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Foreword
Foreword:

Councillor Mark Hannon, Portfolio Holder for Economic Development.

The Regeneration Masterplan lays out a long-term 15 year plan for the social, economic & physical development of the Borough. It includes proposed changes in size, form, character, image and environment - all the things you told us were important as part of the Love it Hate it consultation.

We recognise that to maintain the status quo is not acceptable, improvements must be made to provide decent homes and good transport links, creating jobs and improving social and environmental conditions. By connecting people, places and movement through the Masterplan we aim to foster a sense of community wholeness and well-being.

The Masterplan will guide our growth and the development of our communities ultimately improving the quality of the Borough and our contribution to the region. It includes analysis, recommendations, and proposals for our community’s population, economy, housing, transportation, community facilities, and land use. It is based on public input, surveys, planning initiatives, existing development, physical characteristics, and social and economic conditions.

If Redcar & Cleveland is to thrive and prosper in the 21st century, then we need to be open to new ideas and new business and industry opportunities. That ability to adapt to new thinking is part of our heritage and it has stood us in good stead over the years.

Understanding the diverse nature of the Borough does not lend itself to a single strategy for regeneration. The industry of South Tees is as far removed from the rural economy of East Cleveland as the challenges and opportunities of Redcar are different from those of Greater Eston. Therefore the ‘Drivers of Change’ vary across the Borough and, to reflect this, the implementation of the Regeneration Masterplan will be through four distinct Spatial Frameworks – one each for Redcar, South Tees, Greater Eston and East Cleveland.

The Regeneration Masterplan puts considerable emphasis on quality of place; Redcar is to be transformed - work has already started on the seafront; the New Perspective: New Lives programme is the foundation for the stronger and increasingly sought after communities of Greater Eston; the best of East Cleveland living currently will become the benchmark for all the rural communities. Deprivation will be reduced as the working population increases.

The global recession of 2008-11 has highlighted the Redcar & Cleveland economy’s reliance on external markets for products of steel and petro-chemical processes. The vulnerability of local operations to global decision making, the depth of supply chain dependence, the relatively undeveloped service sector that in other industrial economies has provided a balance of employment and the ongoing difficulty in making real in-roads into deprivation – these issues have been starkly presented though the recent recession.

Responding to these challenges on an ad hoc and individual basis would have been an easy, but ultimately, flawed response. Instead, we have put in place a long term framework for development.

We and our partners have set ourselves the task of seeing large scale, borough-wide regeneration by 2025. Our ambitions, again based on widespread consultation including our Love it Hate it Campaign, are represented in the Redcar & Cleveland Regeneration Masterplan.

The key outcomes over the next 15 years will be approximately:

- 14,000 new jobs;
- 800 businesses created and supported;
- £1 billion direct private investment;
- £265 million direct public investment.

There is still much to be done but the completion of this important document provides a solid foundation to take us forward and we’ve already started delivering some of the key things. I firmly believe the best years for Redcar & Cleveland lie ahead.

The future will see great changes for Redcar & Cleveland. It will not be an easy journey but I am confident that this Borough will come out of the recession better and stronger than most.

Councillor Mark Hannon
Portfolio Holder
for Economic Development
Executive Summary
Executive Summary

Redcar and Cleveland 2025
This Regeneration Masterplan sets out a 15 year framework for economic regeneration across the Borough of Redcar & Cleveland in the Tees Valley. During this period, the effects of the global recession of 2008 / 11 will have been managed, the foundations of a stronger, more diverse, economy been laid and several transformational economic interventions will have taken place, resulting in a strong and sustainable economic future for the residents and businesses of Redcar, South Tees, Greater Eston and East Cleveland.

The industrial economy will still be a key employer and major player in regional, national and international markets but the service sector – particularly the public sector, creative industries and tourism and leisure services – will form a larger part of the economy. Employment in both the new and modernising industries and the service sector will drive local wealth and draw on a more skilled labour force, which is more likely to be resident in the Borough, itself increasingly recognised for its attractive and wide-ranging urban and rural assets.

Redcar & Cleveland is a diverse Borough ranging from coast to country, seaside towns to market towns, from suburban to rural and from heavy industry to national parks. Diversity is a strength and, in the future, the economy will be as diverse and as strong as the places and communities that make up the Borough.
Part One: Drivers of change
The economy does not stand still. The global recession of 2008 / 11 has underlined the need to constantly refresh and review the public sector’s approach to the dynamics of the local economy, responding to challenges and identifying and setting new economic imperatives. Whilst long-established industries have been hard hit, a measured response based on best possible analysis of the future shape of the economy will ensure that public sector interventions, whether policy based or financial, have maximum effectiveness and impact.

The need to grow employment and tackle deprivation
The need for intervention is beyond dispute; unemployment in the Tees Valley as a whole rose by 73% between June 2008 and June 2011. Further loss of employment could tip the balance for fragile communities, leading to long term deprivation and the reversal of the positive trends witnessed in the last decade. The Borough was the 52nd most deprived in England in 2010 – unacceptably high but better than the rank of 50th it achieved three years earlier in 2007 and 44th in 2004. A return to employment will generate wealth and local spending, support better services and create stronger towns and villages.
The weaknesses in the existing economy

Employment in manufacturing in Redcar & Cleveland fell from 11,568 in 1998 to 6,895 in 2009, a dramatic change but consistent with other areas once dominated by industry. However, in contrast to these areas, where new employment in financial services, business, retail and distribution grew and replaced lost jobs, in Redcar & Cleveland such employment has remained static. This has left the Borough with a weak service sector which needs to be addressed through the Regeneration Masterplan.

Moreover, there is great interdependency within the remaining industrial economies, particularly so in the Petro-Chemicals cluster where business and products are strongly related and in many cases, dependent on shared infrastructure. In this and other industrial sectors such as steel, much of the decision making on investment and products takes place outside the Borough, further exposing the local economy to wider national and global factors.

Lifting the low skill base

There are still many highly skilled jobs in Redcar & Cleveland. Unfortunately many of these are taken by people commuting into the Borough and the resident labour force compares badly in regional and national terms. Only 15% of the working age population has a degree-level qualification compared to 20.7% in the North East and 26.5% nationally - and the Government target is for 40% by 2020. Building a competitive workforce is a key target for the Regeneration Masterplan.

Major components of employment change

<table>
<thead>
<tr>
<th>Industry</th>
<th>2011</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banking, finance, insurance &amp; professional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distribution, hotels, restaurants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public services</td>
<td></td>
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</tbody>
</table>

Economic scenarios across the spatial areas.
Economic Drivers

The economy of Redcar & Cleveland is changing. Delivering local economic benefit by shaping positive changes in the structure of the economy lies at the heart of the Regeneration Masterplan. Knowing where to focus interventions and support is vital if the limited resources of the public sector are to be used effectively and the potential of the private sector harnessed. The Regeneration Masterplan has identified the main economic drivers in Redcar & Cleveland and also evaluated the potential contribution of each over the period up to 2025.

### City Region Vitality
Significant new investment in key economic sectors, as well as in housing and town centres, delivering transformational change, benefiting the City Region.

### Measured Revival
A phased approach, offsetting job losses initially and creating conditions for long term growth.

### Stabilise / Consolidate
Modest reshaping of the economic structure to offset job losses.

<table>
<thead>
<tr>
<th>Existing industrial - port</th>
<th>Service economy - business</th>
<th>New industrial - manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing industrial - petrochemicals</td>
<td>Service economy - creative industries</td>
<td>Service economy - retail</td>
</tr>
<tr>
<td>New industrial - renewables</td>
<td>Service economy - leisure</td>
<td>Existing industrial</td>
</tr>
<tr>
<td>Tourism</td>
<td>Rural renaissance</td>
<td></td>
</tr>
<tr>
<td>Population growth</td>
<td>Linking to Middlesbrough and the wider City Region</td>
<td></td>
</tr>
</tbody>
</table>

Delivery across the spectrum of economic drivers will be required but it is those sectors that contribute to the future growth of the City Region that have the power to transform the economy.

A vision for the community and the economy

The Community Strategy for Redcar & Cleveland sets a vision of the Borough as “An attractive place to live, work, visit and invest”. The Regeneration Masterplan sets an Economic Vision that supports the Community Strategy, based on the economic drivers identified as key to shaping the future economy:

- **New industrial** – An economy based on a competitive industrial base, including a focus on green and renewable technologies;
- **New economy** – Sustained growth in the service sector, especially enterprising digital / creative, tourism and leisure businesses;
- **New people and communities** – Attracting a growing population based on great services and attractive neighbourhoods;
- **New connections** – A better connected economy, connecting local residents, visitors, jobs, attractions and services.
Four themes that translate the vision into strategy...
The actions that need to be taken to realise the community and economic vision are grouped under four themes:

- **Diversifying and strengthening the local economy** - To include a stronger service sector, creative and visitor economies whilst maintaining and strengthening existing strengths in primary and port related industries;
- **Delivering of healthy, sustainable, inclusive and cohesive communities** - To attract and retain population and reverse population decline;
- **Improving connectivity** - To improve the means of accessibility throughout the Borough and beyond, to connect residents, jobs and visitors to the attractions of the Borough and the wider Tees Valley;
- **Protecting, conserving and enhancing the Borough’s built, historic, cultural and natural environments** - To use existing assets to promote pride in place, underpin the visitor economy and provide a setting for investment.

... and an area based approach to focus strategy on place-making

The diverse nature of the Borough does not lend itself to a single Regeneration Masterplan. The industry of South Tees is as far removed from the rural economy of East Cleveland as the challenges and opportunities of Redcar are different from those of Greater Eston. Therefore the ‘Drivers of Change’ vary across the Borough and, to reflect this, the implementation of the Regeneration Masterplan is through four distinct Spatial Frameworks – one each for Redcar, South Tees, Greater Eston and East Cleveland.
Executive Summary

Part Two: Strategies for Change

Economy
The focus of the Regeneration Masterplan is on the modernisation of the business base, driven by significant private sector investment over the next 10 years. This applies to both the industrial and service sectors, taking advantage of the economic upturn that will create the conditions for further growth.

The economic strategy for change is focussed on four interventions. The first of these is **industrial excellence**. South Tees in particular is a competitive location for a number of specialist activities and sectors e.g. port and logistics, petro-chemical processes and bio technology and the combination of an expanding port and new opportunities around renewable and environmental industries provides considerable potential for new investment and employment. **Tourism and Leisure**, focussed around a renewed Redcar seafront and the development of the East Cleveland offer, based on the Heritage Coast and the brand and attractions of the North York Moors, will be a key driver of investment and employment in the service sector. The third intervention is the creation of the Enterprising Borough, which will be built around small businesses in the creative and digital sector. Finally, the strategy will deliver **Skills for the Modern Economy**, enabling local residents to access employment in the visitor and leisure economy across the Borough and in industrial and manufacturing businesses at South Tees.

Sustainable communities
Redcar and Cleveland faces significant challenges in coming years to ensure that economic growth is supported by sustainable communities, providing places where people want to live and creating the conditions required to grow the population of the Borough, in line with regional objectives. A growing population will help to sustain local communities and generate increased local expenditure and jobs. With parts of Redcar and Cleveland already attractive to incomers, there is the potential to enhance this further. Creating sustainable communities that people will choose to live in is a key objective for the Regeneration Masterplan.

The sustainable communities strategy within the Regeneration Masterplan is driven by a set of core themes, which are essential components of successful, sustainable, communities and therefore strategic priorities for the masterplan. The **place-making** agenda is at the heart of the approach we have taken to take forward the sustainable communities strategy. The strategy seeks to identify the intrinsic qualities of each community and develop approaches to making them more sustainable, creating places where people will choose to live. A second key component of the sustainable communities strategy is to ensure that the **housing choice** in the Borough can be extended, in order to retain people and to attract new people from elsewhere. The third theme for the sustainable communities strategy is **access to opportunity for all**. This theme focuses on the employment and worklessness agenda and in particular prioritises support for existing programmes that contribute to neighbourhood and housing renewal and access to improved education and health provision, i.e. the core components of sustainable communities.

Connectivity
The vision for Redcar and Cleveland is that by 2025, significant improvements to connectivity will provide good accessibility throughout the Borough and beyond through access to public transport and choice of movement. This will be delivered by providing transport choice and the implementation of projects that provide areas of the Borough with sustainable modes of transport.

The connectivity strategy supports key economic drivers that will shape the future economy of the Borough. The specific interventions range from supporting **new industrial sectors** through infrastructure improvements within South Tees and its connections to the wider road and rail networks, to the development of convenient and legible transport options for visitors in order to support the visitor and leisure economy.

Improved accessibility, particularly in the more rural areas of East Cleveland, will particularly help **small businesses**, whilst the aspirations for **population growth and rural renaissance** must be backed with a transport infrastructure that offers public transport and more sustainable travel patterns than car-based commuting, notwithstanding that this will continue to form a key travel choice for existing and new residents for some time.

The interventions through the connectivity strategy are Borough-wide and include delivering **improved bus and rail networks, infrastructure improvements to facilitate development and better accessibility around town centres**.

Environment
The environment strategy can deliver the cleaner, greener environment in which to live, work and visit, so supporting the industrial and tourism economic drivers in particular.

**New industrial and other employment-generating development** should strive for carbon neutrality and be focussed on new / clean technologies, whilst the impact of existing industries on the visual character of the area should be addressed via the greening of unused and under-used land to change perceptions over the environmental quality of the urban and industrial environment. More generally, the opportunity should be taken to remediate areas of legacy contaminated land as part of new development.

The natural assets of Redcar & Cleveland underpin the **tourism and visitor economy**. The environment strategy capitalises on opportunities for tourism associated with the coast and countryside but balances this against the need to preserve, restore and enhance these assets where necessary.

The projects undertaken through the environment strategy include investment in the **green infrastructure network** through projects across the Borough including **health steps**.
in Greater Eston, green shoots, the provision of well planned and structured boundary treatments to existing and proposed industries to help mitigate negative visual effects and a network of green infrastructure routes linking the National Park and Heritage Coast. Enhancing open spaces will also provide wider community benefits focusing initially on the linked offer of Coatham Marsh and South Gare but also recognizing the potential of the wildlife assets across the rest of the Borough and improving existing urban green space within Greater Eston, including supporting The Great Park proposals in Greater Eston.

The industrial heritage of Redcar & Cleveland is steeped in the history of Ironstone Mining with roots dating back to the mid 19th century with the discovery of ironstone seams. In the 20th century ironstone mining was replaced by mining for potash and manufacturing traditions moved into steel making, industries that still coexist in the Borough. An Industrial Heritage Trail and preservation of the disused tower (Dorman Long) at South Bank Coke Works will link the visitor economy to the industrial heritage of the Borough.

The northern limits of the North York Moors National Park lie within the Borough of Redcar and Cleveland and are within easy reach of the main conurbations and rural communities. This offers significant benefits to the Borough, benefits that can and should be exploited to their full potential to make Redcar and Cleveland a better place to live, work and play.

What will the impact be in Redcar, South Tees, Greater Eston and East Cleveland?

The Regeneration Masterplan strategies – economic, sustainable communities, connectivity and environment – are delivered through four individual spatial frameworks. This ensures a holistic approach in each spatial area, whilst reflecting their particular characteristics, issues and opportunities.
Redcar Reborn
By 2025 Redcar will have been reborn and its seafront transformed. Redcar is once again a great day out but what’s more, the town itself is working, serving the people of Redcar and the communities of the Borough with good quality shops and services and strong links to Middlesbrough. Redcar is a destination of choice – to live, work and shop and for the attraction of the coast.

