



TEES VALLEY

Supercharging development in Hartlepool

April 2023

HDC | Hartlepool
Development
Corporation

ARUP

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Prepared by Arup on behalf of Tees Valley Combined Authority.

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The following masterplan document has been prepared by Arup in collaboration with JK Property Consultants. The masterplan consolidates existing and proposed activities and sets out how and where to engage in the delivery of the plan.

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MAYOR'S FOREWORD

This masterplan sets out how we intend to accelerate the regeneration of Hartlepool – maximising the potential of its maritime past, manufacturing present and creative future.

This means enhancing its environment and its economy to make it a great place to live, work and visit; combining its sea-going history – and historic buildings – with its emerging role as the creative production centre of the region and building on the success of manufacturing businesses at Oakesway and Queens Meadow.

And we believe our approach will work – because we have already seen the impact Mayoral Development Corporations can have.

When I was first elected in 2017, the site of the former Redcar steelworks was a monument to the loss of thousands of jobs after the plant's closure two years prior. Today the site is the beating heart of Tees Valley's economic resurgence.

Teesworks is now home to the UK's largest and first operational Freeport. It is Europe's biggest development zone. It is the site of the major private sector investments which are showcasing how our region is leading the way in the cleaner, healthier and safer industries of tomorrow and driving forward the UK's net zero ambitions – unlocking thousands of jobs and billions in private sector investment.

That is the potential of Mayoral Development Corporations. The power to bring people together to create a blueprint for a better tomorrow, the ability to create the conditions to make a difference, and the drive to make change happen.

This masterplan is not about starting over. It is about building on existing assets such as The Northern School of Art, the football club and the recently regenerated Church Street. It is about maximising its potential – repurposing and revitalising existing buildings like the former Shades Hotel, improving its look and feel with new green public spaces, diversified retail, leisure and office space and by bridging the divide between the town centre and the Marina.

It's about meeting growing demand for urban living with innovative design and delivery. While it includes ambitious plans to create a new park and enhanced public realm to support future events such as Tall Ships, new and striking gateways at the station and Raby Road, and an expanded creative cluster– it is not based on buildings, but the talent and drive of Hartlepool's people.

This masterplan is about improving the existing, proud and unique character of Hartlepool to re-establish its sense of purpose and place – somewhere people want to live, work and relax and where businesses big and small want to be based.

Earlier consultations have shown massive public support for what we are trying to achieve – and thanks must go to the Mayoral Development Corporation Board members for their leadership and vision which has been instrumental in getting us to this stage.

Now we can go further, faster in capitalising on our assets and talent, and Hartlepool's future starts here.

Ben Houchen
Tees Valley Mayor



Imaginative, Creative & Ambitious, a 21st-century maritime town

A PLAN TO DRIVE INVESTMENT

- Supercharging development opportunities in the town
- Stimulating private sector investment and growth in the local economy
- Creating and growing strategic partnerships to unlock investment opportunities in the town
- Prioritising and increasing resources to support delivery
- Promoting Hartlepool to further attract inward investment in the area

VISION

- Restore and reinvigorate the town centre, providing residents and visitors with attractive, quality public space, shops and leisure facilities
- Attract more and better jobs in manufacturing and creative industries and deliver the skills needed to access them
- Create a thriving maritime economy of culture, business, and leisure around Hartlepool's historic marina
- Deliver high quality homes where people choose to live in the heart of the town

FOCUSING ON DELIVERY

- Working strategically to ensure new developments are 'greater than the sum of their parts'
- A dedicated delivery team to support development and secure private sector investment
- Collaboration with developers and project promoters to support new and quality development in the right places
- Streamlined planning process to deliver new development quickly



A thriving place to live, work, explore and invest



Delivering 2,400 new and high quality jobs



Delivering 1,300 quality town centre homes



Supporting the Tees Valley Transition to Net Zero



Delivering well-connected and biodiverse open space in the town centre



Shaping a thriving maritime economy centred around the waterfront



Supporting residents in developing the skills for employment



Creating clean and safe streets



Creating a thriving SME start-up and Screen Industries cluster around the The Northern Studios



Enabling a contemporary and diverse retail and leisure experience



Establishing a Mayoral Development Corporation

A Mayoral Development Corporation (DC) is a statutory body created to bring forward the regeneration of a defined area. The Tees Valley Mayor was awarded the powers to designate areas as DCs as part of the region's 2016 Devolution Deal with Government. Tees Valley currently has one operational DC, the South Tees Development Corporation – now known as Teesworks – in Redcar and Cleveland.

The Combined Authority opened a period of consultation on the proposal to create a Mayoral Development Corporation in Hartlepool between June and August 2022. The purpose of the consultation was to review the establishment of the corporation and its boundaries and the potential this had to support the economic regeneration of Hartlepool. The statutory consultees were the Combined Authority, Hartlepool Council, and the Members of Parliament whose constituencies are in the council's area. The Tees Valley Mayor also published a consultation on the Combined Authority's website which invited responses to the proposal from all interested parties including residents, businesses, and local stakeholders.

Powers

DCs can hold powers over planning, infrastructure and land functions, with the potential for the MDC to become the local planning authority for the whole or any portion of the area. It may provide infrastructure, or facilitate the provision of infrastructure, and regenerate, redevelop or acquire land.

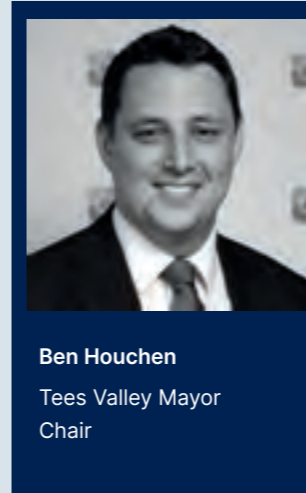
Board

A DC Board has been established for Hartlepool Development Corporation (HDC). This is chaired by the Mayor and includes representatives from both the public and private sector. It will be responsible for overseeing the HDC to help it reach its goals. A full list of board members can be found on the following page.

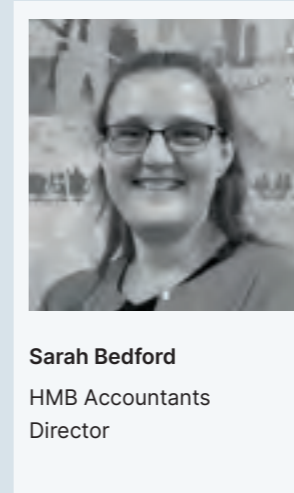
This Masterplan has been developed by ARUP to guide the transformation of the Hartlepool HDC area. The document is itself intended to function as a live investment guide and to define placemaking objectives for the MDC area. A design guide is being developed to sit alongside the Masterplan providing detail about the quality and characteristics for development.

The HDC Masterplan comprises three distinct areas: the town centre and the Oakesway and Queens Meadow Business Parks which exist to the north and south of the town. These areas have been chosen as they represent areas where the HDC, its partners and stakeholders, can accelerate and enhance development which overcomes key spatial, land use and connectivity challenges which currently hinder the town's progress.

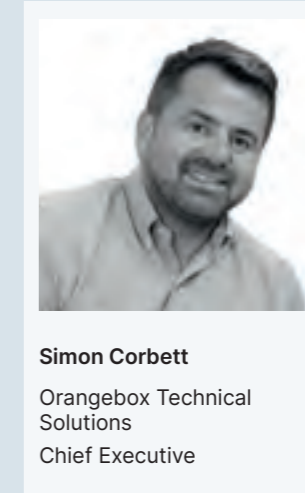
The HDC aims to transform Hartlepool town centre and complement existing activity taking place to make it an even better place to live and do business.



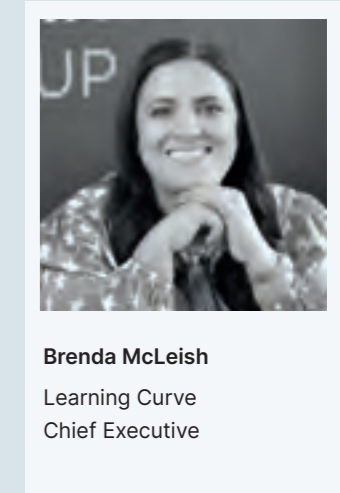
Ben Houchen
Tees Valley Mayor
Chair



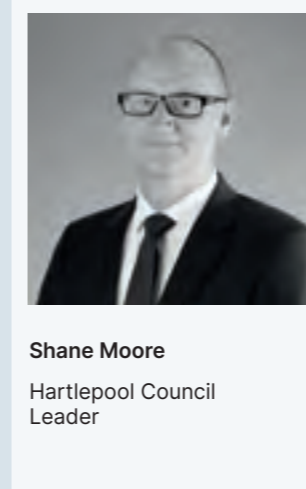
Sarah Bedford
HMB Accountants
Director



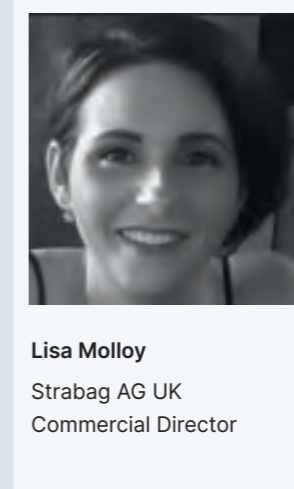
Simon Corbett
Orangebox Technical
Solutions
Chief Executive



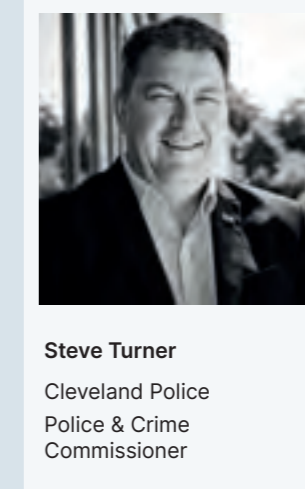
Brenda McLeish
Learning Curve
Chief Executive



Shane Moore
Hartlepool Council
Leader

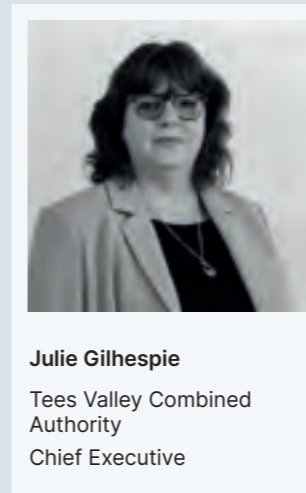


Lisa Molloy
Strabag AG UK
Commercial Director

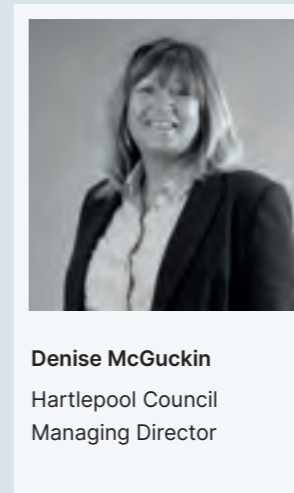


Steve Turner
Cleveland Police
Police & Crime
Commissioner

Associate Board Members



Julie Gilhespie
Tees Valley Combined
Authority
Chief Executive



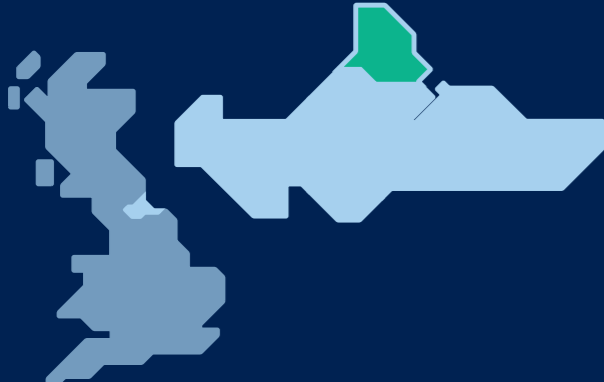





Denise McGuckin
Hartlepool Council
Managing Director




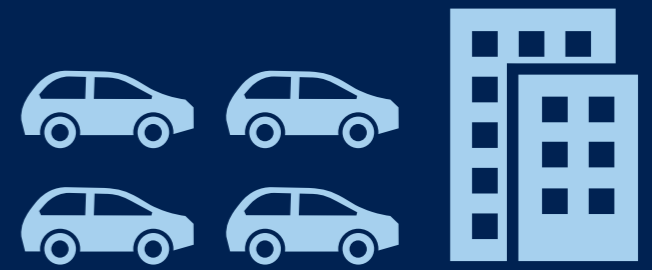




Mark Webster
Cleveland Police
Chief Constable

Independent Advisor

An area of opportunity and challenge – Why we need a Mayoral Development Corporation

<p>Hartlepool DC is one of the most deprived areas nationally</p> 	<p>Unemployment rate Hartlepool = 7.5% Nationally = 3.7%</p> 
<p>Sector strengths with high levels of employment and opportunities to grow are:</p> <ul style="list-style-type: none"> ▪ Retail ▪ Manufacturing ▪ Health & Accommodation ▪ Food Services ▪ Creative Industries 	<p>Life satisfaction is slightly below the national average at 7.42 (UK=7.54)</p>  <p>Recreation is worth £24m / year in Hartlepool, with around 6m visits</p>  <p>The beach at Hartlepool North Sands attracts the highest number of visitors in the HDC area</p> 

<p>Office space in the HDC continues to grow, however retail and industrial space have seen a modest decline since 2016</p> 	<p>Hartlepool experiences higher rates of crime compared to national averages (137 per 10,000 of the population compared to 91 nationally)</p> 
<p>The Northern School of Art and The Northern Studios, along with wider investment in screen industries, will further catalyse a nationally relevant creative cluster in the town</p> 	<p>65.5% of Hartlepool residents rely on a car to travel to work compared to 48.4% nationally</p> 
<p>There are 7,088 residential properties within a 15-minute walk or cycle ride of Hartlepool town centre – creating an opportunity to increase active travel</p> 	<p>77% of local businesses feel that perceptions of the town hold it back as a place for business</p> <p>62% noted that attracting & retaining staff is an issue</p> 



A Plan to Drive Investment

The Hartlepool Development Corporation provides an opportunity to accelerate regeneration, influence government policy and leverage private investment to deliver a step change in the local economy and create jobs.

The masterplan supports the transformation of Hartlepool, making it a place to be proud of. A truly 21st-century maritime town, full of opportunity, where its people live healthy, successful and prosperous lives, where their aspiration can be limitless. It supports world-class skills and educational opportunities, encouraging and providing resources for business to invest, grow and thrive.

The masterplan will support the accelerated regeneration of the town by:

- Supercharging development opportunities in the town
- Stimulating private sector investment and growth
- Creating and growing strategic partnerships to unlock investment opportunities in the town
- Prioritising and increasing resources to support delivery
- Promoting Hartlepool to further attract inward investment to the town

A successful masterplan will require support from Hartlepool's communities, working alongside its businesses and its education providers to transform the town.

It provides guidance to enable the creation of detailed proposals for development sites whilst ensuring flexibility to respond to changes in economic and social conditions.



Figure 1: Site boundary (Southern area)



Figure 2: Site boundary (Northern area)



Vision

Imaginative, Creative & Ambitious –
A 21st-century maritime
town; a thriving place to live,
work, explore and invest.

This vision, developed with stakeholders and partners, is underpinned by four core objectives to drive the HDC's role in the transformation of the town.

Make a vibrant town centre

Restore, reinvigorate and shape a sustainable town centre, providing residents and visitors with attractive, quality public space, shops, and leisure facilities.

Attract 2,000 new and quality jobs

Attract more and better jobs in manufacturing and creative industries, whilst delivering the skills needed to access them.

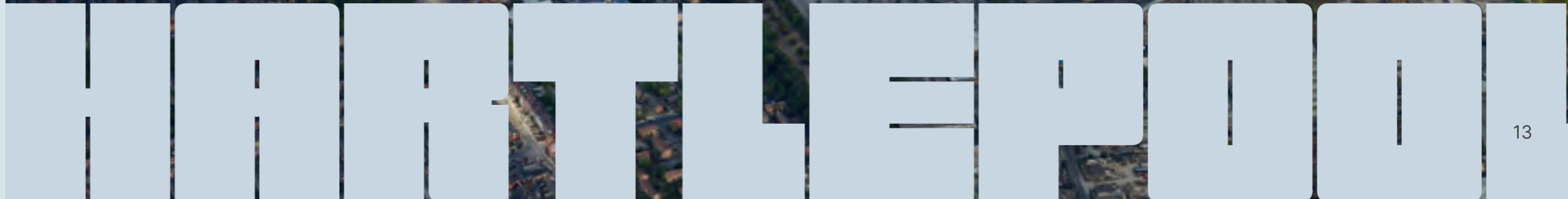
Renew Hartlepool's waterfront

Create a thriving maritime economy of culture, business, and leisure around Hartlepool's historic Marina.

Build up to 1,300 new homes*

Deliver high quality homes where people choose to live in the heart of the town.

*Note all indicative job number calculations are based on standard RICS assumptions of job density for the proposed use and are estimates only. Indicative housing numbers are based on an average size of home of 120m² applied to concept masterplan areas only and includes serviced properties.



Catalysing Transformation

This plan will drive the continuing investment in projects, programmes and development activities.

It will reinforce and extend the impact of existing delivered improvements, support and galvanise ongoing investment and at all stages provide clear additionality to these and other planned investments.

It is also an invitation to those who are interested in working with us to drive change. The HDC is open for business and we look forward to working with partners who share our vision.

Developers are encouraged to engage with the HDC board to seek out opportunities to support development which aligns to the vision and values of this plan.



Figure 3: Church Street public realm

Delivered Improvements

Below are examples of successful improvements delivered by the council and local partners. These interventions have set a standard of quality and aspiration which this plan will build on:

- **Church Street Public Realm** – Completed in 2019, the public realm investment on Church Street was designed to create a more open, pedestrian-friendly street with a new layout that will make it easier for parts of the street to be closed to host events such as markets.
- **Church Square** – The Church Square has been pedestrianised and now incorporates a large oval event space encircled by trees and raised seating, providing a public space setting for the Hartlepool Art Gallery, The Northern School of Art and a number of businesses.
- **The BIS** – The BIS is a flexible workspace providing studios and offices for the creative industries sector through the refurbishment and extension of the derelict Grade II Listed former General Post Office Building in Hartlepool on Whitby Street supporting the revitalisation of Church Street.
- **The Northern Studios** – Delivery of the region's only large-scale television and film studio complex.



Figure 4: National Museum of the Royal Navy

Improvements Ongoing

Below are examples of ongoing work by the council, it's partners and stakeholders to deliver improvements to the town. The plan will support and reinforce these through its packages and programmes:

- **National Museum of the Royal Navy** – Planned investment alongside TVCA will see a new atrium and galleries, exhibition hall, STEM apprenticeship centre and leisure uses to increase the capacity and visitor market attraction.
- **Stockton Street connectivity enhancements** – £1.2m investment in improvements to pedestrian priority and safety in crossing the key town centre junction between the Binns Building and Church Square.
- **Jackson's Wharf (Waterfront)** – New leisure centre and civic events space led by Hartlepool Borough Council. The site received full planning permission in 2022, a co-investment by TVCA and the Council's Capital Programme.
- **Church Street Creative Industries** – Hartlepool Borough Council and the Hartlepool Creative Network are coordinating a range of initiatives to facilitate creative businesses on Church Street. An events programme will utilise the Art Gallery, Studio and colleges to create indoor and outdoor events.



Figure 5: Middleton Grange proposal

Planned Investment

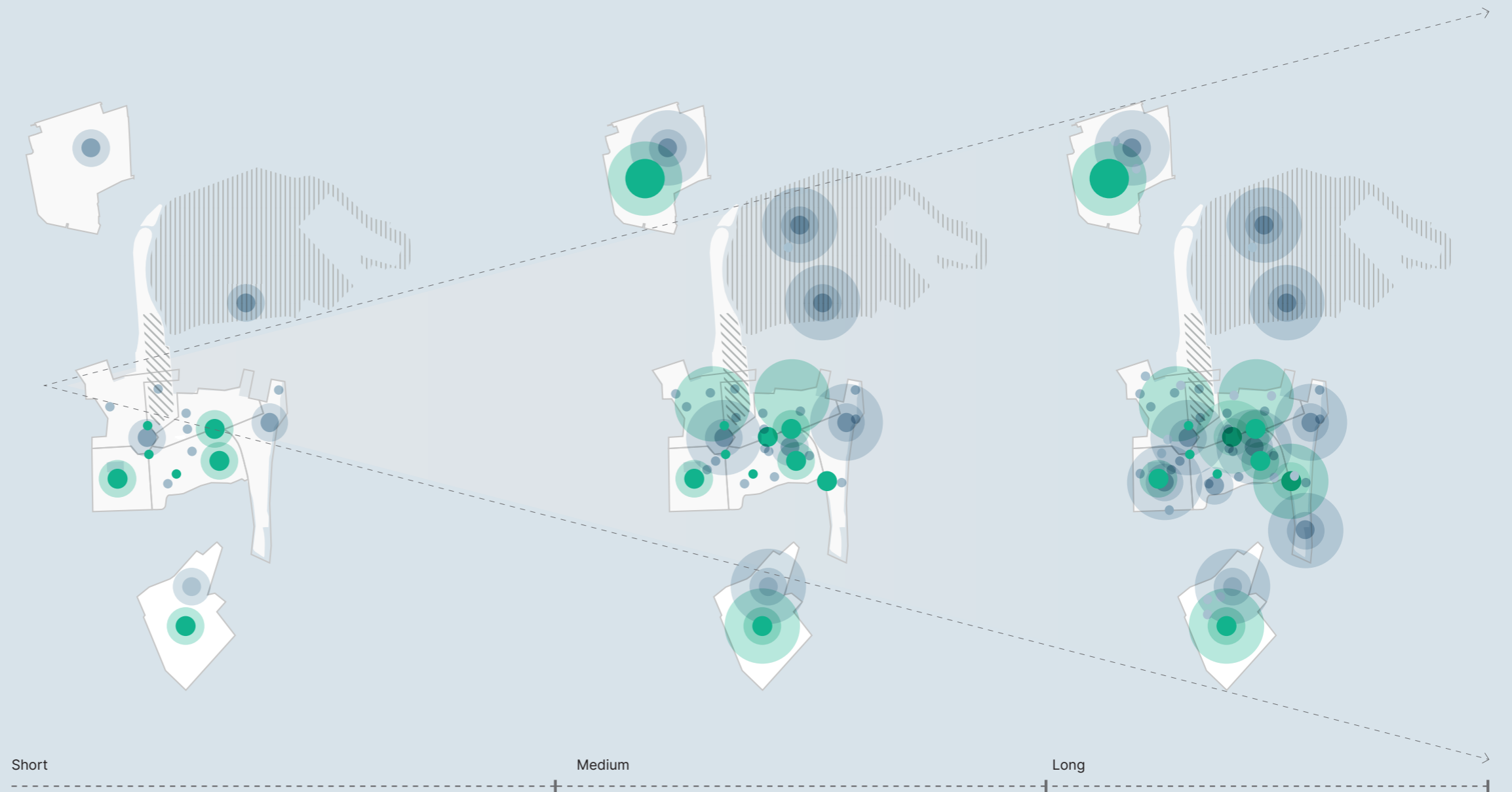
The following planned investments, including the Towns Fund and Levelling Up Fund projects, will be supported and integrated through this plan:

- **Hartlepool Station (Stage 2 redevelopment)** – The works will help provide more capacity to enable future service for routes including those between London and Sunderland operated by Grand Central. Northern services which connect Hartlepool with Middlesbrough, Newcastle and other key economic centres on the Durham Coast Rail Line are also in line for enhancement as a result. Project totals £12m in investment.
- **Emerging Hartlepool Western Link** – £4.8m on A19 bypass and link road to support 1,500 new homes.
- **Levelling Up Fund** – Hartlepool Borough Council has secured a £16.5m LUF investment to fund creative industries space for film and TV industry and The Northern Studios.
- **Middleton Grange** – A Town Deal £13.8m investment for a restored and repurposed Grade II listed building designed for a new mix of uses and new public space at the redefined 'Heart of Hartlepool'. Including proposals to upgrade the shopping centre and entrances opposite the civic centre.

Focus on Delivery

The masterplan is centered around the development focus areas which each have different stakeholders and contributors, different timescales and create different benefits individually and collectively.

This delivery plan sets out how these packages aggregate over time and critically draws out which projects are intended to be delivered in the short term to act as a catalyst for further development.



Short

Medium

Long

Key Projects

- Screen Industries Expansion
- Middleton Grange Shopping Centre Improvements
- Queens Meadow Infrastructure
- Hartlepool Station Improvements
- Raby Road Connectivity & Public Realm Improvements
- Hartlepool FE College Improved Connectivity to Church Street Area
- Park Road Greening

Key Projects

- Mill House Leisure Centre Redevelopment
- Civic Centre Redevelopment
- Northern Gateway - Trincomalee Wharf Way
- Old Cinema Park
- Scene Square
- Queens Meadow Development
- Oakesway Employment Space
- Residential Developments
- Improved Crossings

Key Projects

- Residential Improvement Area
- York Road Connectivity & Public Realm

- Proposed MDC Masterplan project
- MDC supporting initiatives

Figure 6: Delivery plan



Be ambitious & open



Work for Hartlepool & the wider Tees Valley



Create a well-connected & safe town



Build places and spaces that people are proud of



Drive sustainability



Build on recent investment



Support business



Repurpose



Expand the Screen Industries cluster



Engage & communicate

04

Principles of development

In delivering our masterplan and the opportunities it will help create, 10 key principles have been identified to guide development.

The principles are:

1. Be ambitious and open to opportunities
2. Work for Hartlepool and the wider Tees Valley
3. Create a well-connected and safe town
4. Build places and spaces that people are proud of
5. Drive sustainability
6. Build on and support recent investment
7. Support businesses to start, scale and grow
8. Repurpose Hartlepool's heritage buildings
9. Expand the Screen Industries cluster
10. Engage and communicate openly



Be ambitious and open to new opportunities



Figure 7: Hartlepool Port

Reconnecting and refocusing the town centre will unlock underutilised land, creating new, more attractive development plots helping to revitalise the town economically, culturally and socially.

Focus will be given to reconnecting the town, building upon well-established positive uses and activities, to support their growth. This includes growing and expanding the creative and screen industries around Church Street, better connecting the Marina with the town and supporting mixed use development between these.

A new town centre 'urban village' will be supported by grade A office accommodation and growth in the leisure and cultural offer at the Marina and at Middleton Grange. The strengthening of Raby Road alongside improved links to the Marina, will create thriving and vibrant spaces with lasting value.

Mixed-use spaces will bring vitality to the area. Flexibility is key, with quality, long-lasting and major infrastructure improvements complementing temporary uses and activities, and vice versa. This will allow for development phasing, and flexing the balance of land that can respond to market demands and be adaptable to new opportunities, while encouraging development within key sectors.

To achieve this, the Development Corporation will reduce developmental bureaucracy to be attractive to business, secure private sector investment and create good quality jobs.



Work for Hartlepool and the wider Tees Valley with an ambitious regional approach to growth



Figure 8: Tees Valley

At the heart of Tees Valley's future is each town operating successfully in complementing, but not competing, sectors with the overall outputs being greater than the sum of their parts.

Hartlepool will be a thriving local centre; a critical player in region's growing creative economy and a driver of coastal tourism better linked to Seaton Carew. Existing strengths in manufacturing will continue to grow at both the Oakesway and Queens Meadow business parks, linked to freeport opportunities and building local supply chains. Hartlepool will be able to retain and attract UK and international companies seeking high quality accommodation and a skilled and committed local workforce. Local people will be connected to emerging opportunities, aligning and promoting skills development to fast-growing sectors to encourage growth and diversification of the local economy.

Regionally based marketing can promote Hartlepool as a fantastic place to live, work and study. By celebrating the town's strengths and appeal in the region and beyond, it can attract both local and wider visitors and investors – bringing jobs, tourism and residents to the town, benefiting the wider Tees Valley economy.



Create a well-connected and safe town for residents, businesses and communities



Figure 9: Refurbished Church Street, Hartlepool

The masterplan will create safe, connected, vibrant and interesting spaces people want to enjoy. It will promote dwell time and active travel through improvements to the public realm, alongside a well-lit network of pedestrian and cycleways that are better connected to wider regional links. It will reduce vehicle numbers in the town centre, giving street space to people, while improving road travel.

Delivery of the masterplan will maximise opportunities to prevent and deter crime and disorder. This will include increasing community protection and surveillance, embedding Secure by Design in all developments, while bringing derelict and unlet buildings back into use at key locations.

The masterplan looks to develop opportunities that:

- Create safer streets through investment in safety measures and community programmes
- Deliver safer and attractive crossings
- Improve the quality of public realm around a public transport interchange
- Soften the impact of the A689 and A179 and reduce crossing time between Middleton Grange, the Marina and Church Street
- Better connect the town to the coastal walks
- Improve the arrival experience at the station and walkability from the station to the Marina



Build places and spaces that people are proud of



Figure 10: The BIS Hartlepool

Successful towns and cities create a sense of pride, with their attractiveness influencing their use, movement and feeling, contributing to economic, social and environmental wellbeing. Hartlepool is a distinct town with coastal setting and thriving Marina, set against a backdrop of Georgian maritime architecture, which anchor the town as a tourist destination.

Previous and ongoing regeneration projects to bring many of the town's heritage buildings back into use, focused around Church Street and Victoria Road, are paving the way for further redevelopment. Developing underutilised spaces in these areas will help further define Hartlepool, through the creation of a cohesive framework of streets, development plots and public space with quality materials and green space at its heart.

A HDC design code will be established to define key characteristics of new development at strategic locations and establish density and scale in these areas; identifying existing features to be retained and areas to be kept open from built development; agree materials palettes for areas of the town.

05

Drive sustainability through all projects, programmes, and investments



Figure 11: Extensive urban greening

The masterplan supports the Tees Valley Net Zero Strategy to create a sustainable and decarbonised town centre. Sustainable towns respond to economic, environmental and social change to remain thriving places for people which are varied, enjoyable and attractive.

New developments should be constructed through low carbon, sustainable design and construction, incorporating renewable energy solutions. The masterplan looks to develop opportunities that:

- Promote and increase walking, cycling, new mobility and green vehicle charging infrastructure, as part of a network in the town centre and adjoining communities
- Use investments in biodiversity to characterise the employment centres in Oakesway and Queens Meadow
- Increase the town's ability to manage flood events through nature-based solutions
- Increase open green space and urban greening
- Improve the natural capital of the town and its wider catchment

06

Build on and support recent investment in the town and accelerate successes



Figure 12: Proposed Hartlepool waterfront leisure centre

The masterplan acknowledges regeneration that has shaped the town to date. It brings together existing public and private sector projects, to support, scale and speed up their delivery, while also using these developments as a catalyst for further regeneration.

The masterplan will link recent developments so that their impact becomes greater than the sum of their individual parts, and builds confidence for future success.

Support will also be given to existing business to grow. This includes town centre-based businesses and successful manufacturing firms in the town's business parks. A suite of business support will include assistance with:

- Upskilling employees
- Developing supply chains
- Transitioning to new technologies and sustainable practices
- Creating and growing strategic partnerships to unlock investment opportunities
- Prioritising and increasing resources and mechanisms to support inward investment

07

Support businesses to start, scale and grow



Figure 13: Flexible workspaces, BIS

The presence of local businesses in Hartlepool are vital to the area's long-term success.

The masterplan supports and encourages homegrown start-up businesses working with local educational institutions. This will include ensuring affordable, fit for purpose accommodation with flex for growth so successful businesses can stay in the area they know and love.

The masterplan also seeks to preserve and grow existing enterprises, supporting dedicated sites and premises, alongside complementary strategies that will aid SME start-up, expansion or diversification. The masterplan looks to develop opportunities that:

- Explore how start-up spaces can be integrated into larger industrial areas around Queens Meadow and Oakesway
- Transform vacant units into usable spaces, with rental support and business advice
- Improve links between the colleges and local businesses
- Ensure new and existing businesses can grow sustainably by attracting the right workforce through support for skills, training and other initiatives

08

Repurpose Hartlepool's fantastic heritage buildings and bring them back to life



Figure 14: The Wesley Chapel, Hartlepool

Heritage has a significant role to play in expressing the character of an area, with historical assets attracting visitors that generate economic, social and environmental value. The masterplan has been inspired by Hartlepool's rich maritime and military heritage and buildings to support regeneration.

Regeneration of key listed buildings could act as a catalyst for the changed perception of specific areas of the town and support further development. This has been evidenced by work at the former Christ Church and Church Square, now an art gallery and area of quality public realm supporting further development of Church Street. Regeneration of key listed buildings such as the Wesley Chapel, which will become a new boutique hotel, will act as an anchor for redevelopment, bringing an authenticity to the creation of new spaces by acknowledging the town's past.

While the importance, and use of heritage assets is acknowledged, the town should not be solely looking to the past. Good design has a huge role to play in complementing and enhancing the historic environment, and also in creating a rich streetscape.



Expand the Screen Industries cluster around The Northern Studios



Figure 15: The Northern Studios, Hartlepool

The Northern Studios is the only large-scale television and film studio complex in the North East, with Hartlepool at the forefront of the region's screen industries growth. To support business growth within the studio and build the town's reputation as a screen hub, intervention is needed to stimulate the clustering of supply chain businesses and creative skills. Key assets are already well-established, including The Northern School of Art – one of the leading providers of specialist creative art and design skills in the North – and The BIS, a managed creative workspace which houses a diverse range of creative enterprises, including North East Screen.

Blending capital intervention with revenue programmes of business support, along with site promotion and management are needed to build a dynamic Production Village and sustainable creative cluster. The masterplan looks to develop opportunities that:

- Expand and consolidate the impact of the BIS into the wider Screen Industries cluster
- Support the provision of space for artists and creative business use by building upon Church Street's public realm improvements and creative ongoing cluster project
- Encourage opportunities for creative industries, through the reuse and reinvigoration of existing leisure and entertainment facilities



Engage and communicate openly with the Hartlepool community and future investors



Figure 16: Community engagement

People are central to a sense of place, and in establishing this masterplan we have met representatives from communities, businesses, educators and charities. The experiences of these people have helped us to shape a plan which works for all sectors of Hartlepool's community.

Our engagement doesn't end there. New developments need buy-in and ownership to be successful. Pride and the desire to protect what has been created will contribute to longstanding success.

This masterplan supports and encourages developers to continue this engagement to ensure developments are well-integrated and to create additionality to existing communities.

To be a truly sustainable town, developments should look beyond solely economic benefits, adding community benefit, social value and environmental improvements. Economic development should seek to respect local values and provide opportunities for existing communities to fulfil aspirations for positive change. Community Safety, Skills and Employment strategies will sit below this masterplan and support developers to further engage with the community.





Frameworks

This section of the masterplan provides three frameworks that translate the plan's key vision and objectives in spatial terms

A – Land Use

Hartlepool has distinctive areas and assets across the town that represent opportunities for future success. However, further action is needed for the town to work as an 'ecosystem' that is greater than the sum of its individual parts. The Land Use Framework provides a coordinated and united direction for future uses. A coherent approach will remove barriers to growth and bring underutilised assets back into use. It will bring segmented areas and anchor attractions into a complementary and connected offer.

B – Open Space

Public space improvements, including the creation of green and open spaces, will increase the attractiveness of the town. The Open Space Framework sets out our approach to create places where people want to spend time. It will improve perceptions of safety whilst providing better access to green space and increasing biodiversity. Open Space and Public Realm activation throughout the MDC will knit together a cohesive offer that drives footfall and improves the attractiveness of Hartlepool as a place to live, work and relax.

C – Movement

Movement through the town is challenged by real and perceived barriers. There is a heavy reliance on private cars that can limit the ability to enjoy all the town has to offer. The Movement Framework sets out our approach to overcome these challenges. It will encourage active and public travel choices that will benefit the large number of residents living within 15 minutes of the town centre. The opportunity to build on existing improvements at the train station will create a public travel hub that can draw residents and visitors into the town. Ease of movement will also facilitate the connection of key assets.

A – Land Use

Strengthen the town’s existing important places, spaces and clusters.

Work will take place with stakeholders to reinforce the existing, shopping, leisure, Marina and creative clusters and the key employment hubs at Queens Meadow and Oakesway. It will restore and repurpose the anchor heritage buildings as signposts of civic pride.

The land use framework synthesises information from the project pipeline and from the masterplan concepts to show how the plan reinforces the existing predominant uses to create a series of connected clusters. This includes the following elements:

1. Consolidating and reinforcing the shopping, leisure and civic functions of Middleton Grange shopping centre.
2. Reinforcing the Screen Industries cluster around The Northern Studios.
3. Forming a new mixed-use quarter around the north of the station, with new connectivity, that links to the Marina.
4. Diversifying and adding to workspace, leisure, culture and visitor economy opportunities around Church Street.
5. Building out employment focussed development in Oakesway and Queens Meadow supported by high-quality social infrastructure that helps attract and retain employees.

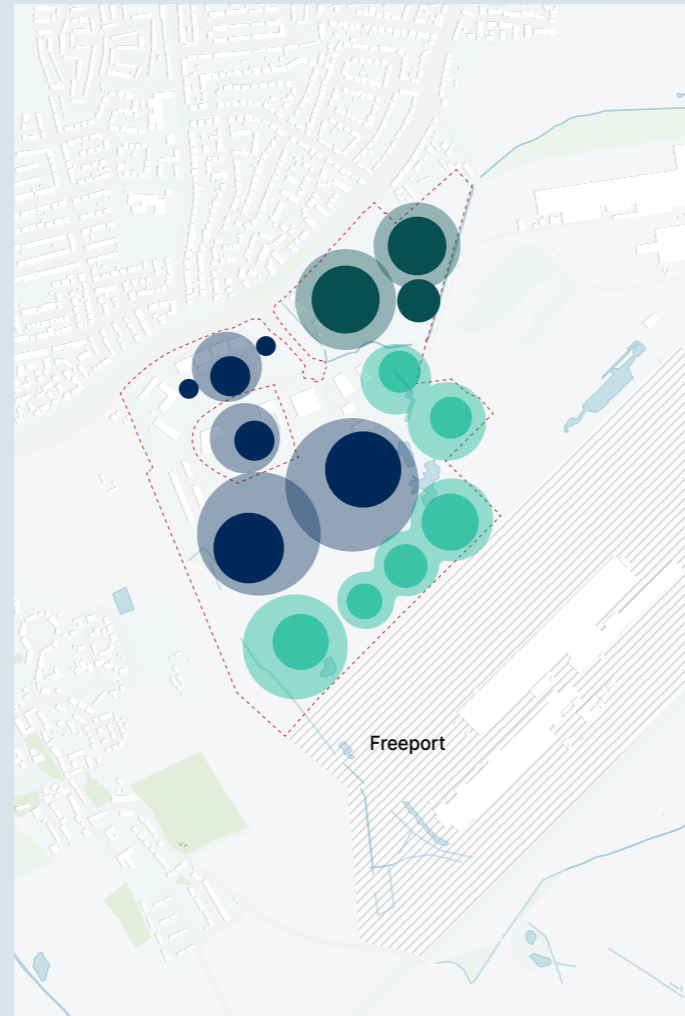


Figure 17: Land use framework plan (Southern area)

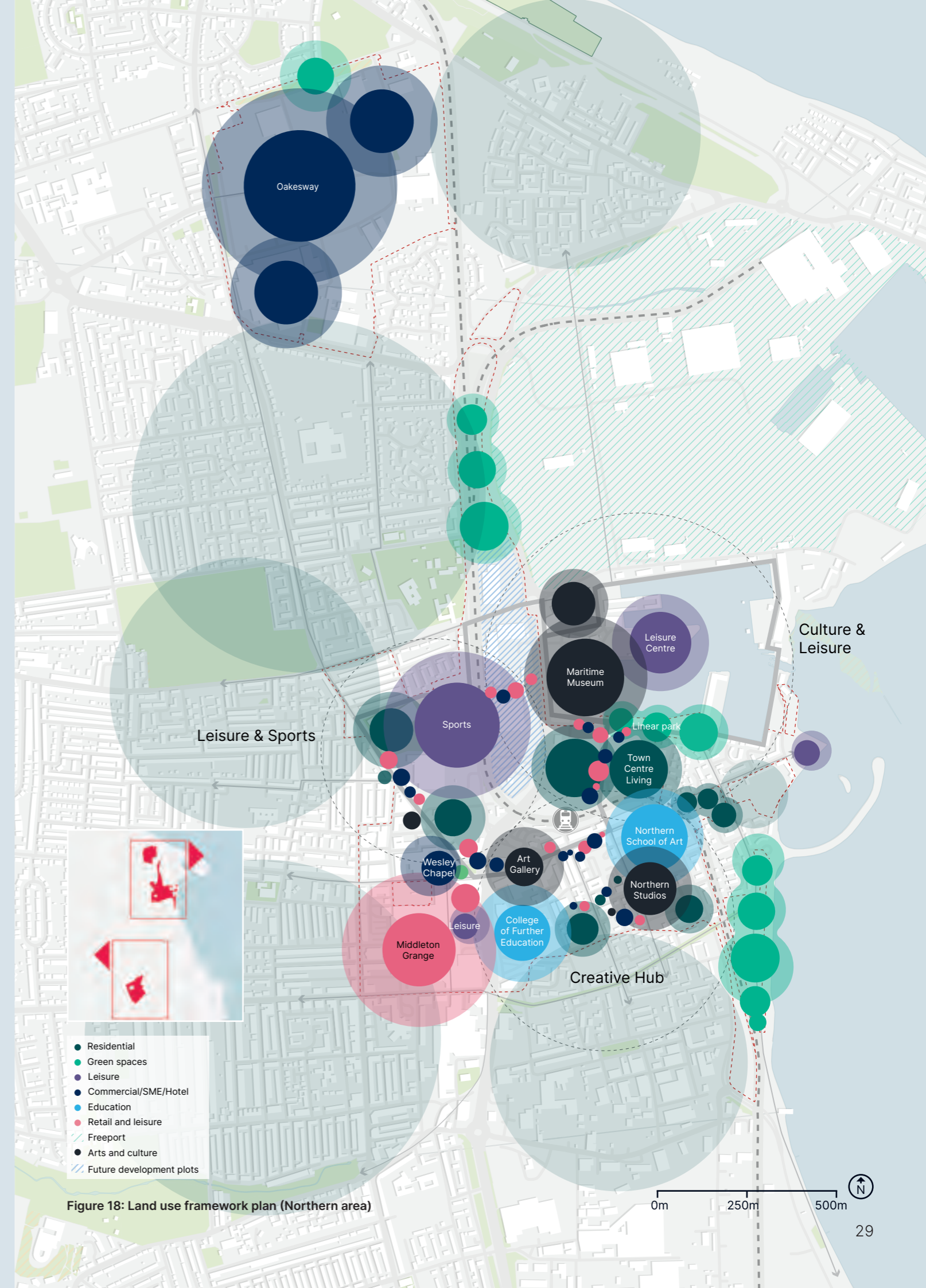


Figure 18: Land use framework plan (Northern area)

B – Open Space

Link the existing clusters together with public realm and green infrastructure.

Activity will build and improve connectivity between each of the places to form a figure of eight of walkable network – from the stadium to the Marina, the shopping centre to the station and the Screen Industries cluster to the college.

The Open Space framework sets out where new public spaces, green spaces, biodiversity enhancements and ecological links are proposed within the plan. This element of the framework includes both long and short-term projects. This framework contains the following key actions:

1. Increasing green infrastructure along Raby Road and a range of other town centre walking routes.
2. A new Marina-edge park to support the delivery of events.
3. Creation of a new parkland utilising the land between the railway corridor and sea defences.
4. Improved green links to existing parks including North Cemetery and Burn Valley Gardens.
5. Extension of the Church Street public realm across the A179 corridor to create quality continuity and a setting for the cluster of historic buildings.
6. High-quality landscape and biodiversity enhancements around Oakesway and Queens Meadow employment zones.

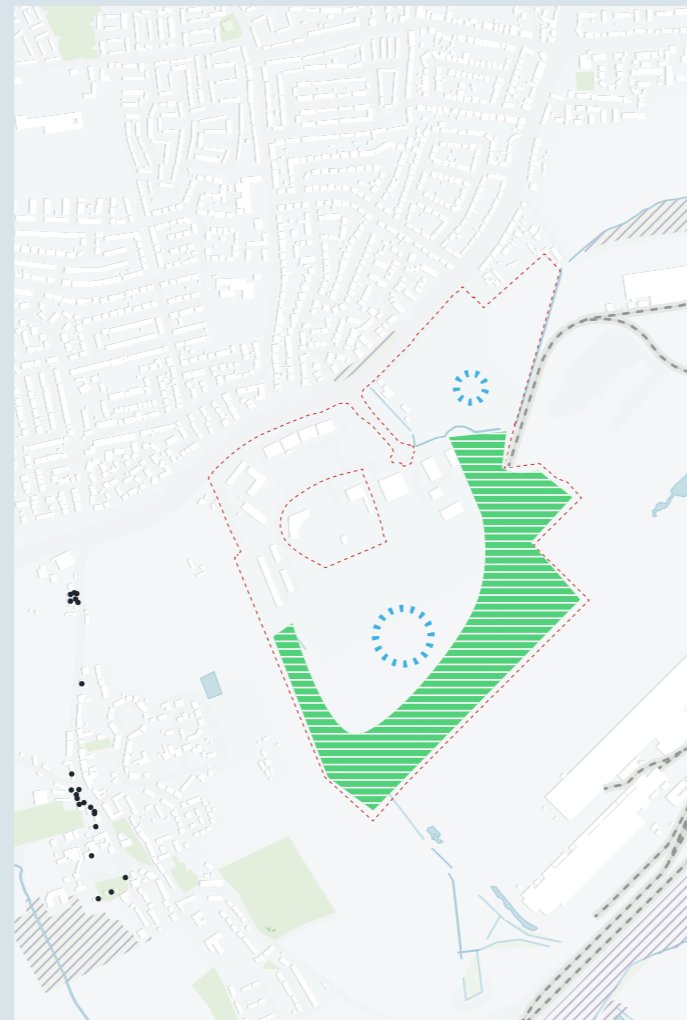


Figure 19: Open space framework plan (Southern area)

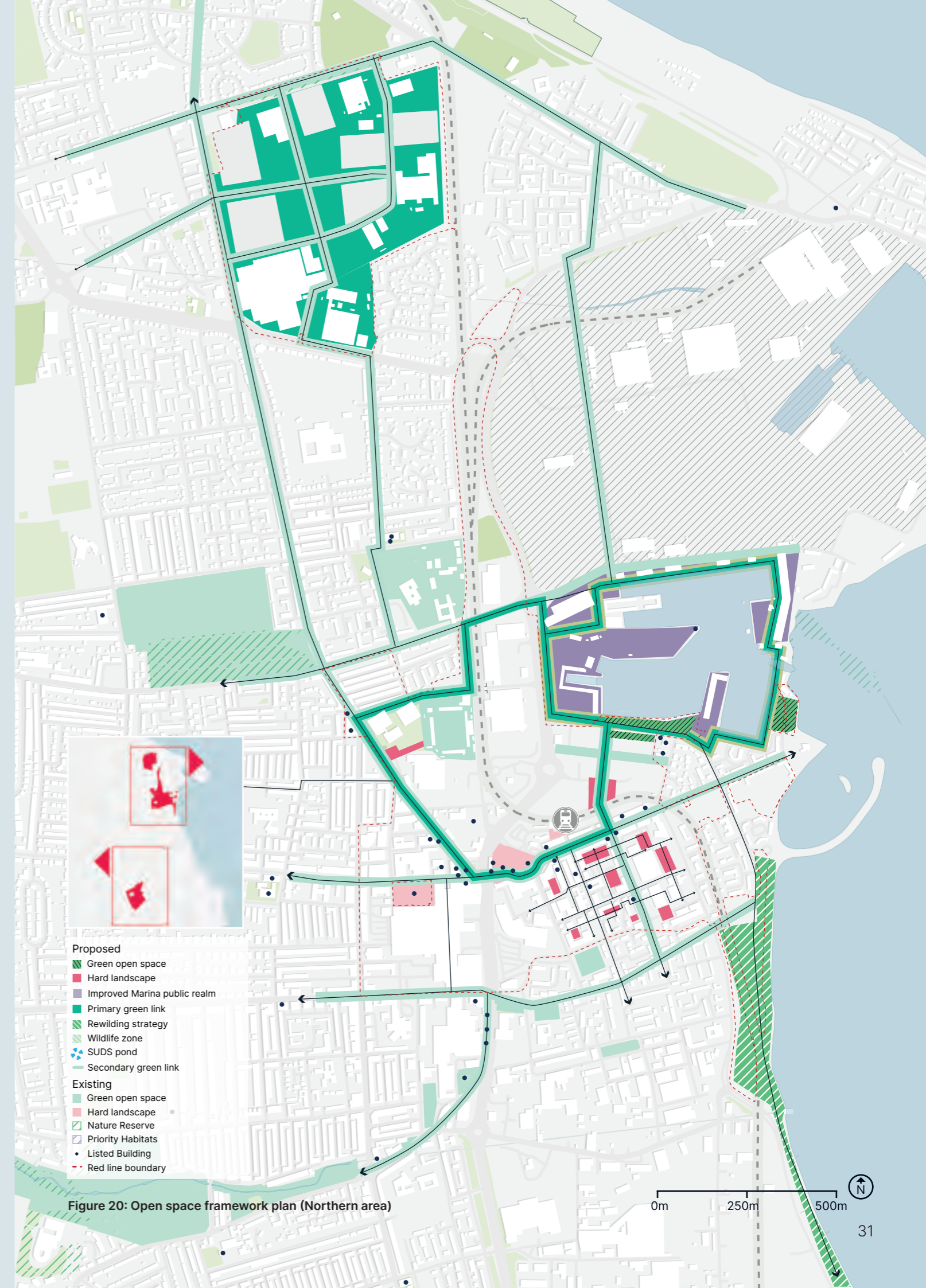


Figure 20: Open space framework plan (Northern area)

C – Movement

Reconnect the town to the sea as a thriving maritime town.

Activity will establish Hartlepool as a contemporary maritime community through greater connectivity and programming associated by its coastal location. This will be catalysed by the Tall Ships, the expansion of the National Museum of the Royal Navy and the education programmes within the town. New linkages will be created from the town centre to the coastal walk and beaches.

The movement framework sets out the overall ambition for the MDC area. It proposes the following key actions.

1. Support the delivery of improvements to the A689 with specific focus to the pedestrian connection between Victoria Road and the A178.
2. Form a new bridge connection from Church Street and north to the Marina.
3. Better connect the Hartlepool FC ground with the National Museum of the Royal Navy.
4. Improve pedestrian connectivity along Raby Road as a key gateway to the town.
5. Create an improved active travel link over the rail corridor east of Mainsforth Terrace allowing easy connection to the sea wall walkway and Seaton Carew beach.
6. Reinforce pedestrian connectivity throughout the town.
7. Reinforce the central transport hub around the enhanced station.

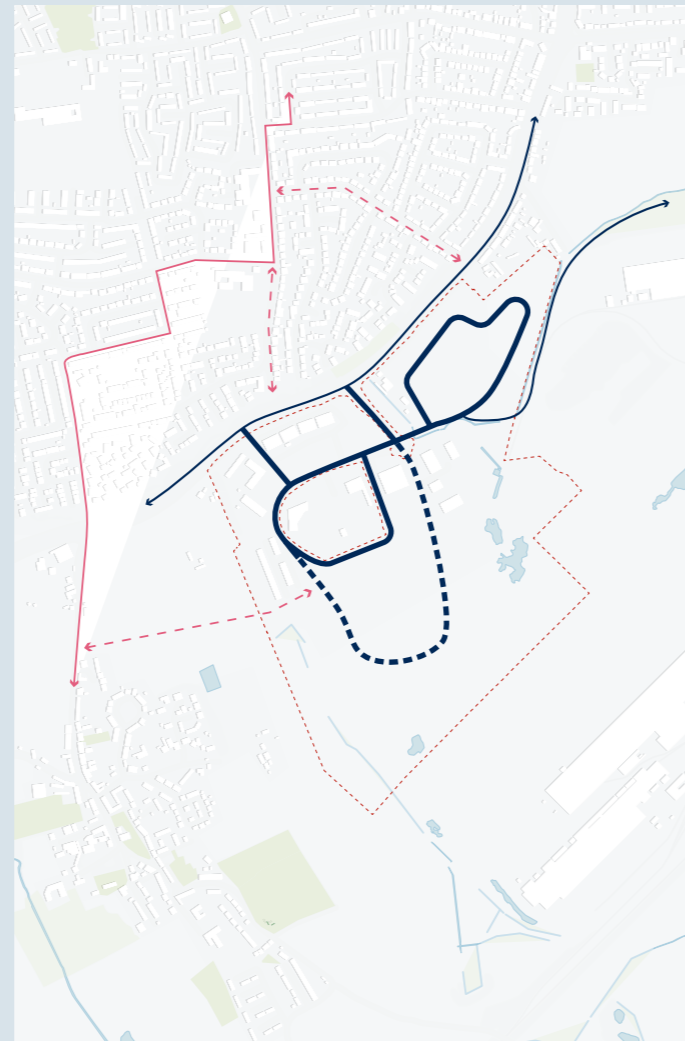


Figure 21: Movement framework plan (Southern area)

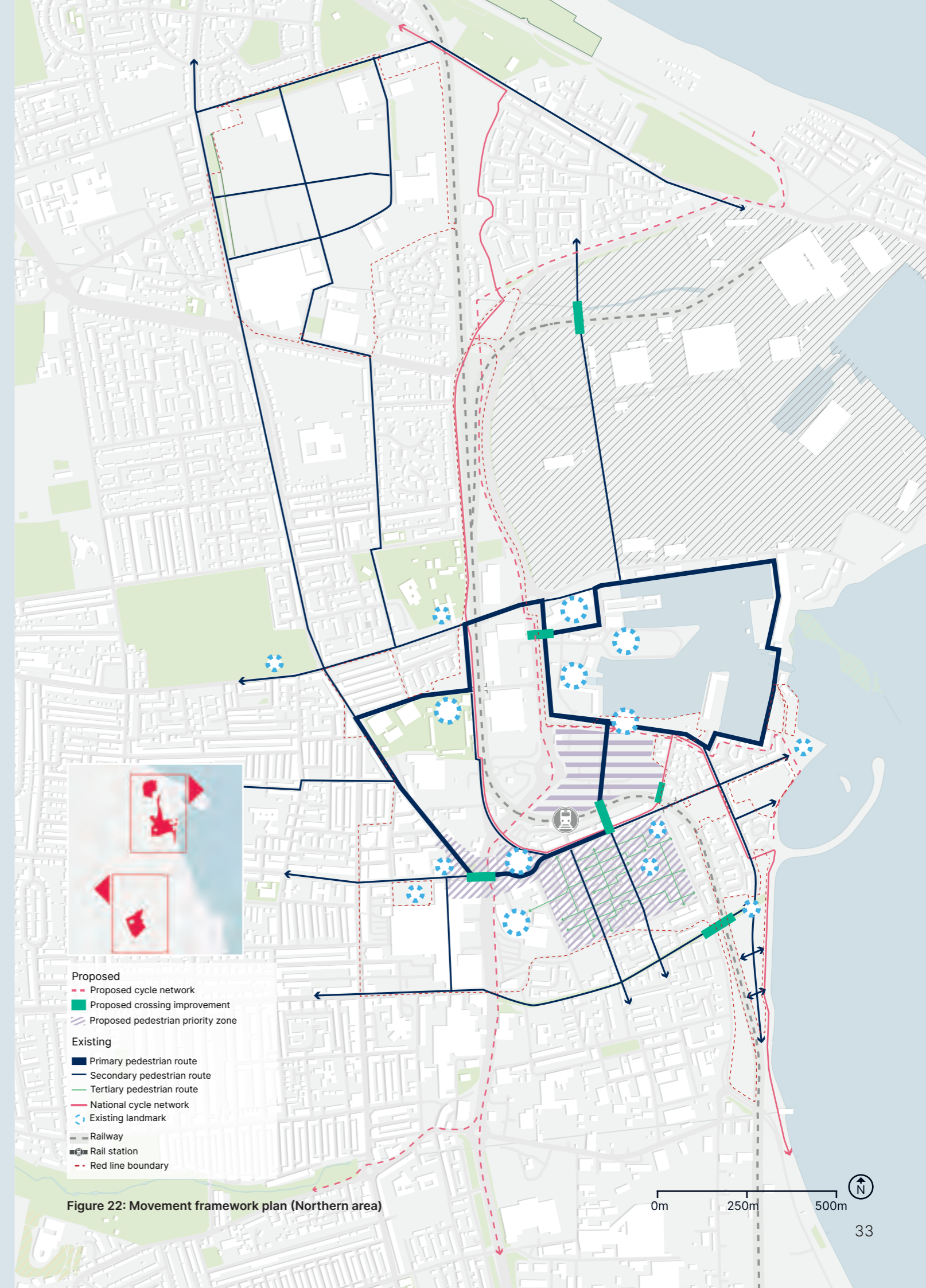


Figure 22: Movement framework plan (Northern area)



Focus Areas

This section of the masterplan focuses on delivery and includes:

- **Delivering the Plan**
- **Cross-cutting Strategies**
- **Focus Areas**
 - Raby Road Development
 - Middleton Grange
 - Creative Industries Cluster
 - The Town to the Sea
 - Urban Village
 - Queens Meadow and Oakesway growth

The Focus Areas bring together a range of indicative projects which collectively will support transformation.

Delivering the Plan

To achieve successful regeneration of Hartlepool, it is vital that the public and private sector share the ambition and work together to deliver change. Strong public sector leadership is required to provide the private sector with the increased confidence to invest. First phase projects by the HDC will provide a strong foundation and catalyst for continued growth in the town, to enable the private sector to realise the long-term ambitions of the masterplan.

Focus Areas are centred around those parts of the town which offer the greatest potential to drive transformational change. When linked together through strategic public realm improvements, open space, and better connections this will change the look, experience, and aspirations of Hartlepool.

The Focus Areas build on the existing successful regeneration that has already taken place through investments by Hartlepool Borough Council, Towns Fund, Future High Streets Fund, Tees Valley Combined Authority and other stakeholders. Through the development principles identified and the supporting design code, regeneration will occur in a strategic, cohesive, and complementary manner, accounting for the individual Focus Areas but ensuring the distinct parts work together more effectively and support one another to create a modern and successful Hartlepool.

Three cross-cutting themes support development which relate to:

- Supporting businesses and people to achieve the skills they need, and to do the jobs they want
- Improving green open space
- Creating a digitally connected town

We must stimulate the market with our first phase projects and will explore funding opportunities to assist with the delivery of this plan, such as:

- HDC Seed Funding (TVCA Investment Plan)
- UK Shared Prosperity Fund (UKSPF)
- Levelling Up Fund (LUF)
- Town Deal
- City Region Sustainable Transport Settlement (CRSTS)
- Local Cycling and Walking Infrastructure Plans (LCWIP)
- Arts Council

- Homes England
- Devolved Adult Skills Budget
- Tees Valley Business Growth Support
- Innovate UK
- Community Grant Programmes
- Community Ownership Fund
- Woodland Accelerator Fund
- Developer Contributions

An indicative pipeline of projects has been identified within each of the Focus Areas, this will evolve over time as we explore opportunities. The role of the MDC in each of these projects is either to:

Lead – HDC will lead on the development and delivery of projects including working with partners to source and secure appropriate funding packages.

Collaborate – HDC will work with partners to facilitate and bring forward these projects, removing barriers to delivery.

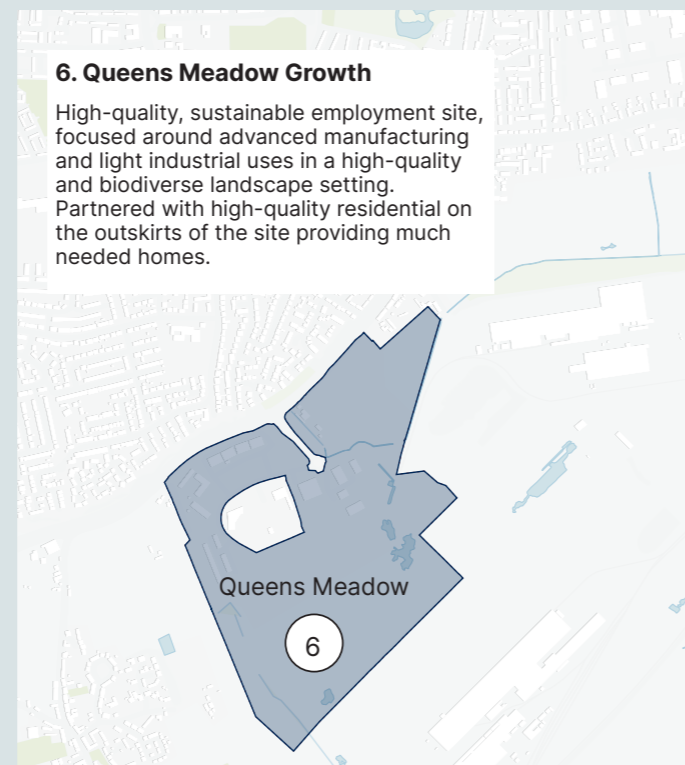


Figure 23: Focus Areas (Southern area)

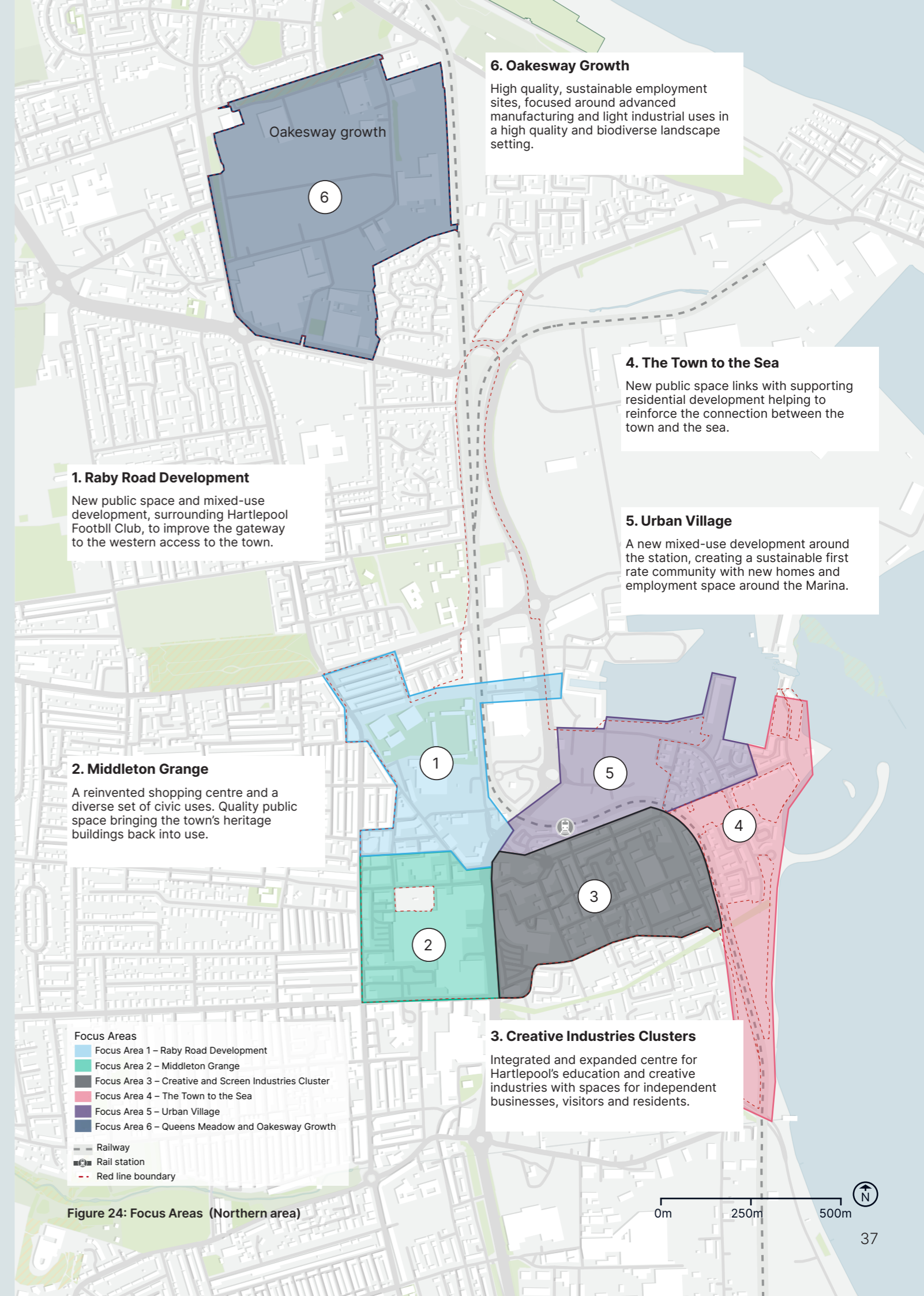


Figure 24: Focus Areas (Northern area)

Cross-cutting Strategies

The following strategies should inform the development of the Focus Areas.



People & Skills

The masterplan will be supported by the Tees Valley Employment and Skills Strategy (2022 and beyond) which provides a direction for skills within Hartlepool and Tees Valley. Delivery of the strategy will:

- Ensure every business has access to the skills they need, including workforce development and skills support
- Provide clear, accessible training routes for priority sectors
- Ensure every resident can access a good and progressive job
- Ensure all residents are aware of careers opportunities and the route to achieve them

Activity will also focus on enhancing Hartlepool College's connection with the town, through new access and better links to the Production Village and SME start-up opportunities within creative industries.



Digital

The Tees Valley Digital Strategy (2022) aspires to the Tees Valley becoming the UK's first truly Smart Region by 2032. The Tees Valley economy will be underpinned by world-leading digital infrastructure and innovative technologies that enable access and opportunity for all residents and businesses.

We will work with partners and develop an ambitious HDC digital plan to meet the needs of business and communities.

Initiatives could include:

- Smart buildings to save and optimise energy
- Smart education to ease the learning process
- Smart government to make it easier for inhabitants to find information and influence decision-making processes in their area
- Smart health services to simplify and optimise registration, diagnosis and medication of patients
- Smart homes to make it easier for residents to monitor and control home attributes such as lighting, heating, appliances and security systems
- Smart manufacturing and construction to increase production, optimise supply chains and improve processes
- Smart retail to enable a faster, more personalised shopping experience
- Smart transportation systems which enable more people to move around more quickly



Grey to Green

The masterplan supports green infrastructure and public realm connectivity. It will enhance and increase the amount of green space, linking areas of the town centre together to deliver natural capital improvements and improve Active Travel routes. This supports the town's connectivity and move to net zero, as well as improving its look and feel.

Supported by a design code which sits beneath this masterplan, it will unlock the delivery of up to five hectares of open space in the town. Improved climate resilience and sustainability measures will be integrated into the existing network.

Focus Area – Raby Road Development

A new mixed-use development surrounding the football club, improved public realm and improvements to existing residential areas.

This Focus Area will redevelop areas surrounding the football club it will include new community space and places connecting to high-quality new public space along Raby Road.

This gateway to the town will be strengthened through improved linkages to the town centre and Middleton Grange Focus Area, creating safe, inviting and convenient spaces to move across the town.

The Focus Area addresses the issues associated with existing residential development in this locality to create cohesive neighbourhoods which connect positively with the town.

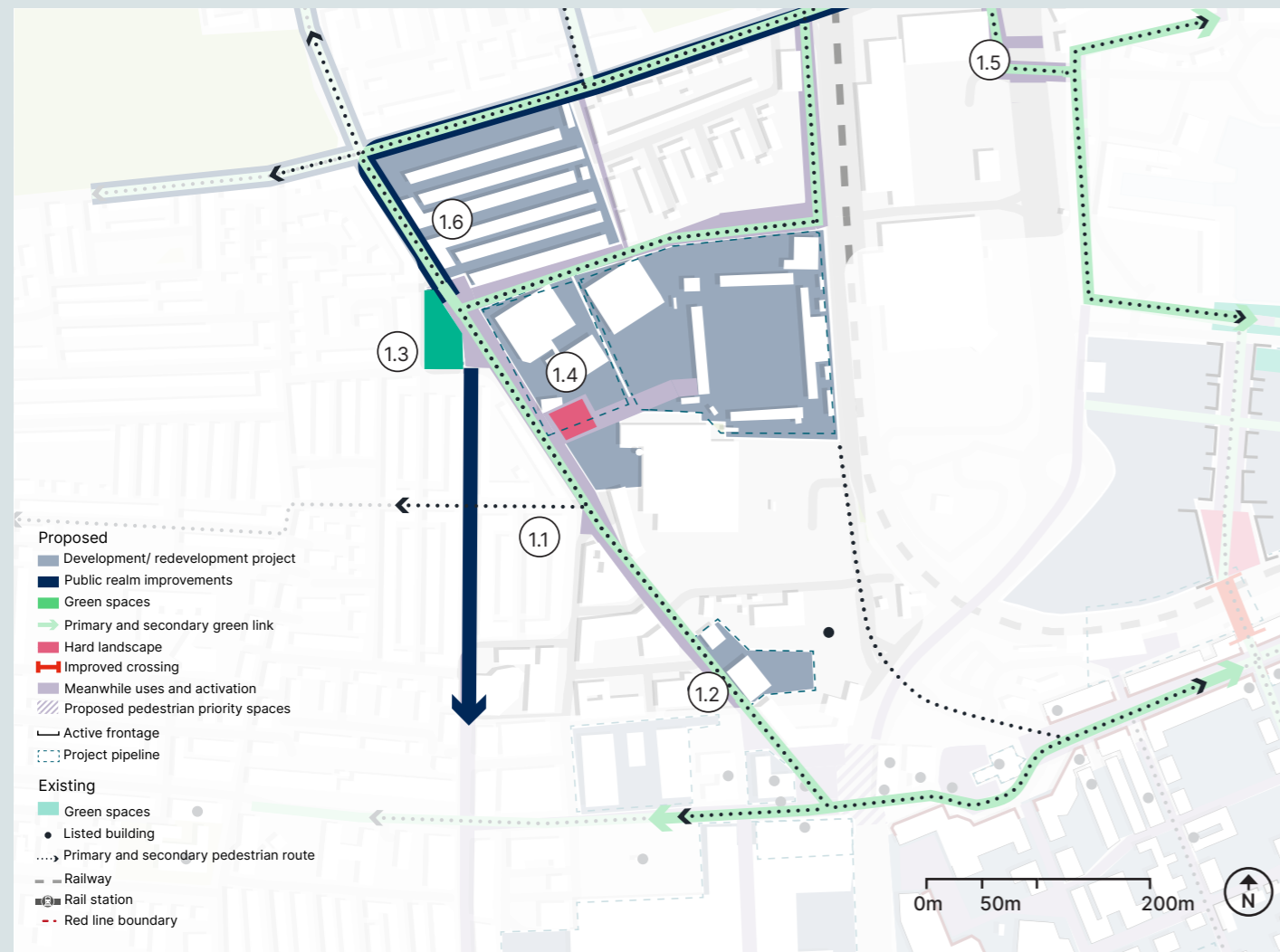


Figure 25: Focus Area Plan

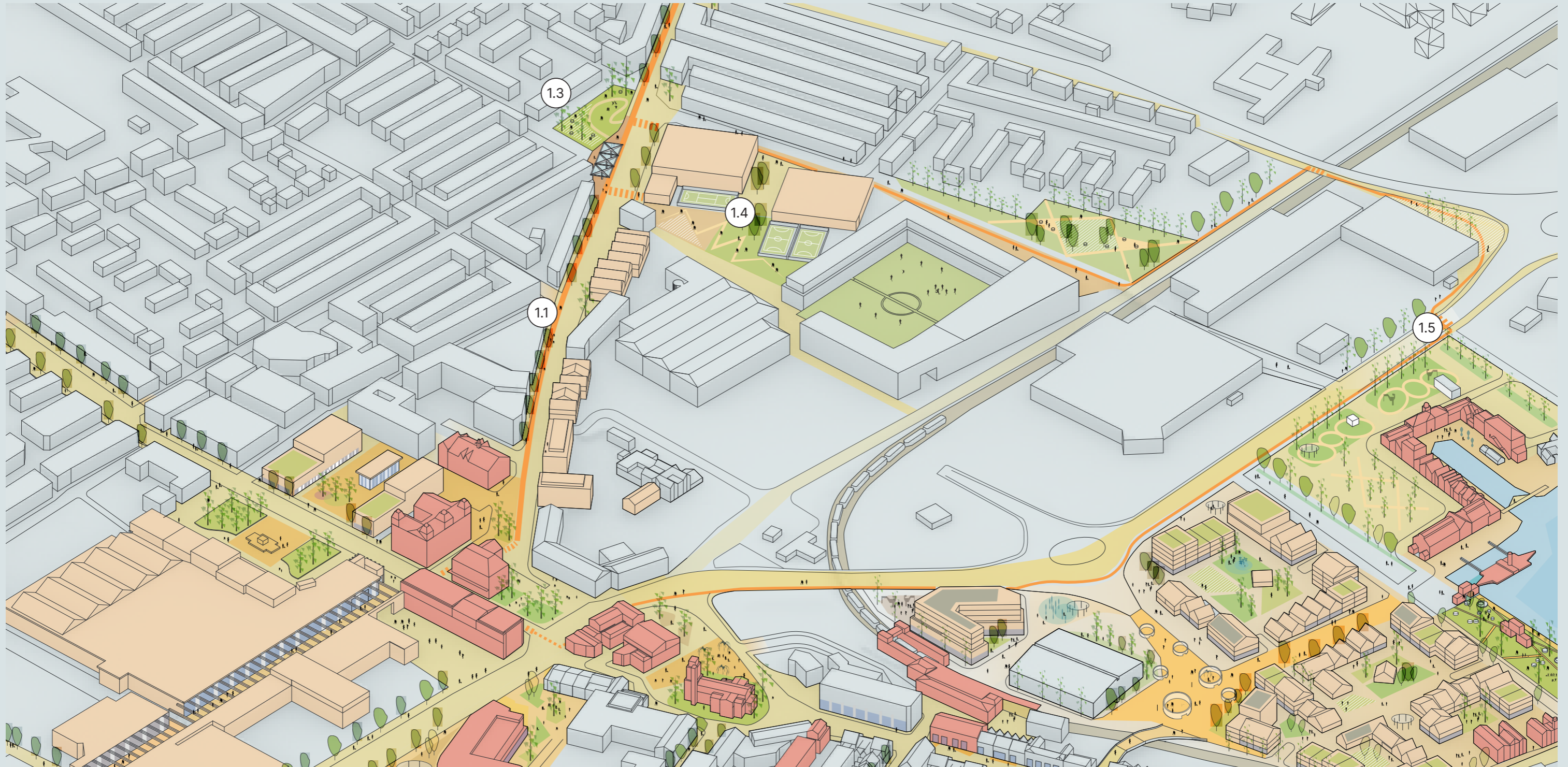
Project	Name	Development Timescale	Key Stakeholders	HDC Action*	Potential Outcome
1.1	Raby Road: public space, walking and cycling improvements	Short	Hartlepool Borough Council	Lead	Deliver connectivity improvements and primary gateway into town
1.2	Residential development	Short	Hartlepool Borough Council, Private sector	Collaborate	Vacant site to be brought back into use for new homes
1.3	Old Cinema Park	Medium	Historic England and Residents' Groups	Lead	Open space and improved public space
1.4	Redevelopment of Mill House Leisure Centre Site	Medium	Hartlepool Borough Council	Collaborate	Deliver mixed used development
1.5	Improved crossing across A179	Medium	HBC, Highways, Private sector	Collaborate	Deliver connectivity improvements
1.6	Residential improvement area	Long	Residents	Lead	Improved Streetscape

HDC Action: Lead - HDC will lead on the delivery and implementation of the project including working with partners to source and secure appropriate funding packages,

Collaborate - The HDC team will work with partners to facilitate and bring forward projects and programmes.

Development Timescale: Short: 0-2 years, Medium: 3-5 years, Long: >5+ year

Focus Area – Raby Road Development



1.1. Raby Road

Connectivity and public realm improvements along Raby Road to create a safer, more active route from the west of the town to the town centre. Improved street trees and integrated Sustainable Urban Drainage Systems (SuDS).

1.3. Old Cinema Park

A new community park on the site of the Odeon Cinema. Developed to include community projects, meeting spaces, educational activities and green spaces.

1.4. Mill House Leisure Centre Site

Redevelopment surrounding the football club to incorporate mixed use development and community spaces.

1.5. Improved Crossing Across A179

Improved connections between the football club and the Marina to increase pedestrian movements in this part of town and to better connect leisure activities.

Focus Area – Middleton Grange

A reinvented shopping centre with a more diverse set of civic uses and improved public spaces which provide a safe and accessible experience for all.

This Focus Area creates a vibrant reinvigorated civic heart, centred around a reinvented shopping centre and new town centre uses. Existing heritage buildings will be brought back to life and better connected through public realm improvements, to create more activated public spaces, providing a safe and accessible experience for all.

The existing inward-looking shopping mall will be redeveloped into a well-connected mixed-use area which contributes to the character of Hartlepool as a waterfront town. New developments will redress the imbalance away from empty retail spaces to new leisure and commercial facilities.

Movement between the town centre and the adjoining Focus Areas will be improved through better connections and enhanced pedestrian linkages. The Focus Area will be the focal point to enable improved, safe and enjoyable pedestrian movements to all parts of the town.

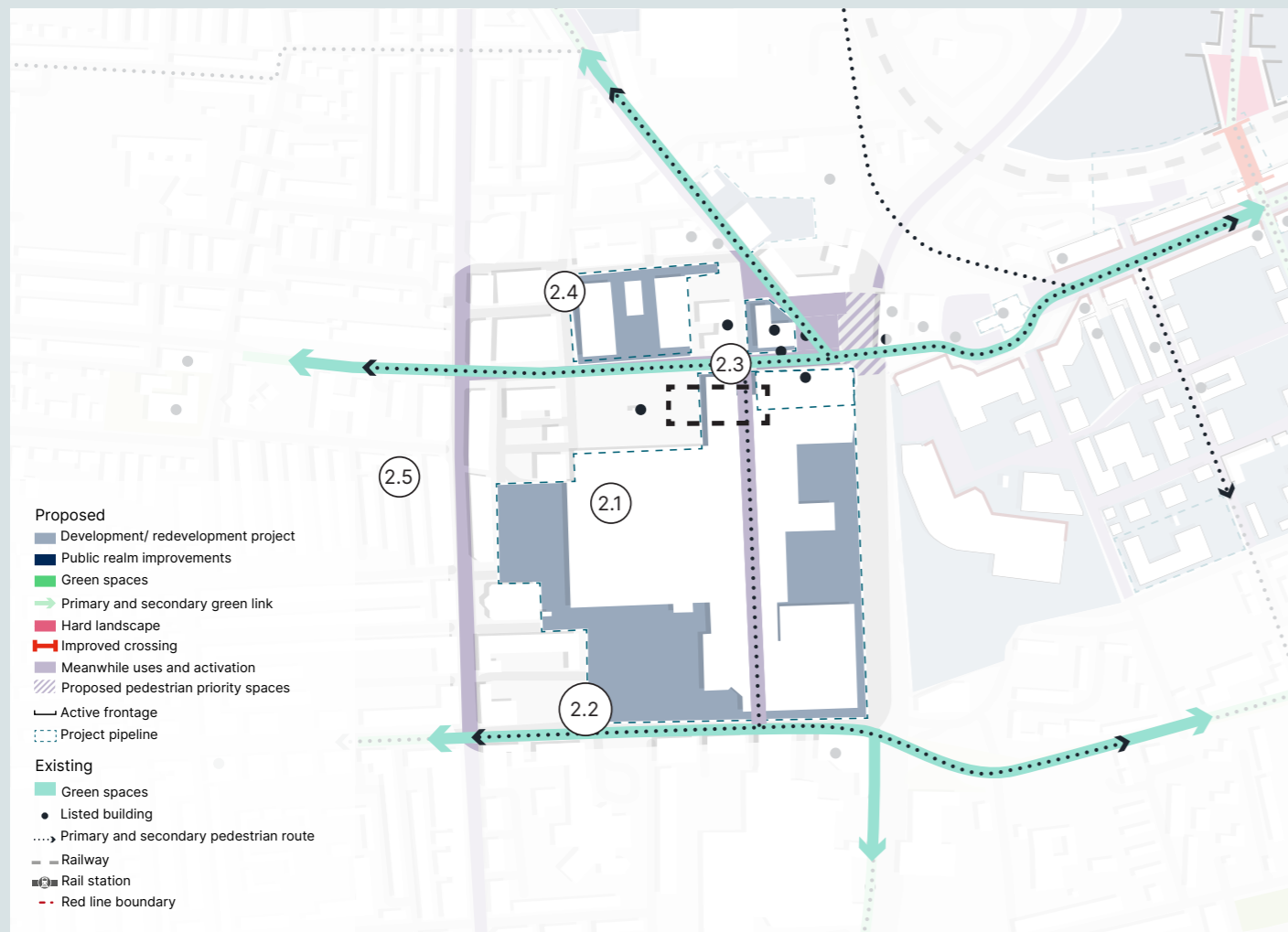


Figure 26: Focus Area Plan

Project	Name	Development Timescale	Key Stakeholders	HDC Action	Potential Outcome
2.1	Middleton Grange redevelopment	Short	Hartlepool Borough Council, Private Sector	Collaborate	Diversity of retail and leisure uses. Better permeability
2.2	Park Road greening	Short	Hartlepool Borough Council	Collaborate	Improved streetscape
2.3	Binns Building and adjoining public space	Short	Historic England, Hartlepool Borough Council	Collaborate	Shopping centre redevelopment and new public space
2.4	Civic Centre redevelopment	Medium	Hartlepool Borough Council	Collaborate	Mixed-use development with town centre focus
2.5	York Road public space	Long	Hartlepool Borough Council	Collaborate	Improved streetscape and improved connection to town centre assets

HDC Action: Lead - HDC will lead on the delivery and implementation of the project including working with partners to source and secure appropriate funding packages,

Collaborate - The HDC team will work with partners to facilitate and bring forward projects and programmes.

Development Timescale: Short: 0-2 years, Medium: 3-5 years, Long: >5+ year

Focus Area – Middleton Grange



2.1. Middleton Grange redevelopment

Reintegrating the shopping centre into the street scene through improved access and public space.

2.3. Binns Building

Redevelopment of this grade 2 listed building for a new mix of uses and improved public space.

2.4. Civic Centre redevelopment

Redevelopment of the civic centre to provide opportunities for new mixed use development, attracting new employers and residents to the town.

Improved connectivity & public space

Public space improvements to better link the assets in the town centre, encouraging people to move around the town on foot.

Focus Area – Creative Industries Cluster

Reinforced and expanded centre for Hartlepool's education and creative industries with space for independent business, visitors and residents.

Anchored around the burgeoning Production Village, which brings TV and film to the heart of Hartlepool, this Focus Area creates the climate for an expanded centre for Hartlepool's education and creative industries cluster. It will provide quality space for independent business, visitors and residents anchored around excellent connectivity to the marina and station, this area reactivates Church Street

and its neighbouring streets into a small business hub. By utilising empty shops and rebalancing the uses in this part of town, a concentration of small business enterprises creates opportunities for the town and a distinctive visitor economy. Existing educational institutions provide the skills needed in the screen, creative, leisure, digital and hospitality sectors.

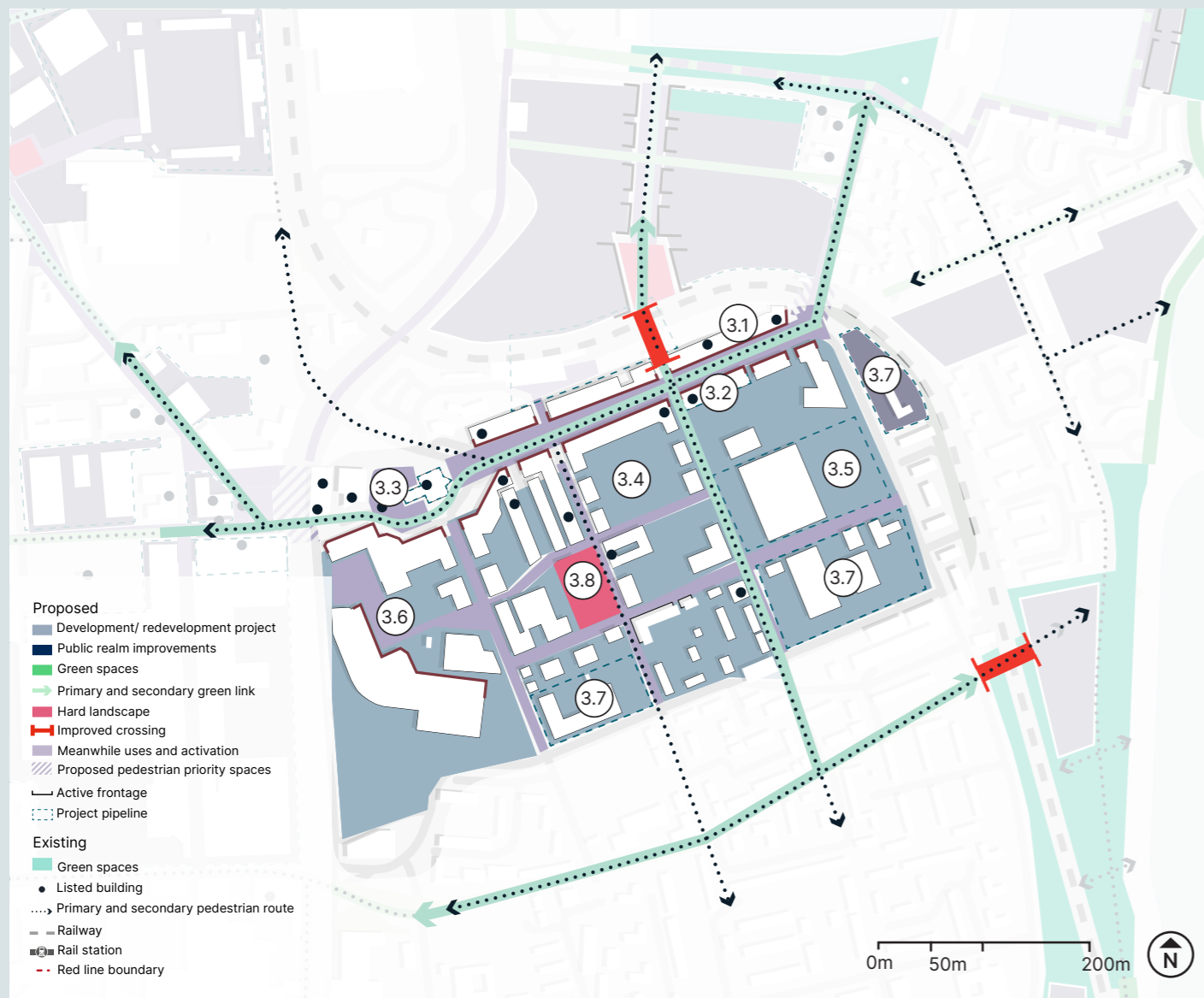


Figure 27: Focus Area Plan

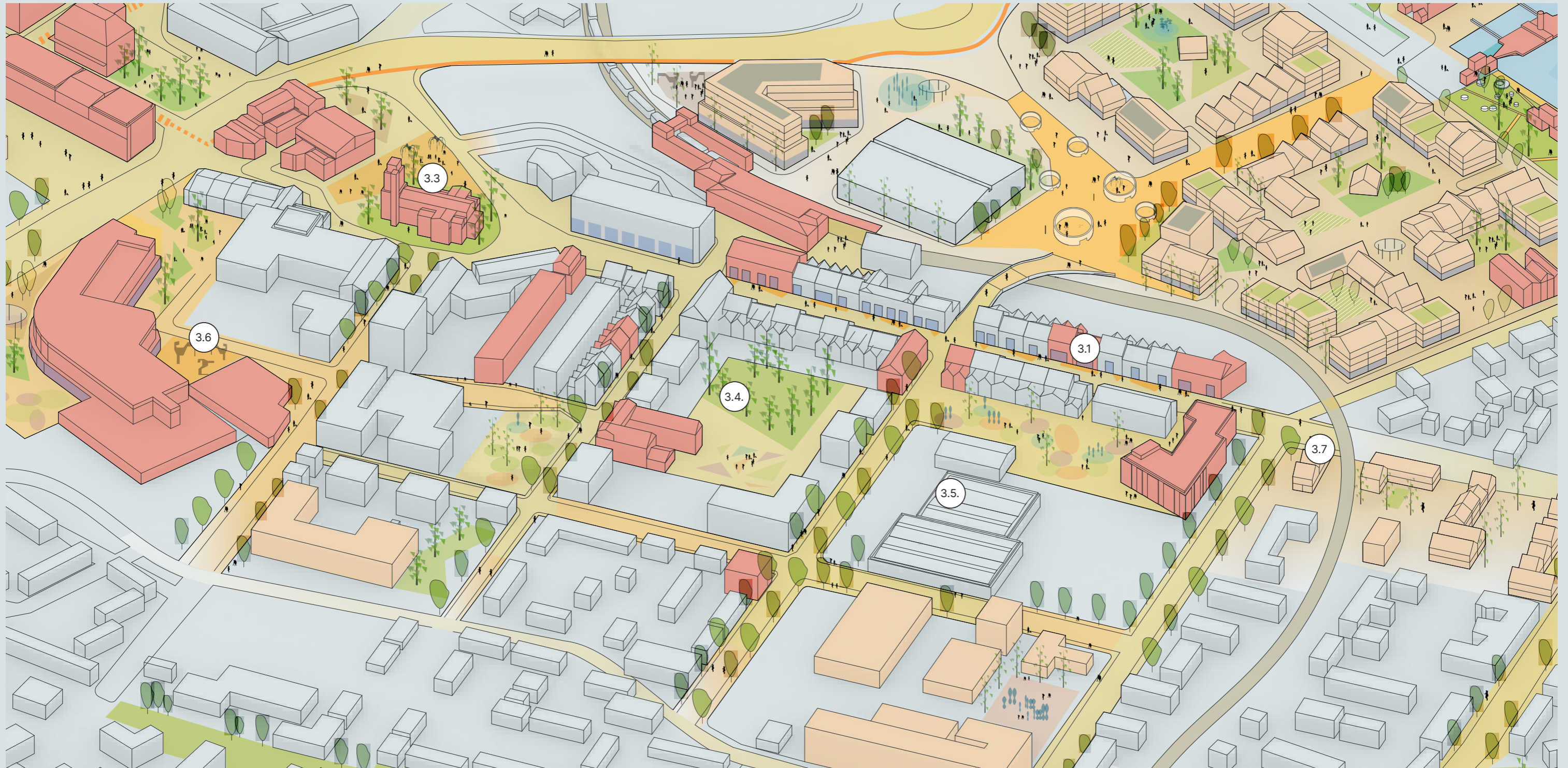
Project	Name	Development Timescale	Key Stakeholders	HDC Action*	Potential Outcome
3.1	Shopfront reimagining and re-use of vacant units along Church Street (Artist live and work studios, SME spaces)	Short	Hartlepool Borough Council, The Northern School of Art, Private Sector	Collaborate	Activation of Church Street Support small business
3.2	Shades Hotel renovation	Short	Hartlepool Borough Council, Private Sector	Collaborate	Activation of Church Street Support business
3.3	Art Gallery expansion and public realm improvement	Short	Hartlepool Borough Council, The Northern Studios, The Northern School of Art, Arts Council	Collaborate	Support small business
3.4	Meanwhile use and temporary activation of surface parking (creative courtyards)	Short	Hartlepool Borough Council, The Northern Studios, The Northern School of Art	Collaborate	Activation of Church Street
3.5	The Northern Studios and Screen Industries expansion	Short	Hartlepool Borough Council, The Northern Studios, The Northern School of Art	Collaborate	Reinforcing the screen industries and creating jobs
3.6	College of Further Education public realm improvement and support active frontages at Albert Street	Short	Hartlepool College of Further Education, Hartlepool Borough Council, Albert Street Businesses	Collaborate	Better integration to Church Street
3.7	New residential development	Medium	Hartlepool Borough Council, Private Sector	Collaborate	New homes
3.8	Scene Square (temporary)	Medium	Hartlepool Borough Council	Collaborate	Activation of Whitby Street Creating pride in place

HDC Action: Lead - HDC will lead on the delivery and implementation of the project including working with partners to source and secure appropriate funding packages,

Collaborate - The HDC team will work with partners to facilitate and bring forward projects and programmes.

Development Timescale: Short: 0-2 years, Medium: 3-5 years, Long: >5+ year

Focus Area – Creative Industries Cluster



3.1. Shopfront Reimagining

Coordinated improvement of empty shops to connect with existing businesses, to act as a home for Hartlepool based SMEs and creative industries.

3.3. High Street Gallery

Permanent location of a student run gallery / social meeting space on Church Street.

3.4. Meanwhile use and temporary activation

Meanwhile use and temporary activation of surface parking.

3.5. The Northern Studios

Continued support and collaboration with The Northern Studios to create opportunities for screen industries within the town. Improvements to Surtees Street public realm.

3.6. College Activation

Improvements to Albert Street to create a safer and more attractive entrance to the College better linking it to the creative industries.

3.7. Creative Living

Opportunities to deliver new small scale residential development as Live / Work or studio spaces to increase the resident community of this important area of the town.

Creative Industries Cluster



Figure 29: Scarborough Street today



Figure 28: Production Village vision

Focus Area – The Town to the Sea

New connectivity and public realm links with supporting residential development – helping to reinforce the connection between the town and the sea.

This Focus Area unlocks housing development opportunities while providing improved open space and public realm connectivity along the coastline, reinforcing the connection between the town and the sea. Coordinated developments catalyse to create new leisure and tourism

uses around the maritime heritage of the historic Marina and the Tall Ships. This Focus Area connects directly to the Urban Village Focus Area to improve active linkages between the town centre and the sea, unlocking all of the leisure and tourism opportunities this provides.

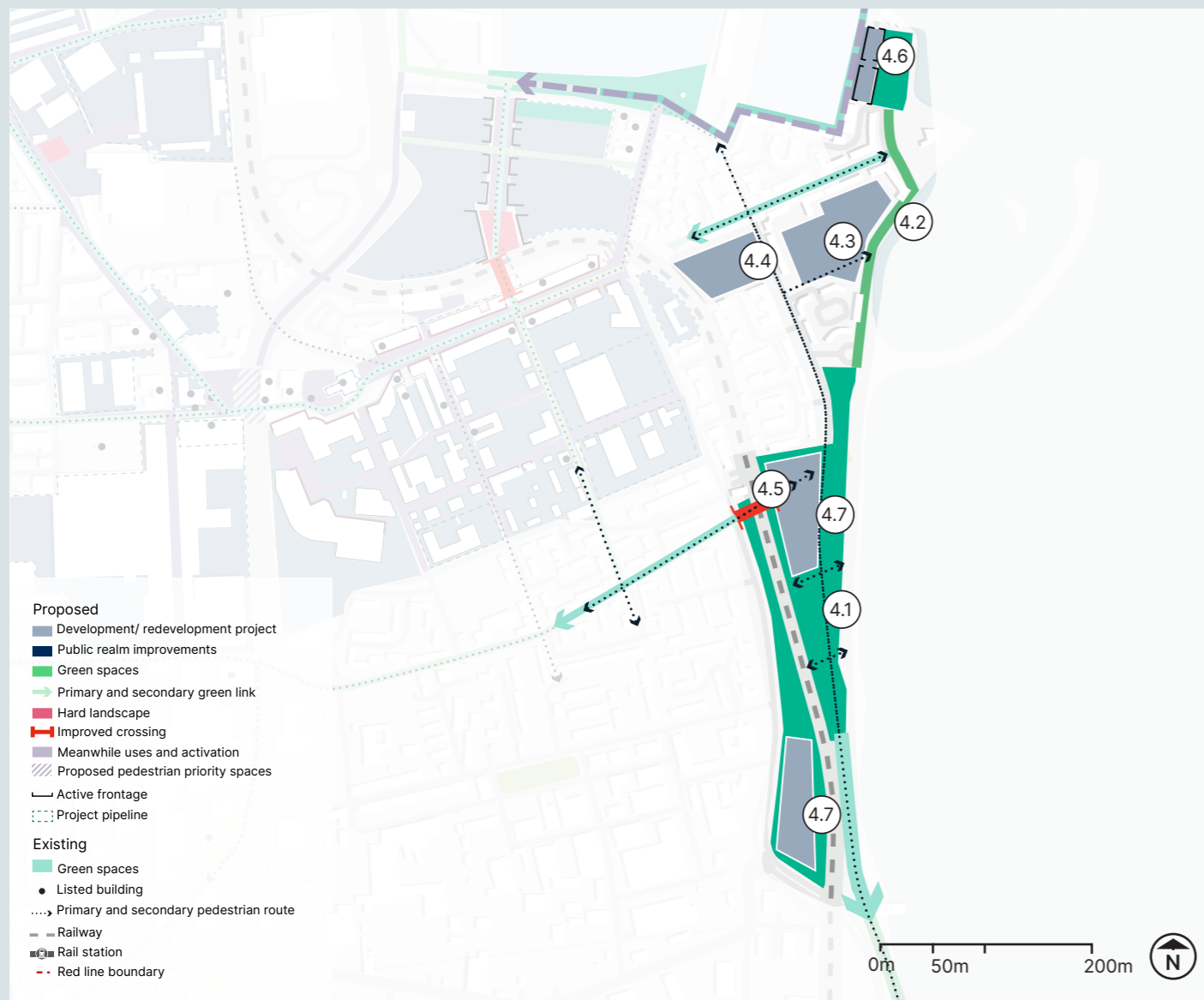


Figure 30: Focus Area Plan

Project	Name	Development Timescale	Key Stakeholders	HDC Action*	Potential Outcome
4.1	Re-wilding the waterfront (including green infrastructure and flood management interventions)	Medium	Hartlepool Borough Council, Tees Valley Nature Partnership, Private Sector	Lead / Collaborate	3.5ha of improved open space Increased biodiversity, carbon sequestration, habitat creation
4.2	Improved public space linking to the Marina	Medium	Hartlepool Borough Council, Private Sector	Lead/ Collaborate	Greening the Marina, delivering sustainability agenda
4.3	New residential development	Medium	Hartlepool Borough Council, Private Sector	Collaborate	New homes
4.4	New residential-led, mixed-use development	Medium	Hartlepool Borough Council, Private Sector	Collaborate	New homes
4.5	New connection over the rail line	Medium	Hartlepool Borough Council	Lead	Improved access to new residential development and park, delivering sustainability agenda
4.6	New residential development	Medium	Hartlepool Borough Council, Private Sector	Lead / Collaborate	New homes
4.7	New residential-led development	Medium	Hartlepool Borough Council, Private Sector	Collaborate	New homes

HDC Action: Lead - HDC will lead on the delivery and implementation of the project including working with partners to source and secure appropriate funding packages,

Collaborate - The HDC team will work with partners to facilitate and bring forward projects and programmes.

Development Timescale: Short: 0-2 years, Medium: 3-5 years, Long: >5+ year

Focus Area – The Town to the Sea



4.1 Re-wilding the waterfront

Creation of naturalised greenspace to support biodiversity and landscape improvements.

4.2 Improved public space linking to the Marina

Greening of existing pedestrian linkages to improve its look and feel, encouraging more enjoyable movement between Hartlepool and Seaton Carew.

4.5 New connection over the rail line

Improved sea connections for the town's residents to increase pedestrian movements in this part of town.

4.7 New residential-led development

New coastal living offer within the town, infilling residential development on underutilised land.

The Town to the Sea



Figure 32: Waterfront today



Figure 31: Waterfront vision

Focus Area – Urban Village

A new mixed-use development around the station, creating new homes and employment space around easy connections to the Marina and station.

This Focus Area creates a new destination for Hartlepool. Centred around a new Urban Village, it extends the influence of existing anchor developments to develop underutilised land into a new, vibrant, aspirational waterfront living and working destination, focussed around the Marina. The Focus Area connects the station area and Church Street to the Marina and Trincomalee Wharf

through the creation of new parkland, public space and walkways making it easy and enjoyable to move around the town on foot. A mix of homes and workspaces will bring a diverse community to the area, attracted by the excellent connectivity to the station, business networks and leisure. Integrated green space will provide important social and wellbeing infrastructure for residents and visitors.

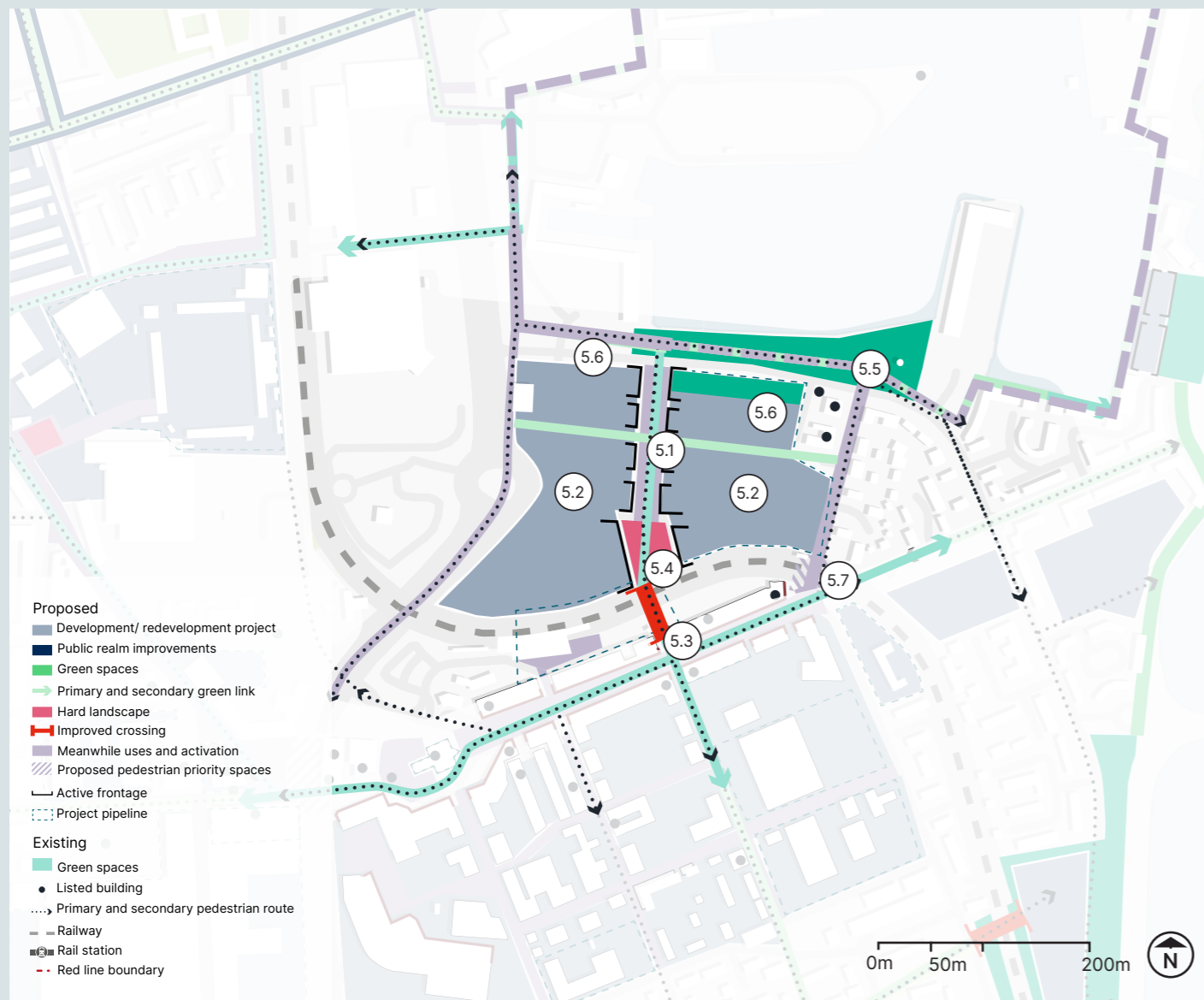


Figure 33: Focus Area Plan

Project	Name	Development Timescale	Key Stakeholders	HDC Action*	Potential Outcome
5.1	Trincomalee Wharf Way	Short	Hartlepool Borough Council, Private Sector	Collaborate	A safe and easy, active link between the Marina and Church Street
5.2	Land assembly for a new residential-led, mixed-use neighbourhood	Short	Hartlepool Borough Council, Private Sector Homes England	Collaborate	New homes and jobs Improved mix of uses New homes at scale close to the station integrated leisure/cinema offer
5.3	New pedestrian bridge over the rail line	Short	Network Rail, Hartlepool Borough Council, Private Sector	Collaborate	Catalyst for development at the North of the rail station Improved connection between Church St and the Marina
5.4	Gateway arrival public square	Short	Network Rail, Hartlepool Borough Council, Private Sector	Collaborate	Improved sense of arrival to Hartlepool
5.5t	Temporary Tall Ships Activation	Short	Hartlepool Borough Council, Private Sector	Collaborate	Activation of the vacant land Sustainability agenda
5.5	Tall Ships Park	Medium	Hartlepool Borough Council, National Museum of the Royal Navy, Private Sector	Collaborate	Greening the Marina, delivering Sustainability agenda 0.9ha of new open space
5.6	Marina public realm	Medium	Hartlepool Borough Council, National Royal Maritime Museum	Lead	Improved pedestrian experience and increased dwell time
5.7	Public realm and access improvements to urban village	Medium	Hartlepool Borough Council	Collaborate	Improved pedestrian experience and access to urban village

HDC Action: Lead - HDC will lead on the delivery and implementation of the project including working with partners to source and secure appropriate funding packages,

Collaborate - The HDC team will work with partners to facilitate and bring forward projects and programmes.

Development Timescale: Short: 0-2 years, Medium: 3-5 years, Long: >5+ year

Focus Area – Urban Village



5.1. Trincomalee Wharf Way

A high-quality, activated public realm link created to connect the station and the Marina with active frontages, retail and community uses.

5.2a. New Office Quarter

Consolidation of existing surface car parking to create development plots to form enhanced public realm and a new office building well connected to the station and the town centre.

5.2b. Mixed-use District

A new mixed-use district developed with live/work space, workspace and high quality residential offer well connected to the station and the town centre.

5.2c. Urban Village

A high-quality residential cluster of town houses and family housing creating a walkable new community connected to the town centre and the waterfront.

5.3. New Bridge

A new bridge link connecting Church Street to the Marina – linking the cinema to the screen industries and activating the new urban village.

5.5. Tall Ships Park

A high-quality new public space, creating a legacy for the Hartlepool Tall Ships Festival. Playspace, events infrastructure and a temporary work and leisure space.

Urban Village



Figure 35: Maritime Avenue today



Figure 34: Maritime Avenue vision

Focus Area – Queens Meadow & Oakesway Growth

This Focus Area creates modern, high-quality employment sites to support the town’s successful manufacturing and light industrial sectors.

Set within a high-quality and biodiverse landscape area, with good walkable links to surrounding communities as well as excellent connectivity within the Tees Valley, the sites will be a leading destination for investment in the town, creating new and high-quality employment.

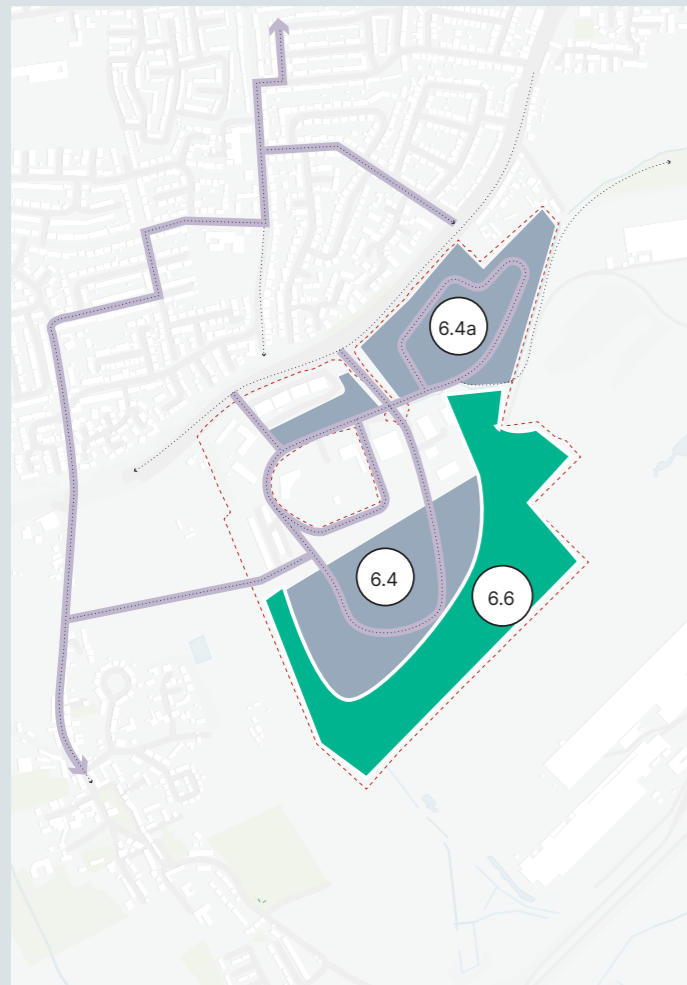


Figure 36: Focus Area Plan (Queens Meadow)

The key objectives

- Addressing the viability issues that impact the sites
- Oakesway – Providing clarity of approach to existing land owners and tenants to create a employment focused proposition with high quality open spaces
- Queens Meadow – Supporting the delivery and uptake of high quality employment space and supporting residential development with good connectivity to the wider Tees Valley



Figure 37: Focus Area Plan (Oakesway)

Project	Name	Development Timescale	Key Stakeholders	HDC Action*	Potential Outcome
6.1	Oakesway delivery of new commercial / employment space	Short	Hartlepool Borough Council, Private Sector, Existing Businesses	Lead	Establish employment led mini masterplan and infrastructure delivery / funding strategy to promote new employment uses within the site
6.2	Oakesway marketing and branding strategy	Short	Hartlepool Borough Council, Private Sector, Existing Businesses	Lead	Clear marketing strategy and activities to promote sites and attract new business/ employers
6.3	Oakesway biodiversity plan	Short	Hartlepool Borough Council, Private Sector	Lead	Coordinated approach to green infrastructure and active travel delivery to the site
6.4	Queens Meadow delivery of new commercial / employment space	Short	Hartlepool Borough Council, Private Sector, Existing Businesses	Collaborate	Work with the private sector on delivery models to unlock development
6.4a	Queens Meadow residential development	Short	Hartlepool Borough Council, Private Sector	Collaborate	Work with the private sector on delivery models to unlock development
6.5	Queens Meadow marketing and branding strategy	Short	Hartlepool Borough Council, Private Sector, Existing Businesses	Collaborate	Clear marketing strategy and activities to promote sites and attract new business/ employers
6.6	Queens Meadow biodiversity plan	Short	Hartlepool Borough Council	Collaborate	Coordinated approach to green infrastructure, active travel delivery to the site

HDC Action: Lead - HDC will lead on the delivery and implementation of the project including working with partners to source and secure appropriate funding packages,

Collaborate - The HDC team will work with partners to facilitate and bring forward projects and programmes.

Development Timescale: Short: 0-2 years, Medium: 3-5 years, Long: >5+ year

Oakesway



Figure 39: Oakesway today.



Figure 38: Oakesway vision.

