

Project Management Services – Background Brief and Project Summary

Introduction

The National Museum of the Royal Navy (NMRN) owns HMS Trincomalee in Hartlepool, having acquired the Trincomalee Trust in 2014. The ship forms the centre piece of the National Museum of the Royal Navy, Hartlepool, which comprises the recreated shops and other attractions around the graving dock which houses HMS Trincomalee. NMRN leased this complex from Hartlepool Borough Council (HBC) in 2016 for a period of 35 years.

HBC have recently invested £1.5m in public realm improvements at The Waterfront to kickstart a wider regeneration programme involving a number of key projects. Both HBC and NMRN aspire to regenerate the area of the NMRN site, the adjacent Waterfront site, and Trincomalee Wharf opposite. This paper considers the options that may be available to the partners and supports the developing vision for the area. Realising that vision will be challenging, but if successful will deliver a new heart for Hartlepool centred on the Harbour basin and linking to other adjacent regeneration schemes.

The wider programme

The sites and individual projects that make up the wider programme comprise of:

- HMS Trincomalee and the surrounding recreated shops and attractions
- The Museum of Hartlepool (managed by HBC) and the paddle steamer Wingfield Castle, owned by HBC, but operated by NMRN
- A large area of associated car parking leased by NMRN from HBC
- The eastern side of the Harbour basin owned by HBC
- Trincomalee Wharf facing the western side of the Harbour basin. The land is owned by NMRN through the Trincomalee Trust, but a purchase agreement was concluded between the Trincomalee Trust and the developer Jomast in 2007. This agreement was conditional on development being undertaken on the site, and upon the commencement of that development the payment of a further £437,000 to the Trincomalee Trust.

The NMRN development

Below are the details of the sites / projects that fall under the NMRN elements of the wider programme.

HMS Trincomalee

HMS Trincomalee is a Leda-class Frigate built in Bombay in 1817. She has significance at a number of different levels, briefly set out below.

- International: She is one of only six surviving warships from the age of sail, the others being HMS Victory, HMS Unicorn, the USS Constitution, the Fernando e Gloria, and the Vasa. The loss of any of these would be inconceivable. Of these ships four are frigates: HMS Trincomalee, HMS Unicorn, the Fernando e Gloria and the USS Constitution. The Fernando e Gloria was very heavily damaged

by fire in 1963, and the USS Constitution is maintained in sailing condition by the US Navy with the concomitant compromise to her historical integrity. This increases the significance of HMS Trincomalee.

- National: As noted above, there are two surviving frigates from the age of sail in Britain, HMS Trincomalee and HMS Unicorn of 1824. Both are Leda-Class frigates. The two ships are rather different. Trincomalee has masts and spars, whereas HMS Unicorn was never commissioned and is preserved 'in ordinary' without masts and spars but with a protective wooden roof. Both ships are of national significance.
- Regional: HMS Trincomalee is the only surviving historic warship in the North East and, therefore is of considerable regional significance. She represents the only chance for people from the region to be reminded of the pivotal role of the Royal Navy in shaping modern Britain, and the role the region has played in turn to the creation and sustaining of the Royal Navy.
- Local: HMS Trincomalee was restored in Hartlepool from 1986 – 1992, using local skills and labour. She has in many senses become synonymous with this Borough. Her masts form the most significant fixture of the skyline and she makes a considerable contribution to the economy of the Borough, although there is the opportunity for her to contribute more. She is an important local economic as well as a cultural asset.

Safeguarding HMS Trincomalee, as well as exploiting her economic value are the key to the future of the Borough.

Hartlepool Maritime Experience

HMS Trincomalee floats in a graving dock in the centre of a group of recreated late 18th/early 19th century buildings. The buildings on the western side of HMS Trincomalee are presented as if they were a Naval Captain's house of c. 1800, and a group of shops of the same period including a printer, cutler, gunsmith and so on. Each shop has an area of recreation and behind it a smaller exhibition space. The re-created elements are excellent, although in need of refurbishment. The exhibition spaces are tired. Above these recreated shops and exhibitions, at first floor level, is an experiential presentation entitled 'Fighting Ships' which gives a sense of life on a frigate of the late 18th Century. This has been well received and remains impressive, although it is dated. The entrance to this element of the Maritime Experience is well hidden and needs a complete rethink. Visitors exit from Fighting Ships into the Trincomalee Gallery, which tells the story of the ship in an engaging and informative way, stairs lead down to the dockside to the north of the ship. These areas are not designed for maximum physical accessibility.

To the north of HMS Trincomalee is a corporate hospitality building, again designed in a late 18th/early 19th century style, although the interior is relatively modern. Corporate hospitality suites are on both floors, and both have access to toilets. Both the corporate hospitality suites and the toilet facilities would benefit from a refit in a more modern style. There is access into this building directly from the car park to the north, although it appears not to be used.

To the east of Trincomalee is another range of buildings in a late 18th/early 19th century style. On the ground floor these consist of a café in the north east angle, a suite of learning spaces in need of refurbishment and a workshop to support the vessel. On the first-floor level are offices and Portofino's restaurant which is accessed from the car park on the east side of this range of buildings so that customers do not have to enter the pay perimeter. To the south of this range of buildings, is an open area which is a children's play area. A wooden building adjacent to the entrance brow to HMS Trincomalee was formerly a retail space, but is no longer used for this purpose and could to advantage be removed.

The Museum of Hartlepool

To the west of the western range of building surrounding HMS Trincomalee is The Museum of Hartlepool, located in a recreated 19th Century style stone-faced warehouse, running parallel to the harbour edge. The museum is free to enter. It has a varied but dated collection which needs a refreshed interpretation for both the museum itself in terms of access and internal layout, and invigoration of the exhibition theme / content. The museum has a small special exhibition area which is of use both for the museum and for the Maritime Experience.

There is a common entrance/exit into and from the Maritime Experience and the Museum, which also functions as a shop. The shop controls the pay perimeter for the rest of the site. The shop has been refitted recently.

The Wingfield Castle

The Wingfield Castle is a paddle steamer built at William Gray's shipyard in Hartlepool, as a Humber Ferry. It is housed against the north side of the dock basin immediately to the south, and parallel to, Hartlepool Museum. Historically this vessel has provided learning spaces and a popular café accessible from outside the pay perimeter for the site. The vessel, however, is currently closed having reached a fairly parlous state. HBC have undertaken a study to establish whether, and if so, at what cost, the vessel can be preserved with the potential for it to become an exhibition space.

It is worth considering the significance of this vessel in the same way as the significance of HMS Trincomalee has been assessed:

- National: there is another Humber Ferry surviving in the UK, a sister ship to Winfield Castle. There are also a number of other paddle steamers in Britain, including the popular Waverley which still plies for hire. The case for Wingfield Castle having a national significance is weak although she is listed by Historic Ships as part of the National Historic Fleet
- Regional: Wingfield Castle has a regional significance as the only publicly accessible historic ship in the region apart from HMS Trincomalee. Her loss would be regrettable.
- Local: Wingfield Castle was built in Hartlepool, and is the last surviving vessel that was. She is an established part of the local scene, although lacking the presence of HMS Trincomalee, her loss would be unfortunate, and overall lessen the appeal of the whole complex of attraction thus potentially damaging the trade of NMRN.

Car Parking

The Historic Quay and Museum are surrounded on three sides by approximately 2 acres of car parking. This area is well-maintained and has well designed hard landscaping. The car parking is, however, over-scaled for the likely attendance at the site and therefore part of the land is available for other uses.

Consideration to any future capital works on this land must take site investigations, tree protection orders flood risk assessment and ecological assessment recommendations into consideration.

Trincomalee Wharf

On the west side of the harbour basin is Trincomalee Wharf. This is a strip of land some 10-15m wide terminating at its southern end in an historic bandstand owned by NMRN. At its north end it is separated from the Historic Quay by a slipway. The complex ownership of this piece of property has been explained, above. At the moment the area of land is fenced and maintained by NMRN having previously been used as an informal car park. This piece of land is key to a successful holistic regenerative strategy and plan; there is opportunity to add a further piece of land just to the west of Hartlepool museum to this development site.

Strategic Challenge

Hartlepool: Current Situation

Hartlepool is a relatively small borough with approximately 93,000 inhabitants within its boundaries. The borough, as with others in the Tees Valley, is relatively disadvantaged, having witnessed the decline of its main industries: ship building and ship repair, engineering, brewing and trade particularly in iron and coal through its formerly very extensive dry docks. Of course, some new industries have come to Hartlepool such as the manufacturer of wind turbines and like every other area of Britain, the rise of service industries has been notable.

Turning to the visitor economy, Hartlepool does have a substantial number of visitors: 3.2m day visitors and 44,000 staying visitors, a total of 3.64m visitors. Day visitors spend £121.8m per annum and staying visitors spend £61m per annum, yielding a total income of £182.6m per annum to the local economy. Some of the tourism activity is focused around the seaside town of Seaton Carew to the south of the town. Seaton Carew experiences similar challenges to other seaside resorts which have seen both the volume and value of tourism decline. It is fair to say that tourism to Seaton Carew is unlikely to drive visitors to cultural attractions in Hartlepool itself, although tourists may be drawn to a more broadly vibrant town centre, especially if connection from one cultural attraction to another is developed.

Many of the staying tourists in the centre of Hartlepool will fall into the categories of business visitors, or those visiting friends and relatives. A large leisure tourism sector is unlikely to develop without a higher quality hotel offer, and for that matter more beds, as well as attractions which will draw visitors in to stay at least one night. The concomitant conclusion is that in the short-term leisure tourists will be driven by day visitors. To attract these in greater numbers there needs to be a step change to both the number and quality of attractions, facilities and commercial retail and food & beverage offer in Hartlepool.

The Opportunity

Two major things work in Hartlepool's favour when considering longer term development at The Waterfront. The first is the existence of the harbour basin and the opportunity on offer, and the second is the presence of the National Museum of the Royal Navy. If success is to be achieved then maximizing these assets, as well as others is crucial.

The Partners

To regenerate the whole programme area of NMRN, The Waterfront and Trincomalee Wharf, then there are three main stakeholders: Hartlepool Borough Council, NMRN and Jomast, all of whom own, or control, or have interests, in land in this area. These organisations have slightly differing interests which may be summarised as follows, but must remain closely aligned to realise the success of the whole programme:

- HBC: has a strategic responsibility to invest in and regenerate Hartlepool to achieve key priorities including increasing the visitor economy in Hartlepool. The Council are invested in the wider regeneration of the Waterfront and its development plans are clear about how it can support the strategic priorities of the town of Hartlepool and its residents.

Extensive survey and site investigation work has been undertaken by the Council to better understand the challenges provided with the wider programme. Developing the leisure facility at The Waterfront alongside an events space and public realm extension focussing upon physical activity, will meet the aspirations of the local community while focussing upon provision of a leisure and tourism offer that will support the local community and drive forward improvements and opportunities to the local economy and visitor economy. Connecting this project to the NMRN and wider transport and pedestrian routes will improve access and make the whole programme more accessible and joined up.

- NMRN: wishes to develop the site that it currently leases from HBC. It wishes to see:
 - o New galleries which will tell the story of the Royal Navy in a local context
 - o A permanent home for RML 497
 - o A strong enough reinvigoration of the waterfront area to draw in more visitors and consolidate NMRN's presence in Hartlepool
 - o The release of value from land in which it does have an interest

NMRN reaches a break point in its lease in two years' time and needs to be able to decide either to continue in Hartlepool for the long time, either with or without a level of public support. The break date is 2 June 2021. We must serve 6 months' notice should we wish to exercise this clause, i.e. by 2 December 2020.

- Jomast: is a commercial company which has invested heavily in the development of flats and other properties in the general locality. They may be presumed to be willing to invest if this can unlock value from their existing property portfolio. They may have the wish to sell either freeholds or leaseholds, but at the moment they predominantly have property for rental. Any capital development plans forthcoming from Jomast will of course be subject to statutory planning consent via Hartlepool Borough Council.

There is a strong partnership in place between HBC, NMRN and TVCA and a joint commitment to drive forward the regeneration of the wider Waterfront and NMRN expansion plans within that partnership.

The Wider Vision

The vision is essentially a simple one:

To develop a heart for Hartlepool around the existing Harbour basin which will be the epicentre of a vibrant day and night-time economy serving both the local population and the tourism market.

This vision springs from some simple observations:

- Hartlepool has undertaken significant investment and regeneration within the town centre, but there is more to be done. Bringing the Waterfront Programme forward will add value to the evolving offer to be provided to local residents and the wider economy within Hartlepool.
- The existing partnerships in place with the Northern School of Art and the Hartlepool College of Further Education provide opportunities for the student population to thrive and grow in Hartlepool. Regeneration in Church Street has provided the opportunity to increase creative sector opportunities for small businesses. The development of The Waterfront will bring state of the art leisure facilities to Hartlepool benefitting the local community but also providing an increase in visitor numbers by providing regional and national events that can be provided both within the facility and externally in the events space.

- That Hartlepool does, however, have a unique asset in its historic Harbour Basin which has been relatively thoughtfully developed, but still has enormous additional potential. Nowhere else in the North-East is there a development site of such potential - a potential game changer for the Borough. People love sitting by water, walking along the waterside and spending time relaxing on or next to the water.

An important factor will be the need and indeed the potential to work at scale, the sites controlled by the partners comprise three sides of the Harbour Basin, enough space to make a difference. Significant also is the potential to re-imagine what is already there, that is the National Museum site. This project can work to both add value to the Borough of Hartlepool while helping to make NMRN sustainable.

A key success factor lies in connectivity. There are three separate sites with three different owners. If that is how they appear to the visitor, and it is impossible to move seamlessly around the waterside, the criticality of mass will be negated. It is the linkages which matter as much as any of the individual elements.

Key NMRN Elements

The key elements for the NMRN project in brief will consist of:

- The graving dock with HMS Trincomalee located in it, which forms the most visible feature of the whole Harbour Basin and its centre piece.
- Design and construct a new gallery
 - Including the move and display of RML 497
- Undertake the conservation and interpretation of Wingfield Castle – a joint NMRNH/ HBC commitment – this will involve;
 - The move of historic ships
 - The repair and refurbishment of an historic dock
- Refresh, and reinterpret the current NMRNH and MoH exhibition spaces
 - Including a new entrance, gallery refits, and space reimagining
- The following areas developed and re-envisaged:
 - Areas for younger visitors
 - Areas for providing learning facilities
- Reimagine the Museum of Hartlepool – a joint NMRNH/HBC commitment
- Develop and implement an Arts Strategy
- Assess the market and ensure all developments are sustainable and suited.

Aspirational elements of development for the NMRN to be expanded

The elements listed below are aspirational and are dependent on additional funding becoming available during the early phases of the project.

- Dependent upon the successful outcome of discussions with Jomast, further catering and retail units, potentially with flats above on Trincomalee Warf.
- A STEM centre to act as a focus for STEM learning in Hartlepool, in connection with the NMRN site.
- A workshop and apprenticeship base for the Historic Ships Team within the NMRN.

- A sculpture trail based on the story of the site providing and encouraging linkages between the separate elements. This should help encourage visitors both towards the Harbour Basin and away from it to other offers within the Borough.
- A waterbus running in summer to connect the Harbour Basin with the visitor sites on the Headland.

Such direct labelling is of course very dry, it is far preferable to think instead of development themes which taken together will offer a uniquely engaging offer for visitors. Something that people will travel to see and more importantly to experience.

The Focal Point, HMS Trincomalee Renewed

Because of her physical presence, HMS Trincomalee acts both to signpost the waterfront and to act as a focal point for it. These tendencies will be reinforced when the entrance to the waterfront is shifted to the William Grey building.

While HMS Trincomalee is both important and interesting as she stands, a visit to her needs to be more exciting and engaging for those who know little of Naval history. She needs to become an experience not something simply to see. Our intention is to re-imagine HMS Trincomalee, re-fitting her interiors with the kind of richness of detail seen on HMS Victory and interpreting her through the use of a team of first-person interpreters who will be her crew and passengers. The crew will spill out onto the quayside and interact with visitors who are simply enjoying the waterfront in other ways, helping to forge links between casual visitors and the attractions available on the site. The current and very popular weapons demonstrations will be expanded and will form a part of this first-person interpretation programme.

NMRN is piloting this kind of interpretation on HMS Warrior so that there will be real operating experience and visitor data to draw on to inform the approach. Whatever we do, however, must be authentic and of high and consistent quality. There are clearly opportunities here as elsewhere to work with Cleveland College of Art and Design.

Food for Thought

HMS Trincomalee, however, is but one of the attractions on offer on the re-imagined waterfront.

In the former Museum of Hartlepool building will be temporary exhibition spaces. In partnership with HBC we envisage the space being able to be used as a whole for large travelling or self-generated exhibitions, or split into two to accommodate smaller exhibitions. Exhibitions may have a naval or maritime theme, but this need not be the case, any exhibition which will intrigue, delight or inform visitors should be welcome. The accent, however, probably needs to be on exhibitions which will in themselves draw visitors to the waterfront both from Hartlepool and the broader region. An example of the type of exhibition which could be staged is the Horrible Histories pirate exhibition, but a blockbuster art or design exhibition would be equally at home.

At least two exhibitions a year should be programmed in this space, an overtly popular one in the summer period, with perhaps a more challenging exhibition in the winter period, appealing to different audiences. The current site entrance and shop can be re-purposed to form a retail unit for the exhibition space, and to provide a better entry point the site.

The current Fighting Ships experience is a pulsed attraction. To work effectively it needs a better and more obvious entrance and one which is fully accessible.

The experience itself is well-conceived and has lasted very much better than most displays of its type. It is possible that other commercial uses will be more appropriate to these first-floor spaces, but if that is not the case then this exhibition requires refreshment. It must once again become a key element of the visitor experience.

There is no need to start again from scratch, but the arrangement of some of the spaces can be made less rigid and more natural, lighting can be radically improved and at the same time the cost of operating can be reduced, and modern video and audio techniques applied to give a more natural feel. Changes also need to be made to the story line to connect the story of Fighting Ships more tightly to that of HMS Trincomalee. To achieve that the Story of HMS Prosperity could to advantage be dropped and replaced with the story of another ship which lying closer in date to HMS Trincomalee. The changes envisaged to the audio system allow this to be achieved fairly easily.

Visitors to Fighting Ships exit into the Trincomalee Gallery, which will be refitted shortly. There is a fully accessible route back down to the Quayside. Here the recreated shops will be re-purposed, a subject covered in more detail below. The Captain's House, however, will be retained as is. It is an extremely good re-creation.

A new NMRN gallery exploring aspects of the modern Royal Navy, using a conserved RML 497 as a centre piece should be developed. The galleries will mix experience, spectacle and interaction, built around the themes of:

- War and peace
- Making waves: powering ships
- Attack and defence: weapons and weapons systems
- Work and relaxation
- Eating and drinking
- Changing skills

Each of these themes will have a centrepiece, for example a corvette engine in Making waves, or a Victorian galley in the eating and drinking section. Wherever possible, links will be made to the story of the Royal Navy in the north-east, although it must be accepted that much of what the Navy did was over the horizon.

What is needed is something which adheres to the basic rules of creating a successful visitor attraction:

- Find a strong simple story that is worth telling
- Respect the sense of place: work with what is unique to the place. An example is developing a Titanic Experience in Belfast respects the sense of place, it is a story indissolubly linked to the city.
- Understand what the potential audiences want. It is crucial not to create something which is unappealing to the potential audiences with a ninety minute to two-hour drive time. If the target audiences are too small, then it will never work. Typically, penetration into any segment of the audience except for the very specialist is of the order of 1-3%

- Personalise the stories. People link most readily to other people not just things. The stories of individual people are always interesting, but things only become special if they acquire what is called celebrity contagion. That is, they are connected to famous people or events. Nelson's sword has celebrity contagion and thus star quality, a. n. other's sword does not.
- Stand out from the crowd. Copying what other people have done is always a bad idea. There is a value in the market place for what is fresh, new and original.
- Keep it fresh. Build in the ability to change and adapt over time, audiences will return if there is something new to see.
- Beware of over-capitalisation. Pouring money into a project will not necessarily make it work any better. There is no simple relationship between capital spent and visitor numbers. Indeed, there comes a tipping point where every pound spent provides less and less value.

In looking at all of the stories that could be told, the one that stands out is the ship building, ship repair and engineering story. This story has a national and regional resonance as well as a purely local one and lends itself to exciting story telling. A comparable attraction is Magna in Sheffield which takes the story of steel making and grips the imagination with it. It offers a great mix of spectacle in the Big Melt combines with more reflective pavilions exploring science-based themes.

Clearly the story they are telling has huge local resonance and benefits from being located in close proximity to the major conurbation of Sheffield and the Meadow Hall shopping centre.

Relaxation and Refreshment

Merely creating new visitor attractions will not be enough to make the waterside area work as it can and should. What is as important is to change the ambience and experience so that it invites people to linger and spend time. There is an important opportunity to develop a night time economy as well. At the moment this is prevented by the existence of the pay perimeter around the NMRN. To gain critical mass it will be necessary to sacrifice this perimeter and open up the site to the casual visitor for free. To achieve this, the entrance to the site would be put into the ground floor of the William Gray building, with a ticket sales desk and site shop. The entrance to Portofino's restaurant could be switched from the outside of the site to the inside (dependent on discussions and planning). The fencing around Wingfield Castle could then be removed and the waterfront walk extended around the west side of the basin onto Trincomalee Wharf, which would be developed to accommodate further units of the same general kind, with linkages westwards across the vacant development site towards Church Road and the railways station.

This concept represents a very new way of imagining the site and, if it works, will add real value to the economy of Hartlepool. In a sense it is the greatest enabler towards achieving the goals of the partners. Without this step being taken there is a high risk of the various investments failing because they are not coordinated and holistic. The objective is to create something with the ambience of Gunwharf Quays in Portsmouth.

Celebration

As the site becomes more vibrant and acquires greater footfall, it is likely to drive more intensive use of the corporate facilities. The William Gray building facilities will be refitted, and Trincomalee will also continue to be offered for corporate hire. Corporate spaces will also be offered within the new galleries and attractions. There needs to be reasonable careful build-up of this business to avoid one facility from cannibalising the trade of another, but in the medium term there will probably be enough business for everyone.

Fun and Games

An important part of the offer on the waterside will be fun things for both adults and children to enjoy. A water sport centre is an important component of this offer, allowing visitor to enjoy not only being by the water but also being on it and in it. There will be important areas of children’s play on the quayside.

Interactive activities will also be provided within the attractions, and the NMRN galleries will provide safe spaces for under 5 experiences.

Art and Entertainment

It is important that the site becomes established as an art and entertainment venue serving the broader region, not just the immediate locality. This will attract different audiences and expose them to the revitalized heart of the Borough, encouraging them to return to sample different elements of the offer. It also provides opportunities for wider partnership working with the Northern School of Art and the Hartlepool College of Further Education, alongside working with the creative sector in the regenerated Church Street area of Hartlepool.

Light Fantastic (aspirational)

There is also the opportunity of creating major light shows using the harbour basin itself as well as the quayside area including the performance space. These prove very attractive, although they are seasonal, particularly as far north as the north east where light lingers long in summer. Seasonal shifts in the experience are however very appealing in their own right, inviting visitors to return.

Linkages and Connections

It is incredibly important that the waterfront presents as a coherent and coordinated whole, not as a series of individual sites which present obstacle courses to the visitor in transitioning between one and the other. Hartlepool Council is working with Consultants to undertake a Masterplan and investment strategy to inform a bid for funding from the Government’s Town Fund. It is envisaged that connectivity will weigh heavily within the Masterplan and the Waterfront programme will be an integral element within the master planning.

Delivery

Funds of the wider Project

In order to deliver the wider project, the following funding package is envisaged for both HBC and NMRN’s developments:

TVCA	£24.0m Allocated subject to business planning
HLF	£ m Application required
Arts Council England	£ 54,000 available for interpretation work with further £m Application required

The next steps must be to work the project up to RIBA stage 4 for application to TVCA, and then to work up applications to other funders.

HBC envisages that one cost consultant will be commissioned by HBC to work across design teams to provide cost certainty for the whole programme. This approach will significantly support the business case process required to draw down capital funding from TVCA and will enable one tender process to be compiled to take forward the whole programme within one phased base build construction contract.

The funds for the key elements for the NMRN project

At present the current apportionment of the wider project budget allocated for the NMRN key elements is approximately £12m. Given the scale of the project, this funding package will mean that hard decisions will be required as the project develops. Key issues are that new build is costly and likely to consume much or most of the budget as currently envisaged and undoubtedly will require applications to discretionary funders.

The breakdown of the £12million is as follows:

£4million to cover -

- The graving dock with HMS Trincomalee located in it
- Undertake the conservation and interpretation of Wingfield Castle

£4.5 million to cover -

- Design and construct a new gallery

£3.554 million to cover -

- Refresh, and reinterpret the current NMRNH and MoH exhibition spaces
- The following areas developed and re-envisaged:
 - Areas for younger visitors
 - Areas for providing learning facilities
- Reimagine the Museum of Hartlepool – a joint NMRNH/HBC commitment

The timetable for delivery of the NMRN key elements will be between three and five years assuming an almost immediate start.

Appendices

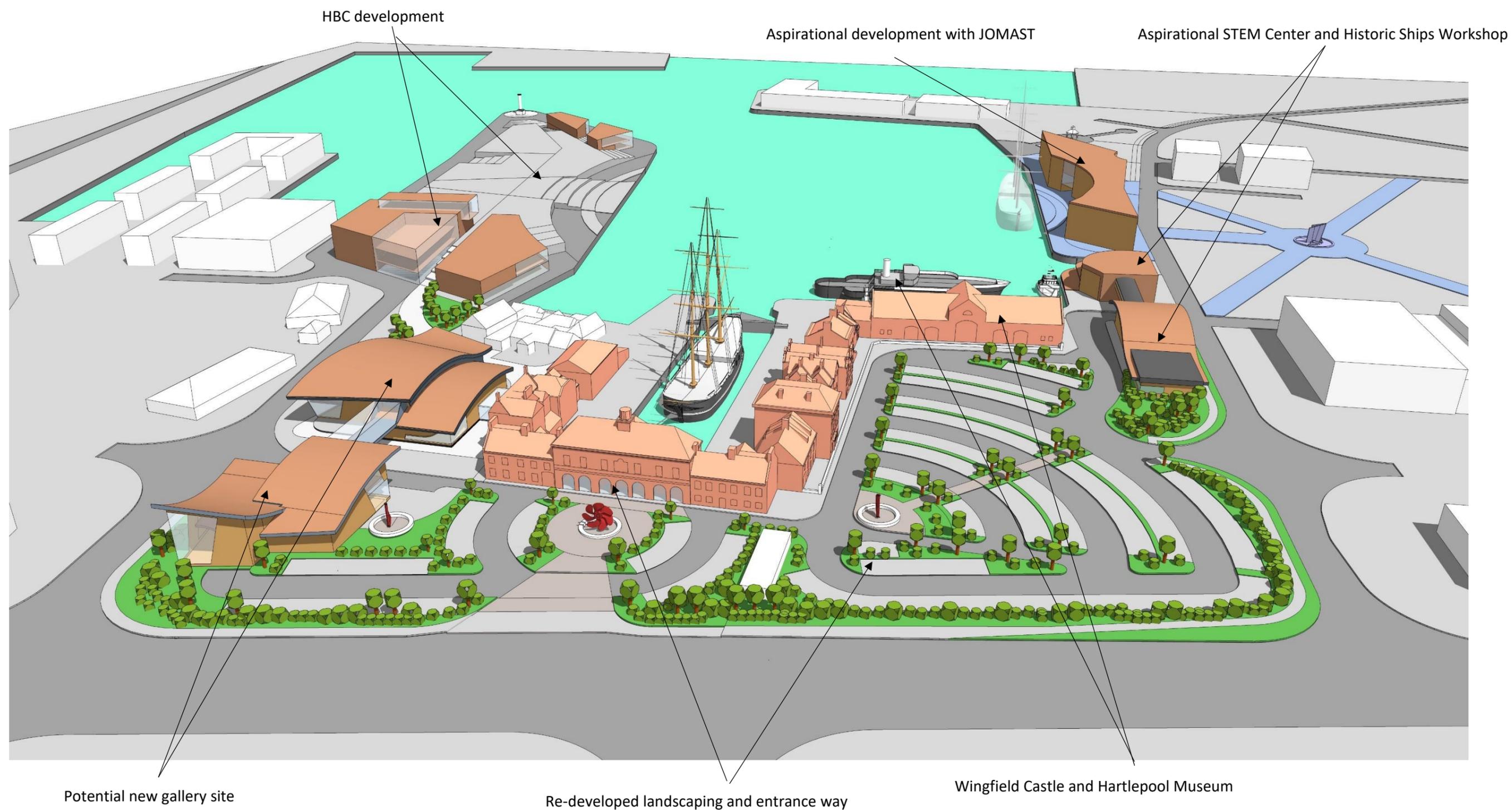
Economic Impact of tourism in Hartlepool

- 3.64 million people visited Hartlepool in 2017. This was up by 6% on 2016.
- The number of day's visitors spent in the destination also grew on 2016 (5.4%) to 4.2 million visitor days.
- Visitor expenditure in Hartlepool now stands at £182.6 million, up by 5% on 2016.
- The number of people directly employed in tourism in Hartlepool in 2017 stood at 1,695, up by 5.4% on 2016. When indirect employment in the supply chain is taken into account total employment stands at 2,329, again up by 5.4% on 2016.
- The number of overnight visitors to Hartlepool stands at 443,000 with these visitors spending 1 million nights in the destination. These visitors spend £61 million up by 2% on 2016.
- Day visitor levels have risen by 6% to 3.2 million, with expenditure levels growing by the same rate to £121.8 million.
- The Food and Drink sector accounts for 32% of all expenditure and 35% of all employment.
- 88% of all visits are day visits while these visitors account for 67% of expenditure.

Audience Research

Full BDRC research has recently been completed on the site at Hartlepool and can be shared with the appointed team.

Initial site vision



Note: HMS Trincomalee is pictured centre with the current galleries surrounding her.