The renewal of the sea defences will prove to have been the turning point in the town’s fortunes. It will reverse a long period of decline and signal a sustained period of reinvestment. The town centre itself is transformed with a seafront that has been substantially redeveloped with a promenade punctuated by visitor facilities and attractions and great places to live. The main shopping area has been consolidated and is stronger as a result. A new Civic and Community Heart has been created around the existing Council offices and Redcar and Cleveland College and there is a new focus on creative industries. The town now makes sense with clear links and routes between the seafront, town centre, Civic, Leisure and Community Heart and racecourse.

Economy
Driving forward the tourism and leisure economy and growing a business economy around the creative and digital industries and public sector.

Sustainable Communities
A focus on the creation of new communities, with a proposal to support new high quality residential development along the seafront, linked to the renewal of the front with a new promenade and outstanding public art. Supporting growth in the service economy through a new Civic, Leisure and Community Heart.

Environment
Making the most of the beach and the seafront – the key asset – together with better use of other natural assets and heritage.

Connectivity
Better access to public transport, improved access for cars including car parking and a high quality public realm to encourage more pedestrian based movements around the town centre.

South Tees: Industrial Excellence
South Tees will continue to be known throughout the UK as a powerful engine room of the industrial economy, with major facilities for the port, petrochemicals and power generation sectors.

The Port will have expanded to provide additional deep berths with matching shore based infrastructure to handle and process goods through a modern transport infrastructure, using rail and road for onward shipment. Reclamation of sites will allow new use for surface and enclosed storage and processing of goods. The Port will be the hub for major logistics operations, serving the North East of England in particular.

South Tees will continue to be a global player in the petrochemicals industries and successive investments in new facilities and processes will have been attracted by the unique infrastructure offer, which has delivered sites and provides easy ‘plug-in’ to utilities, materials and power, along with the ability to deal with carbon emissions locally and in a sustainable fashion. The continuing reputation of South Tees for leading edge petrochemicals will have retained and attracted a highly skilled technical and managerial workforce that also enjoys access to lifestyles driven by the Cleveland coast and countryside. The success of the petrochemicals industry will have paved the way for SMEs to flourish in the region.

The strategic management of the North & South Tees sites will also have fostered the development of a power hub, including environmental industries based around waste management and recycling, and energy production through biofuels, biomass and waste. More sustainable power generation and the Eco Park, together with reclamation of sites and the removal of redundant infrastructure, will help shift the perception of South Tees, presenting a cleaner, greener image of industry on Teesside.

Economy
Ensuring industrial excellence and delivering sites and infrastructure to support new and existing industrial sectors.

Environment
Providing an appropriate setting for modern industry and celebrating the industrial heritage of the area.

Connectivity
Maximising the attractiveness of South Tees as a destination for major industry through the provision of appropriate transport infrastructure is the focus for the connectivity strategy in the South Tees area.
Cleveland Lives
By 2025 East Cleveland will be one of the most popular districts in the North of England. It will have an increased and prosperous population with thriving communities and strengthened town centres, whilst maintaining an attractive, rural aspect. East Cleveland will not only be a highly attractive place to live, it will be drawing increasing numbers of visitors; by 2025 the visitor economy will be famous for its heritage coast and countryside including the North York Moors and the quality of accommodation and services.

Economy
Developing quality and building capacity in the tourism and leisure economy alongside provision of infrastructure to support local and rural business development.

Sustainable Communities
A focus on increasing the Borough’s population and strengthening rural service provision, by capitalising on the attractiveness of the rural and coastal area as a place to live, along with encouraging the trend of home working.

Environment
Transforming the urban environment to reduce vehicle domination and encourage pedestrian circulation, promoting quality in building and public realm design to create the ‘place’ that will retain and attract people to live.

Connectivity
The connectivity strategy addresses the dispersed nature of the settlements through enhancements to public transport, to support the local community and foster business growth.

A Greater Eston with a Big Heart
“By 2025 Greater Eston will have been transformed. The current impression of housing estates dominated by roads will be a distant memory. Greater Eston will be a small town comprising a number of distinct neighbourhoods, with a big heart, focussed on shops, schools and community facilities.

Accessibility to Redcar, Middlesbrough, South Tees and the wider Tees Valley will continue to be a major selling point for jobs and services and public transport options will have been improved. This makes Greater Eston a great choice for putting down roots and bringing up families, confident in the quality of education and training on offer.

The centre will be focussed on ‘The Great Street’ Normanby Road which acts as a High Street, linking together many of the key assets – shops, schools, new parks, leisure facilities – underpinned by a Grand Boulevard, linking east to west and good public transport, including the Metro / Rail.

New and sustainable housing, driven by affordable home ownership and best practice in design, will have been delivered in several locations and will be a much improved townscape. Greater Eston will be a place of choice.”

Economy
Linking people to jobs and building entrepreneurial capacity.

Sustainable Communities
Supporting its transformation into a place where people choose to live, particularly working families. New affordable housing will be linked to strengthened educational and community infrastructure, thus supporting a reduction in worklessness and raising local incomes.

Environment
Transforming the urban environment to reduce vehicle domination and encourage pedestrian circulation, promoting quality in building and public realm design to create the ‘place’ that will retain and attract people to live.

Connectivity
Focus on projects that either enhance the pedestrian environment to improve the sense of place and community, or enhance the strategic transport infrastructure, to improve access by all transport modes to employment and other opportunities in the Wider Tees Valley.
Part Three: Delivering Change

The delivery strategy
The detailed spatial frameworks that deliver the Regeneration Masterplan in each of the areas of Redcar, South Tees, Greater Eston and East Cleveland, are accompanied by a delivery plan that sets out the details of projects including delivery, funding, phasing and risks. The project portfolios are bespoke to the area, reflecting the particular opportunities and challenges. However, there is a strong interrelationship between many of the projects; in particular there are a number of enabling activities that need to take place in the first three years, in order to prepare the ground for major, transformational projects thereafter.

Preparing for change, transforming the economy and sustaining regeneration
The foundation projects which are implemented in the first three years, will deliver immediate benefit and typically be funded through existing programmes and committed funding. Crucially they will also set the conditions for transformation projects which will shift the local economy onto the City Region and national stage. These projects are typically complex and require an extended planning period, third-party engagement and investment, to be secured. Thereafter the delivery plans move into sustained regeneration projects which will complete the implementation of the Regeneration Masterplan and build on the transformational projects, but which nevertheless typically require major capital funding.

The agents of change
The challenges of delivering the Regeneration Masterplan necessitate a delivery vehicle which can cater for the individual needs and challenges of each of the four spatial framework areas. A dedicated Redcar & Cleveland Development Company (RCDC) is therefore proposed, for three of the four spatial framework areas with leadership at a strategic level within the Council. The RCDC will be made up of a representative set of key stakeholders, elected members, community representatives and private sector representatives which will guide development with Redcar, East Cleveland, and Greater Eston. It will meet quarterly and use the three Spatial Frameworks and delivery plans as its business plan. Such a body is required to co-ordinate activity and delivery across the multiple stakeholders with responsibilities and interests for services and investments across the Borough.

At the sub-regional level, the Tees Valley has become one of the first areas in the country to gain approval to form a Local Enterprise Partnership (LEP). This new locally-owned partnership between local authorities and business organizations, called Tees Valley Unlimited, will help create jobs, new business and boost the local economy. The LEP will play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. They are also a key vehicle in delivering Government objectives for economic growth and decentralisation, whilst also providing a means for local authorities to work together with business in order to quicken the economic recovery.

South Tees is both the Borough’s biggest challenge and its biggest economic opportunity. Instead of delivery being led by the RCDC as is the case for the other three spatial framework areas, delivery for South Tees will be led by TVU, the LEP for sub-region, supported by RCDC. The delivery plan for this area recognises the strategic importance of successfully repositioning South Tees to ensure that it can continue to act as the anchor for the economy. Enterprise Zone status in this location will provide the platform for new investment. To drive forward the South Tees plan the TVU will work in partnership with Redcar and Cleveland Borough Council and other local agencies to tackle the scale of investment and provide the outstanding leadership required to develop a new economic platform. Given recent economic conditions there is an undoubted requirement for a significant economic stimulus package; a package that will not only protect and support jobs, but also begin the process of delivering further physical and economic investment.

For Greater Eston, the RCDC will need to take a holistic approach, delivering housing and associated place-making projects and also working with other partners on the delivery of enhanced retail provision and transport infrastructure projects.

The spatial areas of Redcar and East Cleveland will require leadership at a strategic level within the Council to deliver the Regeneration Masterplan. Currently there is limited dedicated resource devoted to East Cleveland and this will be addressed with the establishment of the RCDC.

Accelerators of change
In support of the core belief that economic growth and job creation should be led by the private sector, the 2011 Budget saw the Chancellor introduce Enterprise Zones (EZs) as an accelerator of change to the economy. The Tees Valley has been identified as a location for an EZ, alongside 21 other areas across England. The Tees Valley EZ will encompass 12 individual sites across the five Tees Valley boroughs, offering stimulating financial incentives to help attract real investment and growth and deliver significant job opportunities by 2015 and beyond. A substantial part of the EZ will be situated in the South Tees area.

The Tees Valley Enterprise Zone will be led by Tees Valley Unlimited and will offer benefits to the following sites within the Redcar & Cleveland masterplan area:

- The *Wilton Industrial Site* in South Tees is one of only a small number of areas across the country which can now additionally offer large-scale occupiers enhanced capital allowances against the cost of their plant and machinery.
- The *Kirkleatham Business Park* in Redcar which will benefit from business rate discount worth up to £275,000 per eligible business over a five year period, a simplified planning regime and superfast broadband.
• **PD Ports / South Bank Wharf (Teesport)** is identified as an enhanced capital allowance site to provide expansion sites.

All business rates growth within the zone for a period of at least 25 years will be shared and retained by the local area, to support the Partnership’s economic priorities and ensure that Enterprise Zone growth is reinvested locally.

Other external funding mechanisms are being deployed where possible to the masterplan area, notably existing European programmes, the Regional Growth Fund and the Seaside Towns Improvement Programme. All can make a contribution to the delivery of the masterplan. From a housing perspective there is also the New Homes Bonus which can generate revenues to the Council for redeployment into the masterplan area.

In addition the local authority area continues to benefit from central government department spending on mainstream capital projects such as the A66 widening which will improve strategic access to the borough.

**Costs and outcomes**
The funding requirement for the Regeneration Masterplan is estimated at approximately £265m, from public sector sources including the Borough Council, Homes and Community Agency (HCA), the Environment Agency, Regional Growth Fund (RGF), Enterprise Zone (EZ), European Regional Development Fund (ERDF) and the European Social Fund (ESF). It is anticipated that the private sector will invest up to £4.5 billion up to 2025, with £1 billion required to directly deliver the projects identified within the Regeneration Masterplan. In return Redcar & Cleveland will benefit from an anticipated 14,000 new jobs.

The primary outputs and outcomes to be generated through the masterplans interventions as below:

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<table>
<thead>
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<tbody>
<tr>
<td>Jobs Created</td>
<td>14,000</td>
</tr>
<tr>
<td>Business created &amp; Supported</td>
<td>800</td>
</tr>
<tr>
<td>Brownfield land returned to use</td>
<td>300 hectares</td>
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<tr>
<td>Additional number of visitors per annum</td>
<td>1.7 million</td>
</tr>
<tr>
<td>Additional visitor number spend per annum</td>
<td>£20 million</td>
</tr>
<tr>
<td>Public sector investment</td>
<td>£265 million</td>
</tr>
<tr>
<td>Anticipated Private Sector investment to 2025</td>
<td>£4.5 billion</td>
</tr>
</tbody>
</table>

**Flexibility to accelerate delivery**
South Tees has for a long time been the base for a number of very large employers. The impact of the decline in fortunes of any of these employers will therefore always have a major and sudden impact on the Borough. If a number of these employers should downsize or restructure their operations simultaneously, then the effect could be catastrophic. It is important therefore that the Regeneration Masterplan incorporates a response to any such event.

The immediate response would include a training, skills and recruitment package to include training needs assessment, personal, financial and other advice, additional vocational training courses and support for self-employment, an ‘enterprise allowance’ type scheme and recruitment schemes focussed on replacement demand at South Tees. The second response would be to accelerate the creation of new investment and employment at South Tees and across the Borough.

**The Regeneration Masterplan and Redcar & Cleveland Borough Council**
The Council is at the heart of the Regeneration Masterplan for Redcar & Cleveland. The Local Development Framework (LDF), through the Core Strategy, sets out the Council’s high level development ambitions for the Borough. The Community Strategy encapsulates the vision of Redcar & Cleveland as a place of choice. Now the Regeneration Masterplan provides the framework for intervention to secure the economic future of the Borough (and will provide part of the evidence base for future LDF documents). Bespoke delivery agencies are proposed for each of the four spatial frameworks, but the Council has a central, proactive role in each, working with stakeholders to realise a shared ambition – This is Redcar and Cleveland.
Part 1
Drivers of change
1.1 The place
Redcar and Cleveland is a unique place, an area of immense contrasts ranging from the vast industrial complexes and port of South Tees, to the coastal towns of Redcar, Marske and Saltburn, the gateway market town of Guisborough and surrounding countryside including part of the North York Moors National Park and the sprawling housing estates of Greater Eston on the fringes of Middlesbrough. Around 25,000 hectares in size, Redcar & Cleveland is the largest Borough in the Tees Valley and has a population of 139,500.

Historically a part of the North Riding of Yorkshire, the area has been at times part of the County Borough of Teesside (formed in 1968), and the non-metropolitan County of Cleveland (1974). Redcar & Cleveland is now a unitary authority. There are clear historical linkages with North Yorkshire however.

Redcar itself (population 36,000) was originally a fishing port but the discovery of iron ore in the Eston area of the Cleveland Hills set the foundations for major iron and steel industries. The opening of the railway and then the racecourse drew Victorian tourists to Redcar, Marske and Saltburn, transforming these coastal settlements into visitor destinations. The port developed in importance with the development of the iron and steel industries and the Wilton ICI petro-chemicals complex developed after the second world war, with the rising need and importance of oil based products to the UK economy.

Guisborough is the main town in East Cleveland and has a long history as a market town serving the North York Moors. The Priory dates back to the 12th Century. Like much of the Borough, its fortunes accelerated with the development of the ironstone trade. Further residential development took place in the 1960s and 1970s with the development and expansion of the chemical and steel industries at Wilton and Redcar. Some 18,000 people live in Guisborough.

The town of Eston lies at the foot of Eston Hills, a ridge 150-200 m above sea level, and a part of the Cleveland Hills. Eston’s development started in 1850 with the discovery of ironstone in the Eston Hills. The original mining town is now much changed, with the development of new suburbs through the twentieth century. The settlements of Eston, Normanby, Ormesby, South Bank, Grangetown, Teesville and Lazenby form the Greater Eston area with a population approaching 40,000. The Greater Eston area now effectively forms the eastern fringe of Middlesbrough.
1.2 The community
The communities in the Borough are as diverse as the landscape. Many of the towns and neighbourhoods are prosperous and thriving, contrasting sharply with other areas experiencing high levels of deprivation, low housing demand, and high levels of crime, unemployment, poor health and low educational attainment. These areas are predominantly within the urban neighbourhoods of Redcar and Greater Eston but pockets of deprivation also exist within the rural communities of East Cleveland. The Index of Deprivation 2010 indicates that the overall position is improving – in 2004 Redcar and Cleveland was the 44th most deprived Borough in the country and in 2010 this position had dropped to 52nd. The spatial concentration of deprivation has also improved – in 2010 the Borough ranked 17th highest compared to 14th highest in 2004.

1.3 The economy
The economy is also one of contrasts. The Borough houses a world-class economic powerhouse at South Tees, alongside high quality agricultural land and a National Park and Heritage Coast that provides the basis for a visitor economy.

The traditional employment base of Redcar and Cleveland has been manufacturing based on steel, chemicals and heavy engineering. However, over recent years, there has been a decline in these industries which has impacted upon many communities in the Borough and the Region, resulting in areas of urban deprivation and a declining population. The post-war chemical industry, mainly based at Wilton International, is a vitally important part of the local, regional and national economy. Boulby Potash Mine, located in East Cleveland, is one of the world’s major potash producers. Teesport, the second largest in the UK, handling 10% of all UK traffic, is planning to expand to create the Northern Gateway and bring many new jobs to the area.

Whilst the global recession of 2008 / 11 has had a sharp impact on the fortunes of all these industries, Redcar & Cleveland nevertheless possesses some unique industrial assets and infrastructure. The diversity of the Borough also creates the conditions for a more diverse economy in the future.

1.4 The Regeneration Masterplan
Redcar & Cleveland is facing a fundamental economic challenge over the next 15 years, which involves ensuring that the economic investment in South Tees area is secured and that the opportunity this offers, in particular in deriving local economic benefit for the whole of Redcar & Cleveland, is realised. In order to achieve this aim, it is imperative that Redcar & Cleveland is fit for purpose in terms of people, business and places.

This means:

- Building on strengths;
- Removing barriers to growth;
- Creating new markets;
- Justifying interventions, and;
- Linking new opportunities to the areas of disadvantage.

The Regeneration Masterplan recognises the challenging economic geography, ranging from the global industries and decision making processes of South Tees, the Tees Valley context for job opportunities and choices of where to live, the role and importance of Middlesbrough as the focus of the city region and the fine grained and local geography of deprivation. Redcar & Cleveland is not a single or an isolated economic entity and future prosperity will only be achieved in a sustainable fashion as part of a growing and flourishing city region. However, there is much that the Regeneration Masterplan can do to create the conditions for success such that Redcar & Cleveland can develop not just as the focus of economic success but as an integral part of an increasingly successful city region and indeed, a flourishing North East.

1.5 The Redcar & Cleveland Vision
‘Our Plan’, the council’s key corporate planning document provides the Council’s vision for the period 2009 - 2014, supported by 6 priority themes that reflect the Sustainable Community Strategy and the Council’s priorities. The Vision is that Redcar & Cleveland are working to achieve an excellent environment for living, learning, visiting, working and investing in. The priority themes are:

- Children and Young People;
- Healthier Communities and Older People;
- Safer Communities;
- Stronger Communities;
- Sustainable Communities;
- Business Improvement.

The Regeneration Masterplan is a logical step in building on the Core Strategy set out within the Local Development Framework (LDF) for Redcar & Cleveland. This reflects the intent of Redcar & Cleveland Borough Council expressed in the vision set out in the LDF: ‘...a strong, cohesive and forward-looking Borough...’, where residents ‘...enjoy a more prosperous and high quality of life based on a dynamic economy...’, and where there has been ‘...a step change in the Borough’s economy encompassing innovation and technological change...’.

1.6 Developing the Regeneration Masterplan
Relationship to Our Plan 2009 - 2014
The Regeneration Masterplan will be an important tool enabling the Council to achieve the vision, priorities and targets of ‘Our Plan’. The five year review basis of ‘Our Plan’ will also provide a vehicle to measure the success and direction of the Regeneration Masterplan and the council as the main body responsible for its delivery.
Relationship to the Local Development Framework
The Regeneration Masterplan itself will not form a statutory Development Plan Document (DPD) within the LDF. However, it will be a key document for the Borough Council in determining development strategy and regeneration priorities and so it will be used to inform the development of the LDF forming part of the evidence base and the documents to be contained within it. To ensure the Regeneration Masterplan is robust, an extensive Evidence Base has been prepared and this is separately available. The appraisal of issues and opportunities within Redcar & Cleveland and the proposals contained in this Regeneration Masterplan are founded on this evidence base.

The objectives for the Regeneration Masterplan are derived from the LDF Vision for Redcar and the Core Strategy. These objectives are also aligned with the Sustainability Appraisal objectives identified for LDF documents. The four key objectives are as follows:

- To provide opportunities for diversifying and strengthening the local economy;
- To regenerate areas so that they can contribute to the delivery of healthy, sustainable, inclusive and cohesive communities and to stem population decline;
- To improve the means of accessibility throughout the Borough and beyond and locate development where it will provide the opportunity to minimise the need to travel;
- To protect, conserve and enhance the Borough’s built, historic, cultural and natural environments.

The development of the Regeneration Masterplan has included a wide ranging dialogue with stakeholders, which has informed and shaped the strategy and proposals. So whilst the Regeneration Masterplan is not a DPD within the LDF, it has been prepared in such a way that the proposals contained within it can be considered to be both evidenced based and informed by local and other stakeholders.

Consultation
There have been a number of opportunities during the development of the Regeneration Masterplan to engage local, regional and national stakeholders in the development of the Regeneration Masterplan. These have included:

- A ‘Love it / Hate it’ consultation programme covering the entire Borough which sought to identify key issues to be addressed through the Regeneration Masterplan. This generated around 2,000 responses and 3,000 visitors;
- An ‘Economic Drivers’ workshop, attended by 120 stakeholders, which identified and evaluated the importance of the economic drivers of change within the Borough. A follow up workshop focused on local business stakeholders;
- An ‘Emerging Spatial Frameworks’ workshop, again attended by over 100 stakeholders, to review and appraise the emerging spatial frameworks for the four sub-areas of the Borough: Redcar, South Tees, Greater Eston and East Cleveland.

Reports of all of these stakeholder engagement exercises, which have served to shape and inform the Regeneration Masterplan, are available separately.

Finally, it should be noted that the development of the Regeneration Masterplan has been guided by the senior management team of Redcar & Cleveland Borough Council, further informed by representatives of One North East, the Homes and Communities Agency and the Tees Valley Joint Strategy Unit.

1.7 The starting point
The role and purpose of the Regeneration Masterplan has been set out above. The strategies at the heart of the Regeneration Masterplan respond to the economic challenge faced by the Borough and are aligned to the LDF vision and Core Strategy objectives. The starting point for the strategies is however, the understanding of the context for change.
2.1 The Tees Valley Economy

The Tees Valley economy comprises Hartlepool, Middlesbrough, Redcar and Cleveland, Stockton-on-Tees and Darlington. The five authorities form the basis for the Tees Valley City Region.

The Tees Valley economy is based on the largest integrated heavy industrial complex in the United Kingdom. Key industrial assets include:

- The petrochemical cluster at Wilton, Billingham and Seal Sands – the largest integrated chemicals complex in the UK in terms of manufacturing capacity and second largest in Europe;
- Teesport – the second largest port in the UK which handles 10% of all UK traffic.

The area has also developed a strong logistics industry based around the port and the distribution of chemicals, steel and engineering products. Darlington and Teesdale business park (in Stockton-on-Tees) have strong financial and business services.

2.2 Employment

The Tees Valley has a total population of 664,300. The area’s employment rate is lower than the regional and national average (65% in comparison to 66% and 70%). Since 1998 total employment has generally increased at a faster rate than nationally and often above regional levels, although since 2004 employment has dropped by 3.4% from 281,800 in 2004 to 273,400 in 2010 as a result of the recession.

Employment in Tees Valley was affected by the recession causing unemployment to increase. The claimant count rose by 58% in the Tees Valley from January 2008 to July 2009, compared to 68% regionally and 89% nationally.

This resulted in almost 9,000 additional claimants in the Tees Valley, taking the total count to 24,339 in July 2009 - 6% of the working age population. The most recent claimant count figures show that unemployment has continued to grow and there are now 1,615 more claimants in June 2011 than in June 2009. This represents almost a 7% increase in the past two years.

2.3 Sectoral Composition

Until the onset of the 2008/11 recession employment trends in Tees Valley had been broadly positive. The majority of sectors have experienced employment growth in recent years. Strong growth occurred in the education and health and social work sectors, which grew 40% and 46% between 2001 and 2009. There has been a significant reduction in manufacturing employment, falling by 34% from other 41,000 in 1998 to just over 27,000 in 2009.

Health and retail are the largest sectors within Tees Valley and are in line with the national average in terms of proportionate employment. The sector has remained stable in recent years, experiencing little growth with a small reduction in employment between 2005 and 2009. Tees Valley’s strongest employment specialism in relative terms is within construction which employs almost 20,000 and has a location quotient of 1.6 (i.e. employment in this sector in Tees Valley is 60% higher than the national average).

The Tees Valley is significantly under-represented in finance, although the sector has experienced employment growth in recent years. While the Tees Valley has broadly the same level of dependence on manufacturing as nationally, it still accounts for 11.3% of the local employment base, employing nearly 30,000 people.
Part 1 Drivers of change

Employment Change 1998 - 2009
Source: BRES / ABI (NOMIS)

Claimant Count 2001 - 2011
Source: BRES / ABI (NOMIS)

Growth and Specialisation

1 Tees Valley City Region A Business Case for Delivery, 2006
2.4 Business Base

VAT registrations between 1997 and 2007 indicated that at 12.8, Tees Valley has a slightly higher business start up rate than the North East region (11.7) and the United Kingdom (10.1). The VAT registration figures are substantiated by the business demography data which registers business births, deaths and survival rates. Data available from 2004 up to 2009 indicates that whilst there was a brief peak in business start ups across the country in 2007, since the recession they have dropped to below 2004 levels.

2.5 Skills

The proportion of the working age population with higher level skills, i.e. at NVQ (National Vocational Qualification) Level 4 or above, in the Tees Valley (and the North East) continues to lag behind the national average (25% in comparison to 31%). To close the gap, over 26,000 individuals would need to gain qualifications at NVQ Level 4 or above.

The Tees Valley as a whole is presented with a significant challenge if it is to meet the Leitch targets, whereby 40% of the working age population will hold skills at Level 4 or above by 2020.

Similarly, the Tees Valley faces the challenge of reducing the proportion of the working age population that have either no qualifications or skills levels lower than NVQ 2 to 10%. The current position is 27.4% in comparison to 24.5% nationally.
2.6 The Challenge
The Tees Valley economy faces a number of economic challenges in order to share in the vision, prosperity and inclusion set out in the Regional Economic Strategy (RES) and more recently, the Northern Way Growth Strategy. These challenges are set out in the Tees Valley City Region Business Case as:

<table>
<thead>
<tr>
<th>Economic Challenge</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>GVA</td>
<td>To grow the Tees Valley economy faster than the UK economy to narrow the gap in GVA.</td>
</tr>
<tr>
<td>Employment</td>
<td>To continue the rise in employment in the Tees Valley.</td>
</tr>
<tr>
<td>Sectors</td>
<td>To encourage manufacturing industry to innovate and improve its productivity. To develop the service sector particularly financial and business services.</td>
</tr>
<tr>
<td>Business Base</td>
<td>To increase the stock of businesses in the Tees Valley.</td>
</tr>
<tr>
<td>Benefits / Worklessness</td>
<td>To improve household incomes and develop less dependency on benefits. To continue to increase economic activity and employment rates in the Tees Valley and reduce worklessness.</td>
</tr>
<tr>
<td>Skills</td>
<td>To upskill the workforce to obtain NVQ 3 / 4 qualifications and also reduce the people of working age with no qualifications.</td>
</tr>
<tr>
<td>Deprivation</td>
<td>To reduce the spatial polarisation in the Tees Valley.</td>
</tr>
</tbody>
</table>

Tees Valley Unlimited is a partnership coordinating activities across the Tees Valley to improve economic performance.

Redcar and Cleveland currently reports a prosperity gap relative to national average performance. The chart below shows the extent and different components of the Borough’s prosperity gap and therefore the requirement for intervention to improve its economic position:

In terms of growth potential the Investment Plan for the Tees Valley City Region provides employment growth estimates based on a scenario of 2.8% growth in GVA per annum, which is the regional target set out in the Regional Economic Strategy (RES) and Regional Spatial Strategy (RSS). Assuming that Tees Valley will match regional growth, there is the potential for a net increase of between 18-20,000 jobs between 2006 and 2016. GVA would also increase £8.5 billion to £11.2 billion over the same period.

To deliver this growth the investment plan sets out priority sectors and clusters. These include a mix of established clusters making a significant contribution to GVA and emerging areas of economic activity which currently make a more modest contribution to the Tees Valley economy but have growth potential.

- chemicals and petrochemicals;
- the new energy economy;
- digital media;
- logistics;
- finance and financial; and
- business services.

2.7 Going Forward: The Economic Focus
The City Region Business Case outlines the way forward for Tees Valley based on building on economic assets, such as the airport, port and universities, and improving the urban competitiveness and ‘liveability’ of the area. The strategy is summarised in the diagram below:

- World Class Chemical and research base: Potential for national centre for energy development
- Port
- Logistics
- Durham Tees Valley Airport
- Universities
- Defence Estate Proposals to double size of Catterick Garrison
- Upgrading business environment
- Improving skills base
- Physical, social and cultural infrastructures
- High growth firms
- Entrepreneurship
- Innovation
2.8 The Spatial Focus
A key objective to improve the performance of the Tees Valley economy is to upgrade the business environment. This entails providing competitive business infrastructure, including the availability of high quality employment sites and premises. The Tees Valley Vision sets out a spatial strategy which focuses investment on three areas:

- The River Tees Corridor stretching from Stockton town centre through to Teesport;
- The Coastal Arc to the east of Tees Valley covering Hartlepool and Redcar; and
- The Western Corridor stretching from the west of Stockton and Middlesbrough to Darlington.

This approach encompasses each of the five authorities and enables development to focus on areas with strong economic potential.

2.9 Implications for Redcar and Cleveland
The Tees Valley remains an important centre for industrial employment, although current economic conditions are having a major impact on the core industrial employment base. Over the past ten years substantial progress has been made in diversifying the economy, with considerable employment growth in service sector employment.

Other Boroughs in the Tees Valley have benefited more from this increase in service sector employment, and Redcar and Cleveland needs to accelerate new investment in these sectors if it is to successfully diversify its economy and benefit from the forecast employment growth for the city region.

Additionally, Redcar and Cleveland is now the most vulnerable area in terms of redundancies and closures and this gives impetus to both developing the service sector economy and diversification in to the new industrial and technological opportunities identified in the City Region plans.

2.10 The changing economy
The economy of Redcar and Cleveland has developed as local assets and enterprise were able to take advantage of changes in technology and production allowing for facilitated progression: ironstone mining combined with a port produced the ironstone trade and then the import of coal to support iron and steel making; the local production of metals and the development of national and international distribution infrastructure allowed the development of manufacturing; the combination of the port, established sites for heavy industry, availability of skilled labour and strategic government decisions regarding the petro-chemicals sector created the opportunity for Wilton.

Meanwhile the diversification of the economy of Redcar and Cleveland to include agricultural and visitor economies can only really be understood with reference to changing governance and boundary issues. As the 2008 / 11 global recession has shown, decision making within key industries in Redcar & Cleveland is frequently taken externally.

Once again Redcar & Cleveland faces the challenge of creating the conditions for economic development, without being able to forecast exactly what form that employment will take. This notwithstanding, the combination of building on existing assets and influencing the decision making of public and private sector agents of change lies at the heart of the Regeneration Masterplan.

The changing employment context
Between 1998 and 2008, the distribution of employment by sector has changed quite considerably in Redcar and Cleveland. The major changes are a decline in manufacturing employment (from 11,564 in 1998 to 7,405 in 2008) and an increase in public sector employment, a fairly typical pattern in primarily industrial areas. Public sector employment increases are mainly due to increases in education and health-related jobs in the area over the past decade.

In Redcar & Cleveland as elsewhere, the fall in industrial and manufacturing employment is not a sign of economic failure. Investment in new technologies often requires more skilled, but fewer employees. As such the Borough continued to have a thriving industrial base - particularly within the petro-chemical industries - until the onset of the current recession. There is potential additional development at Teesport where there is land to accommodate a further six assembly and distribution hubs with the potential to create a further 3,000 jobs.

However, financial services, business, retail and distribution employment has remained relatively constant in Redcar & Cleveland, in contrast to other areas formerly dominated by industry where these sectors have grown strongly. This has left the Borough with a very weak service sector. This needs to be addressed through the Regeneration Masterplan.

### Employment Change in Redcar & Cleveland (1998-2008)

Source: BRES (Nomis)
Interdependency and vulnerability
The weak service sector leaves the economy of Redcar & Cleveland vulnerable as this has been the saviour of other industrial areas. A balanced economy is more resilient to downturns in individual sectors. There are other aspects of vulnerability and interdependency in the local economic geography which inform the context for change.

The parallel study of the North and South Tees Industrial Framework (Parsons Brinkerhoff, 2009) underlines both the complexity and uniqueness of the industrial infrastructure of the North-South Tees area and also the high interdependency of the businesses that have developed, particularly in the petro-chemicals cluster. This interdependency arises from the fragmentation of the process industries, with a succession of companies dependent on the products or services provided by others. This is a more integrated set up than simple supply chains, where the failure of one supplier can be made good through alternative sourcing, simply because of the requirement for physical proximity. If there is a lack of critical mass ‘on-site’ to take the products (chemicals, gases, waste heat etc) then the economics for the producer are critically affected. Similarly, some processes are entirely dependant on the creation of by-products from other on-site businesses and failure of the main market for that business will have obvious knock-on impacts.

The Regeneration Masterplan needs to accommodate the strategy developed for North – South Tees, by meeting the needs of the petro-chemicals cluster but also supporting the diversification of industrial and manufacturing processes, to mitigate against the risks of progressive failure in the former.

Vulnerability is also increased where decision making is extraneous to the Borough and this is particularly an issue for global operations. The impact of this was seen during the 2008 / 11 recession in relation to the steel industry. The Regeneration Masterplan needs to increase the influence of local economic stakeholders in relation to the decision making processes affecting, but outside of, the Borough for example in giving the public sector a stake through land ownership.

Global recession
The 2008 / 11 recession led to a drop in demand for manufactured goods, resulting in a significant decline in industrial and manufacturing employment throughout the UK and in South Tees. This affected the manufacturing supply chain, notably steel and petro-chemicals. As a result significant redundancies were announced in the Borough by a number of companies and there is a risk of further and substantial redundancies.

The acceleration of key projects identified in the Regeneration Masterplan as identified in Part Three: section two: Flexibility in delivery will be required in response to significant redundancies.

Economic linkages with the Tees Valley
There are strong economic linkages within the Tees Valley, with 14,600 residents of Redcar & Cleveland employed in Middlesbrough and 5,500 in Stockton. There are strong flows the other way with almost 4,000 people from Middlesbrough working in Redcar and Cleveland, 4,000 from Stockton; 560 from Hartlepool and 525 from Darlington.

In total then approximately 24,000 workers from Redcar and Cleveland travel outside the Borough to work while circa 9,000 workers from other Boroughs travel to work in Redcar and Cleveland giving a net outflow of approximately 15,000. These flows form part of an increased trend in commuting that has occurred over the past twenty years. The flows also reflect geography, with Greater Eston effectively forming the eastern fringe of Middlesbrough.

The separation of employment and residence is not in itself a problem providing that residents of Redcar & Cleveland are able to physically access employment and training. The Regeneration Masterplan needs to enhance accessibility where provision is inadequate and to facilitate a modal shift to more sustainable travel modes and patterns.

2.11 The labour force
A relatively high proportion of the working age population in Redcar and Cleveland has lower level qualifications or no qualifications. Some 13.4% have no qualifications (compared to a national average of 11.1%) and just 23.8% are qualified to Level 4 (Degree Level or equivalent) compared to a national average of 31.1%. The industrial base means that relatively high numbers of its workforce are educated to Level 3 (22.9% compared to a national average of 19.6%).

### Skills of Working Age Population (% of working age population)

<table>
<thead>
<tr>
<th>Region</th>
<th>No qualifications</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>England</td>
<td>11.1</td>
<td>13.3</td>
<td>16.3</td>
<td>19.6</td>
<td>31.1</td>
</tr>
<tr>
<td>North East</td>
<td>13.3</td>
<td>14.3</td>
<td>18.2</td>
<td>22.4</td>
<td>25.5</td>
</tr>
<tr>
<td>Redcar &amp; Cleveland</td>
<td>13.4</td>
<td>14.9</td>
<td>17.8</td>
<td>22.9</td>
<td>23.8</td>
</tr>
</tbody>
</table>

The Leitch Review concluded that by 2020 90% of adults should be qualified to at least Level 2 and 40% qualified to Level 4 and above. By 2020 Redcar and Cleveland needs to have almost doubled the current proportion of residents qualified to degree level and above to meet the profile of a competitive workforce.
Due to the history of industrial employment, a significant proportion of older workers are educated to Level 3. As these workers leave the workforce, the skill levels of the workforce will decrease. Given the need to attract new investment and employment to South Tees, increasing the skills levels of the workforce is a high priority for the Regeneration Masterplan.

2.12 Deprivation as a priority for action
As of 2010, 35% of all Super Output Areas (SOAs) within Redcar and Cleveland fall within the top 20% of most deprived areas nationally. The highest concentration of deprivation is clustered around the South Bank, Eston and Grangetown wards, with smaller pockets of deprivation across the northern reaches. All but one of the 13 SOAs which are ranked as being in the top 5% of most deprived areas nationally are found in the west of Redcar and Cleveland, mostly within the South Bank, Grangetown, Eston and Newcomen wards.

Of the 92 SOAs in Redcar and Cleveland, more than half fall outside the top 40% of the IMD. The more central parts of Redcar and Cleveland perform most positively in terms of deprivation. These areas are found in wards such as Guisborough, Hutton, Longbeck and the western parts of Brotton and Westworth.

The Borough improved its ranking in the Index of Deprivation 2010, ranking the 52nd most deprived local authority in England, compared to the 50th most deprived in 2007, and 44th in 2004. There was also an improvement in the spatial concentration of deprivation, where the Borough is ranked 17th on the 2010 index compared to 12th in 2007.

In addition to issues of low skills and incomes, other factors, such as health, are impacting on community well-being.

2.13 Demographics
Since 1987 Redcar has had a fluctuating population which has settled into a pattern of overall decline. This decline has contributed to the ageing of the population, with an 8% increase in the 60+ year olds compared to 1% nationally.
### High level SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Key economic drivers and global expertise - Port, petrochemicals and steel making;</td>
<td>• Poorest performing region from an economic perspective;</td>
</tr>
<tr>
<td>• Existing supply chain linkages;</td>
<td>• Worklessness – 2nd and 3rd generation unemployment in some areas;</td>
</tr>
<tr>
<td>• Boulby Potash – global market;</td>
<td>• High levels of deprivation within the Borough;</td>
</tr>
<tr>
<td>• Supply of well paid, highly skilled, innovative / creative jobs;</td>
<td>• Poor connectivity – peripheral to highway network – connections are good but at some distance;</td>
</tr>
<tr>
<td>• Strategic highway network – in place but close to capacity;</td>
<td>• Poor housing market, lack of aspirational / executive housing;</td>
</tr>
<tr>
<td>• Good supply of brownfield land;</td>
<td>• Contaminated land (but could be appropriate for industrial use without extensive remediation);</td>
</tr>
<tr>
<td>• Natural and built assets – coast, national park, countryside, conservation areas and heritage buildings;</td>
<td>• Resident based earnings are lower than work based earnings. Higher earners not living in Borough;</td>
</tr>
<tr>
<td>• Housing market performing well in more affluent areas;</td>
<td>• Poor retail offer and poor environmental quality of some local centres;</td>
</tr>
<tr>
<td>• Guisborough – stable and attractive compared to rest of Borough and there are other attractive rural towns / villages;</td>
<td>• Poor perception as a place to visit and live;</td>
</tr>
<tr>
<td>• Strong sense of community.</td>
<td>• Poor skills / residents’ aspirations;</td>
</tr>
</tbody>
</table>

### Opportunities

- Potential for statutory City Region status in the future;
- Demand for small scale light industrial accommodation;
- Environmental technologies – biofuels, related agricultural sector and renewables;
- Logistics – expansion of port distribution;
- Develop more executive aspirational households;
- Wilton site – 60% available of 400ha;
- Tourism – Saltburn arts, Redcar beach – extreme sports, wildlife, racecourse;
- People who live there – champion it;
- Extension to influences of National Park;
- Drive up skills levels, driven by market requirements;
- Improve leisure / culture / tourism offer across the Borough;
- Reconfiguring existing town / local centres to meet local needs;
- Trends towards coastal and rural living;
- Delivering ‘A New Perspective: The Greater Eston Delivery Plan’.

### Threats

- City Region – loss of local decision making / competing priorities;
- Competition from Middlesbrough’s renaissance;
- Downturn in steel making (Corus), chemicals and processing industries – loss of investment. Investment in bio fuels in R&C at risk;
- Ageing population;
- Limited population growth (very low) – failing school population;
- Lack of available land for development, particularly in South Tees, due to inability to obtain sites from current landowners;
- Continued leakage to other retail offers e.g. Teesside Retail Park / Middlesbrough, Metro Centre;
- Vulnerability of industry as a result of inter-dependencies – energy / infrastructure – products / by-products;
- Over-reliance on declining sectors e.g. construction and manufacturing;
- Global / national economic decline;
- Public and private sector funding not forthcoming.

### 2.14 Redcar and Cleveland SWOT analysis

Redcar and Cleveland has a wide range of strengths, weaknesses, opportunities and threats and these help to frame the Regeneration Masterplan strategies. This is a summary of an extensive evidence base and detailed analysis including a PESTLE assessment, available separately (technical appendices)

In many cases the contrasting nature of the Borough is reflected in the key issues and opportunities:

- the need for physical regeneration, even though many parts of the Borough are very attractive;
- the challenge of reducing worklessness, although the Borough is within travelling distance of a number of major employment locations; and
- the dependence on industrial employment, which is in long term decline, although there are credible plans for significant new investment in ports and petrochemicals.

The greatest concern remains the impact of the recession on the industrial base and the potential for further significant job losses to occur before many of the key projects identified in the Regeneration Masterplan are able to provide replacement employment in the Borough. With high levels of unemployment and multiple deprivation, further jobs losses would undermine the sustainability of many communities.

Therefore, having set out the context for change, the next task is to identify the Economic Drivers that will shape the future economy of Redcar & Cleveland.
3.1 Shaping the future economy

The economy of Redcar & Cleveland is changing. An extensive review and analysis of the existing economy of Redcar & Cleveland identified ten economic drivers for Redcar and Cleveland. These are based on known opportunities linked to market prospects and sub-regional and regional economic priorities.

- **Existing Industrial - Teesport** - a major gateway and a substantial employer with investment plans that potentially could create several thousand new jobs over the next 5-10 years.
- **Existing Industrial - Petrochemical** - one of the Tees Valley’s strengths, with major employers already in place and development plans with the potential for several thousand new jobs in a high priority sector and location for the region;
- **New Industrial - Renewables** - an emerging investment priority with developments such as the Eco Park offering an opportunity to establish a long term growth sector for Redcar and Cleveland and the Tees Valley;
- **New Industrial - Manufacturing** - offering potential to build on the industrial base through the introduction of advanced manufacturing services;
- **Service Economy - Business / creative industries (niche services)** - the Borough has a very weak service sector economy, partly explained by the size of the major settlements and small local market. There is scope to develop more service businesses, probably based on micro enterprises, linking in to business opportunities in major employment centres in Middlesbrough and Darlington;
- **Service Economy - Tourism / Culture / Leisure** - Redcar was formerly one of the most popular tourist towns in the North East and still attracts a considerable number of day visitors.

The long term trend is for increased leisure expenditure, although there is also a greater demand for quality. The tourism and leisure sectors offer one of the best opportunities for the Borough to increase the scale of its service sector economy;

- **Population (housing) growth** - the North East and the Tees Valley have a stated ambition of increasing the population through in-migration and recent forecasts suggest that this will happen over the next 10-15 years. A growing population helps to sustain local communities and generate increased local expenditure and jobs. Parts of the Borough are already attractive to incomers;
- **Middlesbrough** - new investment in public realm, retail and cultural facilities has helped to transform Middlesbrough. Redcar and Cleveland businesses and people have an opportunity to take advantage of growth in the Middlesbrough economy. This also applies to Stockton and Darlington;
- **Rural Renaissance** - large parts of the Borough benefit from a coastal and rural location, adjoining the North York Moors. There is a growing demand to live in rural areas, mainly those of working age, able to commute or work from home. There is unrealised potential in terms of rural tourism, and this could be linked to a growing rural population. The rural area offers scope for the development of micro businesses and cultural and creative industries;
- **Existing Industrial – Steel** - a significant sector focussed around the Corus complex and associated businesses.

All ten economic drivers listed above have a role to play in the future economy of Redcar and Cleveland. However, the reality is that individual economic drivers will impact on the economy of Redcar & Cleveland at different times and in different localities. The Regeneration Masterplan needs therefore to be flexible in creating the conditions for growth and sophisticated in setting bespoke spatial frameworks for growth, across the different parts of the Borough.
3.2 Growth scenarios

Whilst the timing of investment and growth in individual economic drivers cannot be fully predicted, the analysis of the current economy and future opportunities nevertheless suggests that some structuring of the impact of the individual economic drivers is possible based on three scenarios:

**Stabilise / Consolidate**
Maintain or return to the 2007 / 08 status quo with modest re-shaping of the economy to offset recession jobs losses. This equates to a ‘Do Nothing Option’ based on the premise that the Regeneration Masterplan does not identify any new major economic opportunities. It is based on a core objective of replacing employment lost as a result of the current recession. The implication for this option is that only a limited number of the Economic Drivers will be relevant to / achievable in the Borough.

**Measured Revival**
Maintain or return to the 2007 / 08 status quo with long term plans to increase employment and population based on re-shaping of the economy to offset recession jobs losses. This option sets a phased approach to economic regeneration, with initial efforts seeking to replace recent employment decline, while long term actions are developed to deliver a modest degree of employment growth and economic improvement. This option would see the Borough make some improvement in the long term, but the scale of change would not be transformational.

**City Region Vitality**
Maintain or return to the 2007 / 08 status quo with long term plans to significantly increase the scale and quality of employment and to deliver significant housing and population growth linked to integration with a vibrant city region economy. This option would set an ambitious agenda and would be based on significant new investment by the private sector in terms of industrial activities, as well as new investment in housing and town centres. It would deliver transformational change, based on a transformed City Region.

3.3 Moving towards City Region Vitality

The discussion of options took place at a time when the effects of the economic recession of 2008 / 9 on the Borough were becoming clearer. In many ways the preferred approach for each Economic Driver will be dictated by the strength of the industrial base at the end of the recession. The preferred approach is nevertheless a hybrid of ‘Measured Revival’ and ‘City Region Vitality’, with the emphasis in the early years on revival, creating a platform for accelerated and transformational change in later years. This approach places a greater emphasis on fully implementing the early years projects, both to create a platform for growth and to offset any further employment losses in the industrial base.

<table>
<thead>
<tr>
<th>Elements of the New Economy</th>
<th>City Region Vitality</th>
<th>Measured Revival</th>
<th>Stabilise / Consolidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing industrial - port</td>
<td>Service economy - business</td>
<td>New industrial - manufacturing</td>
<td></td>
</tr>
<tr>
<td>Existing industrial - petrochemicals</td>
<td>Service economy - creative industries</td>
<td>Service economy - retail</td>
<td></td>
</tr>
<tr>
<td>New industrial - renewables</td>
<td>Service economy - leisure</td>
<td>Existing industrial - steel</td>
<td></td>
</tr>
<tr>
<td>Service economy - tourism</td>
<td>Rural renaissance</td>
<td></td>
<td></td>
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<tr>
<td>Population growth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middlesbrough / role in City Region</td>
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*Cyclists, East Cleveland*
4.1 The Community Strategy

The Regeneration Masterplan will transform Redcar & Cleveland in the period to 2025, managing the effects of the global recession, supporting the drivers of positive economic change and delivering local economic benefits, enabling the residents of the Borough to share in the increased prosperity of the Tees Valley. The impact of the Regeneration Masterplan will be as visible in terms of the physical regeneration of the towns and neighbourhoods as it will be by new business and employment opportunities. Redcar in 2025 will embody the Community Strategy vision of ‘An attractive place to live, work, visit and invest’.

The economic vision is based on four broad themes that have emerged from the Economic Drivers. These are closely related to the objectives for the Regeneration Masterplan, focussed on economy, communities, connectivity and environment and as such, form an economic vision statement.

4.2 An economic vision for Redcar & Cleveland

- **New Industrial** - Redcar & Cleveland will have an economy based on a competitive industrial base. New investment, products and processes will underpin long term stability and, in some sectors, considerable growth with a focus on opportunities in green and renewable technologies and processes;
- **New Economy** - The service sector will see sustained growth, based on enterprising business in tourism, leisure and creative and digital as major priorities, and smaller opportunities based on micro enterprises;
- **New People and Communities** - The Borough will accommodate a growing population, drawn by attractive neighbourhoods, housing and schools, increasing expenditure in the local economy and increased employment rates and income levels, accompanied by better qualified young people taking up employment and training opportunities;
- **New Connections** - Redcar & Cleveland will have a more connected economy, with local business and people accessing the opportunities available in other parts of the Tees Valley.

4.3 The four themes of the Regeneration Masterplan

The strategy for realising the economic vision for Redcar & Cleveland has four objectives:

a. **Diversifying and strengthening the local economy** - To broaden the economic base to include a stronger service sector, creative and visitor economies whilst maintaining and strengthening existing assets in primary and port related industries.

b. **Delivery of healthy, sustainable, inclusive and cohesive communities** - To regenerate areas so that they can contribute to the delivery of healthy, sustainable, inclusive and cohesive communities, to attract and retain population and so reverse population decline.

c. **Improving connectivity** - To improve the means of accessibility throughout the Borough and beyond, to connect residents and jobs and visitors to the attractions of the Borough and to locate development where it will provide the opportunity to minimise the need to travel.

d. **Protecting, conserving and enhancing the Borough’s built, historic, cultural and natural environments** - To use the existing assets to promote pride in place, underpin the visitor economy and provide a setting for investment.
Spatial Areas

The contrasting nature of places and economy across the Borough has already been noted. Therefore the Regeneration Masterplan does not consider implementation according to a single geography but on the basis of four distinct spatial areas:

### Economic
- Tourism and leisure
- Industrial excellence
- The enterprising Borough
- Skills for a modern economy

### Sustainable Communities
- Place making
- Extending housing choice
- Access to opportunity for all

### Environment
- Green infrastructure
- Open space and natural resources
- Industrial heritage

### Connectivity
- Delivering improved bus and rail networks
- Multi-modal movement around and to the town
- Infrastructure improvements to facilitate development
- Movement by sustainable modes of transport

### Four Spatial Areas in Redcar and Cleveland

4.4 Spatial Areas

The themes are interrelated and the success of the Regeneration Masterplan will depend on implementation across the breadth of the Masterplan.
4.5 Economic drivers and spatial priorities

The rationale for area based implementation of the Regeneration Masterplan is illustrated by the table to the right, which identifies those economic drivers that are of greatest relevance to each locality. This varies considerably from one area of the Borough to another.

Part Two of this Regeneration Masterplan document provides more information on the four Regeneration Masterplan themes and the overarching spatial strategy. However, more detailed Spatial Frameworks have been prepared for Redcar, South Tees, Greater Eston and East Cleveland and these are available separately.
4.6 What will this mean in real terms?

The Regeneration Masterplan will have real and considerable benefits for Redcar & Cleveland, the Tees Valley and the wider region. The intention is to diversify the economy through increasing service sector employment, while maintaining industrial employment at significant levels. In total there will be more jobs than there are today, although the emphasis will be on the service sector.

The changes in employment will provide a broader range of opportunities, from highly skilled jobs in a range of sectors, to entry level and part time employment, spread across the Borough. The key changes will be:

- Industrial employment supported by an acknowledged reputation in renewable technologies and applications;
- A major tourism industry in both Redcar and East Cleveland;
- A more diverse business base, much of it located in a thriving Redcar town.

Underpinning these changes will be a housing market offering more choice, a better public transport system providing better access to employment and significant investment in the environment, particularly in East Cleveland and Greater Eston.
Part 2
Strategies for change
1.1 The economic context for intervention
The economic strategy responds to the economic vision of *New Industrial* and *New Economy* and develops the Regeneration Masterplan objective of *Diversifying and strengthening the local economy*.

Redcar and Cleveland is synonymous with the perception of Teesside as an area of primary industrial complexes. South Tees for example, is dominated by the major industrial sites around the port, steel and petrochemical industries. The area is a key element of the industrial and economic infrastructure of the Tees Valley and the North East of England and is an important source of skilled jobs for residents of the Tees Valley and beyond.

The economic circumstances of the 2008 / 11 recession and concurrent company announcements in the Redcar & Cleveland area highlight the risks associated with reliance on large employers, both in terms of direct impacts and consequences for local supply chains. This raises the need for the Borough to accelerate opportunities for economic diversification (whilst still capitalising on industrial strengths, where there are new investment opportunities).

The area has traditionally had a small service sector. Historically, tourism and leisure has been the most important service sector, and reviving the fortunes of the industry is also linked to changing perceptions of the Borough as a place to live and invest. The need to diversify places greater emphasis on increasing opportunities across the Borough, and not solely relying on South Tees to generate new employment opportunities. Clear plans across the geography are an important element of the Regeneration Masterplan.

The focus of the Regeneration Masterplan is on the modernisation of the business base, driven by significant private sector investment over the next ten years. This applies to both industrial and service sector activity, taking advantage of economic renewal as the economic upturn creates the conditions for further growth.
1.2 Issue and opportunity

The core economic strengths, weaknesses, opportunities and threats can be summarised as follows:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strong, long established industrial base;</td>
<td>• Small and under-developed service economy;</td>
</tr>
<tr>
<td>• Port of national significance;</td>
<td>• High levels of worklessness and unemployment;</td>
</tr>
<tr>
<td>• Leading European petrochemical complex;</td>
<td>• Communities affected by multiple deprivation;</td>
</tr>
<tr>
<td>• Coastal and rural environment;</td>
<td>• Perceived isolation from markets, other centres;</td>
</tr>
<tr>
<td>• Skilled workforce and research strengths around industrial base;</td>
<td>• Over dependence on public sector and large, foreign owned companies.</td>
</tr>
<tr>
<td>• Redcar Racecourse;</td>
<td></td>
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<tr>
<td>• Saltburn.</td>
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</tbody>
</table>

Opportunities

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increased expenditure and new demand for leisure and tourism;</td>
</tr>
<tr>
<td>• Increased growth in other parts of the Tees Valley;</td>
</tr>
<tr>
<td>• New legislation and emerging sectors in energy, waste management and recycling;</td>
</tr>
<tr>
<td>• Micro enterprise and home working in growth service sectors - such as creative and digital;</td>
</tr>
<tr>
<td>• Increased demand for quality leisure services.</td>
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</tbody>
</table>

Threats

<table>
<thead>
<tr>
<th>Opportunities</th>
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</thead>
<tbody>
<tr>
<td>• Global recession and restructuring of the industrial base;</td>
</tr>
<tr>
<td>• Lower costs centres for industrial production;</td>
</tr>
<tr>
<td>• Costs of making sites available for development;</td>
</tr>
<tr>
<td>• Limited local market to sustain service and retail economy;</td>
</tr>
<tr>
<td>• Increased competition from neighbouring districts.</td>
</tr>
</tbody>
</table>

The relevance of the sub-themes varies across the Borough, reflecting the existing assets and opportunities for change. The table below indicates the relative strength of each area within the four themes, based on existing provision. The more symbols shown, the greater the area’s strength.

<table>
<thead>
<tr>
<th>Place</th>
<th>Theme</th>
<th>South Tees</th>
<th>Redcar</th>
<th>Greater</th>
<th>East Cleveland</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Industrial Excellence</td>
<td>▲▲▲▲▲</td>
<td>▲▲</td>
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<tr>
<td></td>
<td>Tourism and Leisure</td>
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<tr>
<td></td>
<td>The Enterprising Borough</td>
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<tr>
<td></td>
<td>Skills For A Modern Economy</td>
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</tbody>
</table>

Industrial Excellence

Redcar and Cleveland is the base for a number of major industrial enterprises, some of which are in transition, both growing and declining. South Tees is a competitive location for a number of specialist activities, and the combination of an expanding port and new opportunities around renewable and environmental activities provides considerable potential for new investment.

There are opportunities for associated businesses to develop in support of the port’s expansion, for example in the form of the growth of the logistics and warehousing sector further diversifying the economic base around an existing asset. This is a complex agenda dependent upon significant financial investment and with issues of land ownership, site contamination and the long term plans of existing companies. A number of the existing employment premises and investment proposals are of regional and national significance.

South Tees will make the greatest contribution to delivery of economic objectives across Redcar and Cleveland, reflecting the focus of employment activity in this location and its particular strengths around industry. The economic drivers in South Tees include:

1.3 Proposed interventions

The economic theme of the Regeneration Masterplan has taken the industrial track record of the Borough as one strand of a comprehensive plan to grow the economy of Redcar and Cleveland. Interventions in the economy have been identified through:

- Industrial Excellence;
- Tourism and Leisure;
- The Enterprising Borough; and
- Skills for a Modern Economy.
Traditional industries: opportunities to build on some of the Borough’s core economic assets through expansion and/or diversification of activity related to the port, petrochemicals and other established industries;

Waste management and low carbon sectors: building on the range of initiatives currently underway and planned relating to energy generation, waste management and recycling and the opportunity to expand this sector within the economy. Known schemes include the Progressive Energy Scheme, South Tees Eco-Park (Graphite Resources) and Pyreco;

Creating opportunities for business development and growth: Limited site availability has been reported in South Tees as large parts of the area are in the ownership of a small number of land owners. Initiatives to increase access to land for development will support industry expansion and diversification in accordance with strategic objectives.

Associated initiatives will include higher level skills development; re-training for redundant workers; and providing training to help local residents to take advantage of new and replacement demand.

The North South Tees Industrial Framework covers the industrial area, north and south of the River Tees and therefore covers a wider study area than that included within the Redcar and Cleveland Regeneration Masterplan, which only covers the South Tees area. This document should be considered alongside the Regeneration Masterplan as it provides a framework to maximise future industrial development in the North South Tees area. This includes the proposal for ten sector development plans, where specific opportunities have been identified. Collectively there is an opportunity to implement a programme of initiatives across industry sectors which taken as a whole would demonstrate transitioning an entire industrial area to low carbon operation.

Tourism and Leisure

While Redcar has a historic role as a tourist centre and parts of rural East Cleveland receive significant visitor numbers, the Borough’s tourism economy is not experiencing the same growth as other areas of the UK. Figures from The Scarborough Tourism Economic Activity Monitor (STEAM) indicate that between 2005-2007 the local tourist economy fluctuated rather than increased. Other centres, such as Whitby and Scarborough located further along the coastline, have led the way in renaissance of the coastal town visitor economy, and Redcar and Cleveland has the potential to considerably strengthen its tourism offer over the next ten years. The potential to diversify the economy, based on a quality and distinctive offer, is a major priority for the Regeneration Masterplan.

Tourism and leisure will be based around a renewed Redcar, taking advantage of a re-designed seafront, its key asset, and East Cleveland developed as a high quality location for outdoor activities, on a par with the best of the North York Moors.

As noted, tourism and leisure has a place based focus and the priorities are:

Redcar: through a focus on the renewal of the seafront and town centre, building on the sea defence works to provide high quality public art and sculpture to create a new visitor attraction. This will be delivered alongside redevelopment of the sea front business base to incorporate creative industry facilities new housing, commercial development and high quality cafes and restaurants. Intervention will create a town that people visit regularly, on the basis of the quality of its seafront and the new attractions to be created. Outside the town centre, Kirkleatham offers the potential to establish a high quality hotel offer to provide an accommodation, conference and meeting hub through relocation of the museum to the town centre and redevelopment of the museum building, stable and special school site. The opportunity at Kirkleatham will widen the offer and appeal of Redcar as a place to visit, encouraging longer stays and greater spend;

Guisborough and rural: Under the economy theme, the key economic drivers will be tourism and leisure and business for East Cleveland. The tourism and leisure sector offers an opportunity to exploit the area’s natural and historic assets to the advantage of the economy.

A major focus of tourism and leisure related activities across the Borough will be stimulating private sector investment in visitor accommodation – hotels and bed and breakfast, country house and spas, and campsites. This diversified offer will cater for a broader visitor market, attracted to Redcar and Cleveland as a result of greater marketing of the Borough’s existing assets, including the quality of the natural environment, and the development of new attractions both proposed through the Regeneration Masterplan and existing development proposals, such as new leisure facilities at the Civic, Leisure and Community Heart at Redcar.

Associated initiatives will include customer care training, increased promotion and marketing; an improved events programme; and support for the development of outdoor activities.

Enterprising Borough

Redcar and to a lesser degree Cleveland has benefited from the presence of large employers for many years. This influence has changed as many large employers have reduced their workforce and in some cases, closed operations entirely. In future years, the Borough will have to generate more local employment from smaller companies, many of which will be owned and managed by people living locally. This is a major challenge and is already being addressed by the Local Enterprise Growth Initiative (LEGri) programme. Longer term approaches will need to be developed to ensure the Borough retains competitive advantage, building on existing strengths but also exploring opportunities to diversify the economy.

There is a need to further grow the service sector economy
Part 2 Strategies for change

in order to reduce dependence on industrial employment, thereby spreading the risk in times of sectoral downturns, and to provide a wider range of employment opportunities for local people. The slow growth in the service economy over the past ten years requires public sector intervention to stimulate new investment. The two major drivers of service sector employment in recent years have been financial and professional services and creative and digital industries. The latter is characterised by micro-enterprises, often working in sub-regional markets, and the Borough has the opportunity to nurture local enterprises in a number of niches. New and improved business premises will be important to address the needs of existing and future businesses in both the urban and rural areas.

Another important trend which Redcar and Cleveland can capitalise on is home and remote working, where the attractiveness of East Cleveland is likely to encourage more people to live and work from home or locally. Investment in the ICT infrastructure servicing the Borough is crucial to support existing industries and encourage entrepreneurialism through increased levels of home working and start up businesses. This activity will be led by the private sector with the public sector agencies role being to lobby for the Borough to be prioritised within the programme. Redcar & Cleveland Council will need to ensure that lobbying activity is a priority.

A number of key projects and policies are already proposed and underway with regard to the new economy across the Borough including:

- **Creative Industries Hub**, to act as a major stimulus for micro enterprise creation in the Borough, linked to economic growth in the wider Tees Valley;
- **New space, new opportunities**: a range of public and private sector business premises and locations found across the Borough, which provide the opportunity for new and improved provision and supports the growth of small businesses from a diverse range of sectors. The aim is to establish Redcar and Cleveland as an area where it is easy to do business.

**Skills for a Modern Economy**

The focus on securing significant investment at South Tees and in maintaining the current employment base requires a continuing programme of up-skilling and the availability of a well qualified workforce. This continues to be a high priority for the Skills Funding Agency (SFA) and the Sector Skills Council and local stakeholders will work to maximise training investment in the Borough through schemes such as ‘Train To Gain’.

There are three specific projects which will take forward the skills agenda in relation to regeneration. These are **skills training for tourism excellence, training for industrial excellence in South Tees and Greater Eston employability**.

Underlying the key identified economic drivers is a need for economic connectivity. While the development of the economy will provide new employment opportunities for local residents, and growth in other parts of the Tees Valley will help to broaden the range of jobs available, many local people do not have sufficient skills to access many of the new opportunities, while others face particular barriers to secure employment and better paid employment.

There is a need to work with many stakeholders to address these barriers, and this will be organised primarily through the Borough’s Worklessness Strategy. There are a number of issues identified through the consultation process and opportunities generated by the Regeneration Masterplan which need to be taken into account in the design and delivery of responses to worklessness. Major issues include:

- **Concentrations of worklessness** in neighbourhoods needs intensive and coordinated responses, with sufficient resources to assist those distant from the labour market, particularly young people and those affected by health issues;
- **Transport and accessibility** is a major issue in both urban and rural areas and continues to present a major barrier to the take up of employment;
- **Local facilities and provision** are important in re-engaging people in training and employment, and are particularly important in developing community, voluntary and social enterprise activities.

The recent increase in unemployment has resulted in a much larger pool of people without employment. While some will find other employment quite quickly, high levels of worklessness are likely to persist for some time. Over the next five years the Regeneration Masterplan will generate considerable opportunities for local residents to take up employment. The Worklessness Strategy, aimed at those with fewer qualifications and limited work experience should focus on:

- The training and employment opportunities in tourism related actions and investment in Redcar and Cleveland and East Cleveland, with the former more accessible to residents in Greater Eston. Many of these jobs will be suitable for first time employment;
- Retail employment at the new major centre in Greater Eston and a renewed town centre in Redcar. These opportunities include replacement demand i.e. turnover of staff, will create regular opportunities;
- Environmental related works in East Cleveland (footpaths, bridleways) where there will be suitable training and work experience opportunities;
- Logistics and distribution employment at the port and South Tees, where some of the new employment will be at entry level.
1.4 Implementing the Economic Strategy across the Borough

The economic drivers shaping change in Redcar & Cleveland will have a different focus in East Cleveland compared to South Tees. Similarly the nature of economic development in Redcar will be different from that in Greater Eston. At the area level, the economic strategy will also be pursued in combination with the Sustainable Communities, Connectivity and Environmental strategies. The spatial manifestation of the economic strategy is therefore illustrated through the overarching spatial strategy, set out in the concluding section of Part Two: Strategies for Change.

1.5 The Commercial Strategy

The commercial strategy responds to a key objective of the Regeneration Masterplan: for the final product to be flexible, manageable and ultimately deliverable. It is intrinsically linked to the economic strategy.

The commercial strategy underpins the Regeneration Masterplan and identifies the opportunities for cross-sector commercial growth across the Borough. In preparing the commercial strategy, the focus has been upon identifying the opportunities for business growth in Redcar and Cleveland. These opportunities have been aligned with the distinct needs and opportunities associated with each spatial area. The Total Place Initiative is an initiative that looks at how a ‘whole area’ approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency at the local level. The objectives of the Total Place initiative are:

- Make changes to services that can improve the lives of local residents and deliver better value;
- Deliver early savings to validate the work;
- Develop a body of knowledge and learning about how more effective cross-agency working can deliver the above;
- The work weaves together three complementary strands: ‘counting’, ‘culture’ and ‘customer needs’.

This will be an important approach to delivering the Redcar and Cleveland Regeneration Masterplan efficiently and delivering maximum value from capital investment.

The key theme for the commercial strategy is:

‘Strength in Diversity’

…..a unique, distinct strategy which builds upon the assets of each spatial area.

Key Features

The main features of the commercial approach for the Regeneration Masterplan are as follows:

- ‘big business’: ensuring that Redcar and Cleveland’s status as a location for ‘big business’ is maintained;
- small to medium enterprises: preparing a long term strategy to stimulate demand and provide the right kind of accommodation for small to medium enterprises in the Borough;
- consolidation of the retail offer: a coherent strategy to improve the legibility and function of key retail offers, with a longer term diversification strategy;
- building houses: creating the conditions that will encourage the construction of new housing in key priority areas, providing a diverse housing choice for current residents and attracting new residents into the Borough;
- tourism and leisure: the commercial opportunities associated with the expansion of the tourism and leisure offer in the Borough, in key spatial areas; and
- community-led regeneration: the opportunity for communities to lead the physical regeneration of priority areas, particularly in rural locations.
**Spatial Approach**
The Commercial Strategy is tailored to each spatial area, in order to build upon the strengths and assets of each spatial area, as well as combating some of the distinct barriers and challenges.

**Redcar**
The commercial strategy for Redcar town centre is focussed upon maximising the unique asset of the town - the seafront. The strategy is focussed upon:

- residential development: in the medium term introducing a new style of house: the 'Redcar House';
- education / commercial space: the development of a Creative and Digital Industries Centre, bringing life to the seafront;
- retail consolidation: a proactive approach to managing retail in the town centre, with a short term consolidation strategy, followed by a longer term strategy to diversify the retail and leisure offer;
- development of the visitor economy: in the medium term, the launch of 'Best of British Sculptures' – BOBS.

Elsewhere in the Redcar spatial area, the commercial strategy concentrates on the business space accommodation offer. This will provide the right type of premises for business in Redcar and stimulate future demand, through the expansion and reconfiguration of:

- Kirkleatham Business Park (with its Enterprise Zone status);
- Redcar Business Centre; and
- Dormanstown Industrial Estate.

**South Tees**
'Big business' is key to the commercial strategy for South Tees. The strategy focuses upon the big picture of land acquisition and land assembly to provide a future supply of employment land for inward investors. It is informed by the complementary North South Tees study and provides a mechanism by which land supply in South Tees can be proactively managed.

Linked to this, the second tier of the commercial strategy for South Tees is to provide an appropriate supply of commercial space to small and medium enterprises, through the reconfiguration and expansion of:

- Wilton Industrial Estate (Enterprise Zone)
- Warrenby Industrial Estate; and
- Teesport Commerce Park.

**Greater Eston**
The commercial strategy for Greater Eston builds upon the existing regeneration strategy and delivery plan and focuses upon bringing forward new residential development. New housing will transform Greater Eston. The large scale development at Low Grange, coupled with housing infill in key priority areas across Greater Eston will provide Borough residents with a wider housing choice and in the longer term will encourage new people to move into the area.

Key to the commercial approach for Greater Eston is to complement the provision of new housing with a focus on enterprise. 'Enterprise Island' will transform the commercial offer within Greater Eston and will form strong links with academia. To complement this, the existing industrial estates in Greater Eston will be refurbished, reconfigured and in the longer term will be expanded. These include:

- Skipper’s Lane; and
- The land to the north of the Motorsports Park site.

**East Cleveland**
The unique strength of the East Cleveland area is its natural beauty. The commercial strategy provides a mechanism to build on the already strong tourism and leisure offer in East Cleveland. Key priority areas include:

- development of the visitor economy: focussed in the key towns of Guisborough and Saltburn, to improve the retail and leisure offer and to introduce key visitor attractions, including a new boutique hotel in Saltburn and an integrated Destination Strategy for Guisborough;
- consolidation of the retail offer: to provide legibility in respect of the retail offer in the settlements of Loftus, Skelton and Brotton;
- provision of a supply of business space in East Cleveland: providing the appropriate scale and configuration of accommodation to suit the needs of local businesses, with a focus on the short term refurbishment and reconfiguration of Skelton Industrial Estate; and
- opportunities for community-led regeneration within smaller settlements throughout East Cleveland.
Part 2 Strategies for change

Best Practice Examples - Economic Theme

Birchwood Park South Tower, Warrington - Landscaped business park

Round Foundry Media Centre, Holbeck, Leeds - Converting and enhancing existing buildings

Example for different business proposals e.g. New Space for New Opportunities

Royal Bank of Scotland, Southend

Example for different business proposals e.g. New Space for New Opportunities

Barnsley Digital Media Centre - creative industries

Example for Rural Hubs, East Cleveland

Proposed Redcar Creative Industries Hub

Proposed Redcar Vertical Pier, Redcar Seafront (Seven Architecture)

Example for Redcar Creative Industries Hub
2.1 Introduction
The Sustainable Communities strategy within the Regeneration Masterplan responds to the Economic Vision theme of *New People and Places* and the Regeneration Masterplan objective of *Delivering healthy, sustainable, inclusive and cohesive communities*.

Redcar and Cleveland faces significant challenges in coming years in order that economic growth can be supported by the creation and maintenance of sustainable communities, providing places where people want to live and creating the conditions required to grow the population of the Borough, in line with regional objectives for population growth in the coming period.

A growing population will help to sustain local communities and generate increased local expenditure and jobs. With parts of Redcar and Cleveland already attractive to incomers, there is the potential to enhance this further. Creating sustainable communities that people will choose to live in is a key objective for the Regeneration Masterplan.

2.2 Issue and opportunity
The starting point for the sustainable communities strategy is in the analysis of the existing conditions. In summary:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recent investments in education and health facilities and improving educational performance;</td>
<td>• Declining retail offer in Redcar and high vacancy rates within local / district centres;</td>
</tr>
<tr>
<td>• Some high quality urban and rural residential areas, with housing markets holding up;</td>
<td>• Limited cultural facilities;</td>
</tr>
<tr>
<td>• Availability of strategic development sites, i.e. Low Grange;</td>
<td>• Poor perception as a place to visit and live;</td>
</tr>
<tr>
<td>• Investment in Redcar seafront as a driver for a renewed town, building on proposals for the promenade to help bolster the economy;</td>
<td>• Greater Eston area, fragmented and lacks a coherent overall identity;</td>
</tr>
<tr>
<td>• Attractive conservation areas within historic towns and villages;</td>
<td>• Housing market failure in parts of the Borough;</td>
</tr>
<tr>
<td>• Countryside, coast and natural assets provide leisure and recreation opportunities.</td>
<td>• Ageing population presents challenges to service delivery;</td>
</tr>
<tr>
<td></td>
<td>• Limited linkages between more rural settlements and existing employment areas and key development sites;</td>
</tr>
<tr>
<td></td>
<td>• High levels of deprivation within the Borough.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Capturing opportunities related to the projected growth within the City Region;</td>
<td>• Green wedges under threat / being developed;</td>
</tr>
<tr>
<td>• Working families - encouraging economically active people to move into the area;</td>
<td>• Lack of investment funding for developers;</td>
</tr>
<tr>
<td>• Commitment of the Homes and Communities Agency;</td>
<td>• Securing long term public sector support;</td>
</tr>
<tr>
<td>• Potential for catalytic change at Low Grange;</td>
<td>• Retail investment and consumers gravitating to stronger centres;</td>
</tr>
<tr>
<td>• Potential to bring forward new housing in areas of greater demand / more attractive areas, to kick-start the local market;</td>
<td>• Competition from other regeneration priorities in the sub region;</td>
</tr>
<tr>
<td>• Build on strong community networks.</td>
<td>• Challenge to deliver proposed scale of housing development in the current market;</td>
</tr>
<tr>
<td></td>
<td>• Longstanding negative perceptions need to be overcome;</td>
</tr>
<tr>
<td></td>
<td>• Over development undermines the character of towns / villages;</td>
</tr>
<tr>
<td></td>
<td>• Housing affordability.</td>
</tr>
</tbody>
</table>
2.3 Sustainable Communities policy

Tees Valley Sub-region
Sub-regional priorities focus on the need to create mixed communities through the provision of a range of house types including larger family houses, properties for owner occupation, shared ownership and rental properties within the urban core of the Tees Valley to address the current issues of poor housing choice in terms of type, tenure and affordability.

Tees Valley Housing Growth Point
The Tees Valley has Housing Growth Point Status, which seeks to improve economic performance by building on economic assets and delivering:

• A much improved housing offer which encourages more people to live in the heart of the city region;
• Reducing social polarisation by providing high quality private sector housing in the centre of the Tees Valley’s main towns and thereby making a major contribution to regenerating older housing areas;
• Reducing the carbon footprint of the Tees Valley through the construction of low energy homes, improving the viability of public transport and linking major new energy developments to new housing areas.

Redcar and Cleveland Partnership: Sustainable Community Strategy for building a better Borough
The vision for Redcar and Cleveland is that by 2021, the Borough will be strong, cohesive and forward-looking, with a community motivated by pride, heritage and ambition. The Sustainable Communities strategy for Redcar and Cleveland, recognises that to respond to and align the Borough with the significant investment taking place in the industrial hub, it is imperative to tackle some of the major problems in the peripheral areas.

Housing Policy
The Redcar and Cleveland Housing Strategy reflects the main priorities for investment and improvement in housing within Redcar and Cleveland and includes a vision and objectives that public, private, voluntary and community agencies can share. The vision within the strategy is “to make Redcar and Cleveland the place to live” and to deliver this vision, four strategic priorities have been identified:

a. To address housing market failure and to create sustainable, inclusive and cohesive communities where people choose to live
b. To improve and maintain the conditions and management of existing housing and neighbourhoods and provide housing that is healthy, energy efficient and safe
c. To facilitate the development and adaptation of housing to meet the specialised needs of specific sections of the community
d. To facilitate the development of new housing in sufficient numbers to meet the present and future needs of the Borough and to take account of aspirations for better housing and a balanced housing stock

Neighbourhood Management
Redcar & Cleveland Council has recently re-structured Council services to progress neighbourhood management service delivery, split across two services; a Neighbourhood Management Service, established on a geographical basis, recognising the diversity of the Borough and the “river, coast and country” demography in the Borough and an Operations Service, for those services that cannot be effectively devolved to neighbourhood level. This is intended to achieve a streamlining of Council services and a strengthened leadership team, working across the organisation, to improve the quality and efficiency of services and secure value for money.

2.4 The housing market
The housing market in 2008 / 11 has been affected by the combined impact of the credit crunch and the economic recession. In the 1990s it took several years for house prices to recover. Securing new private sector development is challenging, and many developers have pulled out of developments, notably those in regeneration areas. The Regeneration Masterplan has both immediate and medium term priorities and the key assumptions are:

• There is the immediate prospect of taking forward new social housing as a result of the National Affordable Homes programme 2011-2015 which aims to increase the supply of new affordable homes across England. Throughout 2011-2015, the Government plan to invest £4.5bn and a majority of the new programme will be Affordable rent with some affordable home ownership, supported housing, and in some circumstances, social rent.
• In the short to medium term, increased housing numbers of a scale to support population growth will be provided by the private sector. These will include affordable market homes and provision of new housing available in different tenure types, such as intermediate housing and shared ownership. Ultimately new housing development will be driven by demand, the numbers of people willing and able to choose to live in the Borough;
• In the next few years the private sector is likely to take forward low risk developments and this may affect regeneration sites; while some increased expenditure for social housing is being made available, the market renewal programme which focussed on removing obsolete and low demand housing is likely to see funds reduced;

The Tees Valley Strategic Housing Market Assessment (2009) identifies that:

• Overall demand exceeding supply across all areas, particularly for owner occupied stock;
• In terms of house types, there is a strong desire within Redcar & Cleveland for detached houses (26%), which considerably exceeds the proportion of the dwelling stock (13%).
Part 2 Strategies for change

- Potential issues of oversupply of terraced properties in many areas;
- Demand for flats evidenced across most areas, but it must be noted that, given a relatively small supply of existing stock, overall demand needs to be carefully reflected upon.

The Borough also faces a number of other housing challenges such as the growth in the number of elderly people and the number of young people looking for housing.

2.5 Proposed interventions

The Sustainable Communities strategy within the Regeneration Masterplan is driven by a set of core themes, which are essential components of successful, sustainable communities and therefore strategic priorities for the masterplan. These are:

- Place-Making;
- Extending Housing Choice; and
- Access to Opportunity for All.

**Place-Making**

Redcar and Cleveland district is an incredibly diverse area – on the one hand supporting small villages in rural locations, and on the other exhibiting real evidence of housing market failure. The Sustainable Communities strategy must recognise the diverse need of the Borough and be devised to ensure that it responds accordingly.

The place making agenda is at the heart of the approach we have taken to constructing the sustainable communities strategy. The strategy seeks to identify the intrinsic qualities of each community and develop approaches to making them more sustainable and effectively places where people will choose to live.

What does this look like in practice? There are a series of objectives that drive the strategy:

- Providing new homes for working families;
- Creating greater choice in the housing market, including private, rented and social housing tenures;
- Using new housing to strengthen and sustain a number of isolated settlements;
- Adding a distinctive Redcar and Cleveland ‘brand’ enabling the Borough to compete at the top end of the market and creating a ‘sense of place’, to boost the image and profile of the Borough, giving a sense of pride to residents and attracting visitors from further afield;
- Introducing innovative housing models such as the eco village;
- Removing and refurbishing the worst housing and replacing them with decent homes.

**Extending Housing Choice**

A key component of the Sustainable Communities Strategy is to ensure that the housing choice in the Borough can be extended, in order to retain people within the Borough by providing a clear housing “ladder” and to attract new people to move into Redcar and Cleveland from elsewhere.

In order to create a deliverable strategy, it is important to understand the situation with regards to new housing that has either been committed or has planning permission. This will enable an understanding of any gaps and / or oversupply and targets intervention effectively to achieve the core objectives of the Regeneration Masterplan and inform the LDF process where allocations will be made.

The Communities Development Plan Document (DPD) (Preferred Options Report 2009) contains draft policies and allocations for housing that will deliver the Borough’s housing requirement up to 2026 and the objectives and strategic policies of the Local Development Framework Core Strategy. Provision is made for the development of 7450 net additional dwellings in the period from 2004 - 2026 at an average annual rate of 340 dwellings.

Sites are currently available with planning permission to deliver about 2000 dwellings. The Communities DPD allocates sites for approximately 2900 new homes as well as sites to be redeveloped where it is expected that there will be no additional dwelling numbers. In addition, a long term direction for housing growth for the period post 2021 is identified to the South of Marske.

Of these, notably:

- 372 new homes are planned for the Redcar area;
- 1,826 new homes are planned for Greater Eston; and
- 372 new homes are planned for East Cleveland.

Proposed sites to be included in the Communities DPD have been assessed in the Strategic Housing Land Availability Assessment in accordance with nationally and regionally agreed criteria and have been subject to market testing. They have been selected because they best deliver the sustainability objectives to ensure that new housing is located close to shops, jobs, schools and other community facilities and are well served by public transport.
The following table illustrates the split of proposed new housing within key settlements (Source: Communities DPD allocations: Preferred options report 2009):

<table>
<thead>
<tr>
<th>Spatial Area</th>
<th>Settlement</th>
<th>No. New Housing Units Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redcar</td>
<td>Marske</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Redcar</td>
<td>372</td>
</tr>
<tr>
<td>Greater Eston</td>
<td>Grangetown</td>
<td>418</td>
</tr>
<tr>
<td></td>
<td>Normanby</td>
<td>227</td>
</tr>
<tr>
<td></td>
<td>Nunthorpe</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>South Bank (incl. Low Grange)</td>
<td>1018 + 400 in South Bank</td>
</tr>
<tr>
<td></td>
<td>Teesville</td>
<td>48</td>
</tr>
<tr>
<td>East Cleveland</td>
<td>Boosbeck</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Brotton</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Guisborough</td>
<td>206</td>
</tr>
<tr>
<td></td>
<td>Loftus</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Saltburn</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Skinningrove</td>
<td>10</td>
</tr>
</tbody>
</table>

**Housing Market Renewal**

A significant amount of new housing will be constructed in Redcar and Cleveland by the private sector, the majority of which will be via large-scale regeneration schemes, (e.g. Low Grange Urban Village). The New Homes Bonus scheme introduced by central government to stimulate the private sector housing market and encourage more housing development to take place should assist the private sector programme. Housing market renewal activity, whilst not able to access large levels of public funding, will continue to be supported by a number of key stakeholders, including:

- **Tees Valley Living** - the partnership set up in 2003 to lead and co-ordinate housing market renewal in the Tees Valley; and
- **Coast and Country Housing** - a "not for profit" local Housing Company, which, as the largest RSL within Redcar and Cleveland, has a rental housing stock of 10,309 (Apr 08).

**Access to Opportunity for All**

The third theme for the sustainable communities strategy is "access to opportunity for all". This theme focuses on the employment and worklessness agenda and in particular prioritises support for existing Borough programmes that contribute to neighbourhood and housing renewal and access to improved education and health provision, i.e. the core components of sustainable communities. The Communities DPD (preferred options report) identifies key proposals for community facilities that are required and standards for future provision. Access to opportunity for all is addressed through skills projects within the Economic Strategy and through the emerging Worklessness Strategy. The Regeneration Masterplan also supports and complements existing programmes.
In developing the Redcar and Cleveland’s Sustainable Community Strategy, local partners ensured that there was alignment with the ten regional objectives of the Integrated Regional Framework. This masterplan core theme will support the strategy and work to maximise the impact of existing related projects and programmes.

2.6 Implementing the Sustainable Communities Strategy across the Borough
As with the Economic Strategy, actions to deliver sustainable communities will be different in Redcar from those in Greater Eston or East Cleveland. And it is not proposed to bring forward any sustainable communities within the South Tees area, which is reserved for key industrial and other economic activities. The new neighbourhood management model of service delivery will be important in spatial implementation. At the area level, the Sustainable Communities Strategy will also be pursued in combination with the Economic, Connectivity and Environmental strategies. The spatial manifestation of the Sustainable Communities Strategy is therefore illustrated through the overarching spatial strategy, set out in the concluding section of Part Two: Strategies for change.
Best Practice Examples - Sustainable Communities Theme

Armada Housing, Den Bosch, Netherlands - High Density housing overlooking a waterfront

Fryston Village Green, Fryston - Overlooking a central greenspace

Cathedral Gardens, Manchester - A green space for workers and visitors

Hulme Manchester - Overlooking a central green space

Baldock London - Linear Park

Chorlton, Manchester - High Density Housing

Example for Redcar Seafront

Example for Westfield Estate, Loftus

Example for Civic, Leisure and Community Heart, Redcar

Example for The Great Park, Greater Eston

Example for Civic, Leisure and Community Heart, Redcar and routes in to the Town Centre, Redcar

Example for High Density Housing e.g. Greater Eston
3.1 Connecting a diverse Borough

The Connectivity Strategy within the Regeneration Masterplan responds to the Economic Vision of *New Connections* and the Regeneration Masterplan objective of *Improving Connectivity*.

Redcar and Cleveland is a diverse Borough, home to the coast, national park, urban and rural settlements and world class industry - such diversity places various demands on transport to provide connections between these areas. The connectivity strategy addresses existing transport and movement issues as well as supporting the economic, sustainable communities and environmental Borough wide proposals; connectivity and movement will play a vital role in the delivery of the Economic Vision and the successful delivery of the Regeneration Masterplan strategies.

The vision for Redcar and Cleveland is that by 2025, significant improvements to connectivity can provide the means of accessibility throughout the Borough and beyond through access to public transport and choice of movement. This will be delivered by providing transport modal choice and the implementation of projects that provide areas of the Borough with sustainable modes of transport. These should where possible, contribute towards assisting the delivery of healthy, sustainable and inclusive communities across the Borough which supports growth by reducing the need to travel.

3.2 Issue and opportunity

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategic highway network in place, highly accessible by road for both private and freight vehicles, but close to capacity;</td>
<td>• Severance caused by major transport routes running through settlements and preventing effective linkages;</td>
</tr>
<tr>
<td>• Access to port and sea borne freight;</td>
<td>• Poor town centre traffic management;</td>
</tr>
<tr>
<td>• Ease of commuting to Middlesbrough and Stockton;</td>
<td>• Poor locations of rail stations in the Borough;</td>
</tr>
<tr>
<td>• Redcar, Saltburn, Guisborough and Greater Eston have a particular opportunity to provide a less car dominated urban centre when compared to other settlements of similar size;</td>
<td>• Poor location, availability and routing of some bus services;</td>
</tr>
<tr>
<td>• Extensive cycling infrastructure already exists across the Borough;</td>
<td>• Poor quality of public transport provision in terms of vehicles and rolling stock;</td>
</tr>
<tr>
<td>• Existing road and rail infrastructure geared towards industrial uses;</td>
<td>• Low levels of car ownership;</td>
</tr>
<tr>
<td>• Tees Valley Bus Network Strategy will improve existing public transport provision and facilities across the area.</td>
<td>• Locations of facilities and employment sites; makes walking and cycling unattractive and in many cases unviable;</td>
</tr>
<tr>
<td></td>
<td>• Some highway capacity issues during peak periods;</td>
</tr>
<tr>
<td></td>
<td>• The topography of parts of the Borough are not conducive to walking and cycling;</td>
</tr>
<tr>
<td></td>
<td>• Lack of connectivity between travel modes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Improve interconnectivity between all settlements in the Borough;</td>
<td>• Sustainable modes not seen as a viable alternative (especially in East Cleveland);</td>
</tr>
<tr>
<td>• Develop linkages between residential, work and education destinations;</td>
<td>• Cost of highways improvements - may not all be met by developers and regional funding / Highways Agency;</td>
</tr>
<tr>
<td>• To improve sustainable modes access to and from key settlements to surrounding residential areas;</td>
<td>• Limited private sector investment available to improve the area;</td>
</tr>
<tr>
<td>• Improve interchange between public transport services;</td>
<td>• Buses are subject to market forces and services may be cut further;</td>
</tr>
<tr>
<td>• Improvements to the quality of bus and rail services;</td>
<td>• Existing Metro proposals have no direct impact or benefit for Greater Eston;</td>
</tr>
<tr>
<td>• To improve provision and quality of public transport services, raising patronage by bus and rail;</td>
<td>• Promotion as a commuter destination will impact on existing network capacity.</td>
</tr>
<tr>
<td>• Encourage those commuting to use more sustainable modes of transport;</td>
<td></td>
</tr>
<tr>
<td>• Existing rail infrastructure provides scope for expansion.</td>
<td></td>
</tr>
</tbody>
</table>
3.3 Connectivity as an integral factor in economic success
Enhancing transport and movement networks cannot deliver economic success in isolation, but as part of the suite of Regeneration Masterplan strategies, it can provide the required infrastructure and support to assist in the delivery of the proposals in the masterplan. An integrated approach to connectivity has been taken in each of the individual spatial areas of Redcar, South Tees, Greater Eston and East Cleveland, providing a coherent transport strategy.

New industrial sectors
South Tees has infrastructure for heavy industrial use, with access by road and rail. However road usage has reached a point at which certain junctions are experiencing delay during peak periods, with predictions of congestion ‘hot-spots’, identified by the Tees Valley Unlimited (TVU) modelling assessments. Therefore the current upgrading of key junctions on the A66 and proposals to establish new linkages between South Tees and the highway network will facilitate development and support existing and expanding industries. This is supported across the area and wider region by the TVU through an Area Action Plan to provide ongoing improvements to the strategic road network and public transport projects funded by central, regional and local government.

Rail capacity will play an increasing role in the future development of the South Tees area, particularly with the proposed developments of the port, port related developments, power station and Tees Wharf if developed. Further expansion of these industries will require further rail infrastructure to import and export goods and materials and will be a vital supply chain as road freight continues to increase in cost. Key projects are:

- Development of a Dock Road to unlock the development potential of South Tees;
- Upgrade of rail gauge from Redcar to the East Coast Mainline and beyond, to accommodate high containers from Teesport;
- Continued investment in the A66, A174 and A19;
- Providing appropriate access to the strategic highway network from South Tees, to reduce bottlenecks and maintain highway capacity.

Tourism, Culture and Leisure
Tourism and leisure plays a key role in the regeneration and economic growth of the Borough and the ease and quality of access to and between attractions will be a factor in the success of the sector. Key projects are:

- Tees Valley Bus Network improvements to improve public transport access;
- The Metro scheme between Saltburn and Darlington (and Middlesbrough to Nunthorpe in the second stage) will provide people with more efficient and attractive access by rail; and
- Changes to parking provisions during peak periods of demand during summer months and events.

Business and Creative Industries
Small enterprises will be encouraged across the Borough in an effort to increase the number of service sector businesses. Connectivity and linkages between these enterprises and customers is paramount to ensure their success. The following projects will support these businesses:

- Tees Valley Bus Network improvements to improve public transport access; and
- Investment in sustainable modes infrastructure, providing interconnectivity between settlements, particularly for employment and services.

Population (housing) Growth and Rural Renaissance
Housing growth increases demand on services, including transportation. The Tees Valley targets for housing development are ambitious and will require appropriate infrastructure for delivery. Allocated development sites require appropriate provision for access by private vehicles, public transport and sustainable modes. The Regeneration Masterplan also seeks to reinforce and develop rural living opportunities, enhancing existing services in these areas to the benefit of other local people. Key projects are:

- Tees Valley Bus Network improvements to improve public transport access;
- The Metro scheme will provide accessible services from Saltburn; and
- Establishing improved interconnectivity between the Borough’s settlements.

Middlesbrough as an Economic Driver
Although the economy of the Borough will grow and develop through implementation of the Regeneration Masterplan, connectivity with the other major settlements of the Tees Valley such as Middlesbrough, Darlington and Stockton should be maintained and enhanced. This will ensure living in Redcar and Cleveland becomes a more attractive proposition in the future for people to live and if appropriate, commute. The following projects will support these drivers:

- Ongoing improvements to A66, A1053 and A174 by the Highways Agency and TVU through a regional AAP to maintain and enhance existing provisions for capacity including wider regional improvements to the A19, A1185 and A689 to improve access to key development sites, all providing indirect benefits to Redcar and Cleveland;
- Tees Valley Bus Network improvements to improve public transport access.

Part 2 Strategies for change
Best Practice Examples - Connectivity Theme

Bristol Bus Station - Interior

Example for Redcar Bus Station

Birchwood Park Bus Stop, Warrington

Example for Bus Stop improvements across the Borough

Birmingham Car Park - Multi-storey car park

Example for Multi-storey parking in Redcar Centre

Existing Gateway work in South Tees

Harlow Bus Station - Interior

Example for Redcar Bus Station
3.4 Proposed interventions
The Connectivity strategy is based on addressing key connectivity issues in the Borough, both now and in support of new proposals:

Delivering an Improved Bus Network
Bus services provide a primary mode of transport for a number of people across the Borough due to low levels of car ownership. The strategy for improving bus provision covers operational considerations and provision of facilities to promote and improve means of accessing the bus network across the Borough:

• Provision of improved bus corridors and improvements to existing service provision including vehicles, frequency and reduced cost;
• Provision of suitable facilities for bus users on core routes and at primary transport hubs, including appropriate provision of service information; and
• Ensuring improved accessibility and connectivity between local settlements and regional destinations to access key goods and services such as health and education provision.

Key projects are:

• Delivering a bus station within Redcar Town Centre to create a better interchange of transport modes (bus / rail) and therefore links to the wider Borough and Middlesbrough;
• Improvements to the Tees Valley Bus Network will particularly benefit East Cleveland and Greater Eston; and
• Improvements to Bus Stop Facilities to support the Tees Valley Bus Network improvements and ensure facilities are of an appropriate standard.

Delivering an Improved Rail Network
Rail services will also benefit from investment. Currently access to rail services is limited for much of the Borough with the existing rail line following a coastal route from Saltburn to Redcar and along the Tees through South Bank. Existing service provision is currently poor at certain stations with some (e.g. South Bank) only providing services at peak times, while primary stations have just two services an hour. Many stations are of a poor condition and rolling stock is dated, and so rail is not attractive to many potential customers.

Rail also plays a significant role in assisting industry and business in the area through the movement of freight particularly to and from South Tees. Many existing businesses in South Tees require rail facilities to shift their goods and in the future further provision for rail will be required as Teesport expands and the size of containers used in the shipping industry increases. Rail priorities are:

• Provision of upgraded and improved passenger service - including rolling stock, station facilities and general station environment;
• Harnessing the benefits of major rail scheme proposals across Redcar and Cleveland and the promotion of services to local communities and stakeholders; and
• Assessment of existing rail provision for industry and business, with a view to providing appropriate infrastructure to facilitate economic growth, with particular consideration to connectivity between South Tees, Teesport and the national rail network.

These objectives are to be delivered through the following projects across the Borough:

• Improvements to South Bank Station and its approach so that residents of Greater Eston are encouraged to use the improved metro system;
• A proposed extension to the metro into Greater Eston to further support its role as a commuter destination;
• Improving rail linkages to South Tees Industry through improvements on routes to the East Coast Main Line (ECML) to carry high cube shipping containers and similarly lobbying for improvements to the ECML itself.

Infrastructure Improvements to Facilitate Development
Redcar & Cleveland benefits from good highways provision catering for heavy vehicles and industrial uses. Linkages between the South Tees, Greater Eston and Redcar and the strategic highway network on the A66 and A19 make the area highly accessible and attractive to industry, business and commuters. It is imperative that this operational benefit over other areas where capacity is more limited is not detrimentally affected by any development proposals, including those within this masterplan. Priorities are:

• Securing developer contributions to ensure the highway network advantage is maintained and where possible enhanced;
• Highway infrastructure to be put in place to facilitate development and opening up of potential sites and reducing dependency on existing key junctions on the network;
• Better parking provision in Redcar town centre with a new Multi-Storey Car Park (MSCP) on Kirkleatham Street and a seasonal Park and Ride at the Racecourse to accommodate tourist demand during peak season.

These objectives are to be delivered through the following projects across the Borough:

• To improve linkages between the South Tees Industrial area and the local highway network (particularly the A66 and A1085) which links to the strategic highway network of the A19. This includes junction improvements on the A66 which are underway;
• A proposed east to west Dock Road, that will particularly provide better access to the Port / riverside and open the surrounding land up to development.
Multi-modal Movement around and to the Towns

The Regeneration Masterplan seeks to create inclusive, sustainable and cohesive communities that have options available for movement and connectivity between key settlements. Therefore movement by a choice of modes of transport to, from and around settlements is a core priority of the masterplan. Key priorities are to:

• Implement changes to existing highway infrastructure where required to improve and facilitate movement and increase levels of connectivity;
• Delivery of public realm and highway improvements that seek to provide improved infrastructure for sustainable modes movement; and
• Use of connectivity developments and improvements to establish a sense of place for settlements across the Borough.

These objectives are to be delivered through the following projects across the Borough:

• A number of projects that address traffic and infrastructure within Redcar including signed routing choices, creating new strategic routes, junction improvements and improvements to level crossings: These projects, should be addressed through the development planning process;
• Increased parking provision in response to the increased visitors to Redcar with a new multi-storey car park proposed at Redcar Leisure and Community Heart, and seasonal / peak Park and Ride provision at Redcar Racecourse;
• Promoting Connectivity from Isolated areas within East Cleveland; and
• Grand Boulevard, The Great Street and Southern Boulevard in Greater Eston.

Movement by Sustainable Modes of Transport

A core theme for Redcar and Cleveland is to encourage movement by sustainable modes of transport. This will require the assessment of existing provision and determination of a strategy to improve and enhance existing infrastructure to encourage movement by sustainable modes of transport and the delivery of projects focussed on achieving this strategy. All sustainable modes should be considered as each will play a specific role in the success of increasing sustainable movements between local areas. It is also likely to have an impact by reducing the number of private car journeys across the Borough. This theme is proposed to be delivered through the following strategic objectives:

• Providing improved access and facilities for sustainable transport modes, including public transport, walking and cycling;
• Provision of new public transport proposals as pilot schemes with a view to implement successful projects across the Borough; and
• Providing improvements to existing vulnerable modes infrastructure which interconnect local communities and provide primary routes to local and regional centres and other primary destinations.

These objectives are to be delivered through the following projects across the Borough:

• Re-open the railway line within East Cleveland to continue from Saltburn onto Brotton and Loftus; and
• A Shuttle Bus within Greater Eston to link people to the new facilities at Low Grange and to South Bank Station.

3.5 Implementing the Connectivity Strategy across the Borough

Whilst the Connectivity Strategy has some common themes across the Borough, the portfolio of connectivity projects in Redcar is distinct from that in Greater Eston; similarly the interventions in South Tees are quite different from the connectivity interventions in East Cleveland. At the area level, the Connectivity Strategy will also be pursued in combination with the Sustainable Communities, Economic and Environmental strategies. The spatial manifestation of the economic strategy is therefore illustrated through the overarching spatial strategy, set out in the concluding section of Part Two ‘Strategies For Change’.
Best Practice Examples - Connectivity Theme

Adamstown Train Station, Dublin

Example for South Bank Train Station, Greater Eston

Cycle Parking, Fareham Town Centre

Hoylake Roundabout and Road Improvements

Potential opportunities in all town centres in Borough

Example for gateway proposals across the Borough
4.1 Introduction
The environment strategy within the Regeneration Masterplan responds to the Economic vision of *New People and Places* and the Regeneration Masterplan objective of *Protecting, conserving and enhancing the Borough’s built, historic, cultural and natural environments*.

The Borough of Redcar & Cleveland comprises a variety of built and natural environments, including woodland and open countryside, heathland, coastal areas and wetlands. Although the area

has significant nature conservation interest, the conservation value of the landscape is considered to be relatively poor in some parts of the Borough. The area has a long history of industrial uses, in particular along the southern side of the River Tees. As a result of this, contaminated land is a major issue.

All of the principal utilities (electricity, gas, water and telecoms) are present across the Borough with a particular concentration in South Tees, related to the major industrial processes present in the area.

4.2 Issue and opportunity

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Natural assets - coast and countryside, including North York Moors National Park and Cleveland and North Yorkshire Heritage Coast; • Beach and promenades; • Racecourse; • National Trail - Cleveland Way and National / Regional Cycle networks; • Attractive conservation areas within historic towns and villages; • Outdoor activities - walking, cycling, surfing etc; • Environmental assets including sites of European, national and local significance.</td>
<td>• Currently Redcar is in decline and in need of revitalisation; • Industrial backdrop to parts of the Borough; • Barrier effect of major roads e.g. A66, A1053 and A174; • Beach and promenade currently underperforming, under utilised and in need of attention; • Limited family leisure opportunities; • Very limited cultural offer and infrastructure; • Limited daytime leisure uses.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increasing leisure expenditure and projected growth in outdoor and activity tourism; • Building on brand of the North York Moors; • Maximising the potential of natural assets for tourism – including designations of Cleveland Way and Heritage Coast; • Investment in seafront as a driver for a renewed town, building on proposals for the promenade to help bolster the economy; • Investment in Redcar racecourse; • Develop the culture and leisure offer for example in visual and landscape art; • Plans for a biomass energy generation in South Tees; • Interest in environmental / waste / energy technologies; • Energy surplus available to new companies; • CO2 sequestration.</td>
<td>• Over development undermining the character of towns / villages; • Lack of strong brand and coherent marketing to visitors; • Restricted access to natural assets; • Flooding risk; • Former ironstone mining areas are at risk from poor ground conditions arising from historic mining activities; • Contamination associated with industrial processes and mining is widespread; • Numerous historic and active landfill sites are present.</td>
</tr>
</tbody>
</table>
There are some general environmental priorities to be satisfied through the Regeneration Masterplan, including:

- The protection of vulnerable areas / habitats from fluvial and coastal flooding;
- The identification, preservation and enhancement of wildlife corridors and habitats;
- The creation of ‘liveable’ built environments, which respect and enhance existing environmental qualities, and mitigate existing negative environmental impacts;
- The promotion of green travel modes, and the implementation of the necessary infrastructure to realise these;
- Creation / enhancement of environments that contribute to improving the health of local people;
- The creation high quality landscapes;
- Protection and enhancement of conservation areas.

However, the focus of the Regeneration Masterplan is on facilitating growth across a number of economic drivers. Whilst the Environment Strategy alone cannot deliver this, it can provide the cleaner, greener environment in which to live, work and visit, so supporting the industrial and tourism economic drivers in particular.

**Industrial Sectors**
New industrial and other employment-generating development should strive for carbon neutrality and be focussed on new clean technologies, whilst the impact of existing industries on the visual character of the area should be addressed via the greening of unused and under used land to change perceptions over the environmental quality of the urban and industrial environment.

A market-leading renewable energy hub should be developed, covering various forms of energy, building on the emergence of the Tees offshore wind farm and proposals for ‘waste to energy’, surplus energy and biofuel powered energy generation in South Tees. This should also move the South Tees area towards energy self-sufficiency, as a key environmental benefit and a potential attractor to inward investment.

More generally, the opportunity should be taken to remediate areas of legacy contaminated land to attract new development, and inward investment.

**Tourism and Leisure**
The natural assets of Redcar & Cleveland underpin the tourism and visitor economy, and offer the potential for the expansion of outdoor and activity tourism. The Environment Strategy capitalises on opportunities for tourism associated with the coast and countryside but balances this against the need to preserve, restore and enhance these assets where necessary. Beyond the Heritage Coast and National Park, this means restoring the character of the built environment of the settlements in East Cleveland, to enhance the image and environmental quality of these areas, promoting the rural landscape and the attractiveness of valuable natural assets such as Coatham Marsh Local Nature Reserve; and making more use of the heritage value of locations such as Kirkleatham.

### 4.4 Proposed interventions

**Green Infrastructure**
Green infrastructure is the physical environment within and between cities, towns and villages. It is a network of multi-functional open spaces, including formal parks, gardens, woodlands, green corridors, waterways, street trees and open countryside. In the context of this theme green infrastructure interests for the Borough are:

- **Biodiversity** – connectivity of habitats, planting as wildlife corridors;
- **Recreation** – greenways and use for Non Motorised Users (N MU) to address public health and quality of life issues;
- **Landscape** – green spaces and corridors for aesthetic, experiential and functional purposes;
- **Regional development and promotion** – contributions towards sustainable communities, typically environmental quality and quality of life.

The green infrastructure network across the Borough of Redcar and Cleveland is significant. However, variation in its qualities and breaks in the network are apparent and this is resulting in functional losses. This can be reversed by targeted improvements and investment in management.

These objectives are aligned with the Tees Valley Green Infrastructure Strategy (2008) and are to be delivered through the following projects across the Borough:

- Bringing the countryside and coast closer to Greater Eston through ‘Health Steps’, enhancing and improving the safety and linkages of footways, cycleways and bridleways;
- ‘Green Shoots’, the provision of well planned and structured boundary treatments to existing and proposed industries to help mitigate negative visual effects, as well as providing wildlife corridors and habitats, initially along the A66 and A1085; and
- A network of green infrastructure routes into and between the National Park and Heritage Coast.

**Open Space and Natural Resource**
Redcar and Cleveland is rich in wildlife diversity, habitats and heritage. It contains significant numbers of Statutory and Non-Statutory designated sites, all of which enhance the natural character and distinctiveness of their surroundings.

Open spaces and natural resources are commodities that can also provide wider community benefits, particularly if they are made more attractive and accessible. Exploring and exploiting opportunities for contacting with nature will enhance the quality of life and well-being of communities, provide opportunities for community involvement, connectivity, leisure, education and research.
The Environment Strategy is focussed towards raising and consolidating the profile of the environmental assets of the Borough and improving their management. This will increase their use while protecting their attributes and, in turn, their contribution to general economic well being.

These objectives are to be delivered through the following projects across the Borough:

- **Promote and Enhance Local Wildlife Sites as a Community Asset**, focussing initially on the potentially linked offer of Coatham Marsh and South Gare but also recognising the potential of the wildlife assets across the rest of the Borough; and
- **Improving existing urban green space** within Greater Eston, including supporting the Great Park proposals.

### Industrial Heritage

The industrial heritage of Redcar & Cleveland is steeped in the history of Ironstone Mining with roots dating back to the mid 19th century, in Skinningrove, with the discovery of an ironstone seam. What followed was a proliferation of mining activities and supporting infrastructure to satisfy the demands of emerging ironworks alongside the River Tees. In the 20th century ironstone mining was replaced by mining for potash and manufacturing traditions moved into steel making, industries that still coexist in the Borough.

Industrial heritage is the main focal point of the Kirkleatham Museum and the Cleveland Ironstone Mining Museum however, the benefits from embracing and celebrating the past are much greater than educational resources. This theme seeks to preserve and showcase interests by linking them with their surroundings to provide for an improved and long-lasting offer with a wider appeal through quality and accessibility.

These objectives are to be delivered through the following projects across the Borough:

- **An Industrial Heritage Trail** that refers particularly to the ironstone mining heritage of the Borough, starting at Cleveland Ironstone Mining Museum at Skinningrove; and
- **Preservation / retention of the disused tower (Dorman Long)** at South Bank Coke Ovens as an iconic structure.

### North York Moors National Park

The North York Moors National Park is an exquisite national landscape asset with a diverse character and appeal. Most of the Park is in private ownership, however a 1,400 mile network of footpaths and bridleways provides access to much of the area and over 90 square miles of open moorland can also be explored on foot as open access land.

The northern limits of the Park lie within the Borough of Redcar and Cleveland and are within easy reach of the main conurbations and rural communities. This offers significant benefits to the Borough, that can and should be exploited to their full potential to make Redcar and Cleveland a better place to live, work and play.

### 4.5 Implementing the Environment Strategy across the Borough

Whilst the Environment Strategy has some common themes across the Borough, the portfolio of projects in Redcar is nonetheless distinct from that in Greater Eston; similarly the interventions in South Tees are quite different from the Environment Strategy interventions in East Cleveland. At the area level, the Environment Strategy will also be pursued in combination with the Sustainable Communities, