic Forum Steering Group.
- Voluntary Sector representation will be determined

by the Community Empowerment Network. Elections will be administered by Hartlepool Voluntary Development Agency and elected members endorsed by the Chair.

- Public Sector representation will be determined by the specific organisation.

## The Role of Economic Forum Members

- To act in the best interests of the Economic Forum, the organisations they represent and the people and business community of Hartlepool.
- To take part in themed working groups as determined by the Chair.
- To represent the views of the Economic Forum in external networks and meetings as appropriate.
- To attend all appropriate meetings wherever possible. Members unable to attend for three consecutive meetings will be removed unless extenuating circumstances exist. Representatives can send an appropriate deputy.



- Private Sector members to act as the 'demanding customer' ensuring that services and priorities are relevant to ensure the current and future prosperity of Hartlepool and its economy.

## Lead Partners

- There will be three Lead Partners drawn from the Public Sector. The role of the Lead Partner will be to deliver one of the three Strategic Objectives outlined in the Economic Forum Action Plan.

## Role of the Lead Partner

- To report to the Economic Forum Champion on a regular basis on actions and activities that will assist in the delivery of Strategic targets.
- To identify resources to assist in the delivery of each objective.
- To advise the Economic Forum Champion of new policies, strategies and initiatives that

will help influence and impact on the work of the Economic Forum.

- To provide advice and guidance on actions and priorities proposed within each strategic objective area by other agencies and organisations.

## Supporting the Economic Forum

- Secretariat support for the Economic Forum will be provided by the Economic Development Manager and members of the Economic Development Team. This support includes:
  - Arranging Steering Group meetings on a bi-monthly basis.
  - Publishing agendas, papers and minutes of previous meetings on the instruction of the Chair.
  - Arranging guest speakers and reports from external bodies for the attention of the Economic Forum.



- Co-ordinating the Annual General Meeting on behalf of the Chair.
- Providing training, induction and other development events for the benefit of Forum members.
- Managing communication, consultation and performance management events on behalf of the Forum.
- Submitting funding applications where appropriate and managing and accounting for resources allocated to the Economic Forum (i.e. NRF).
- Promoting partnership working for the benefit of local people and businesses in Hartlepool.
- All other general administrative support for the partnership.

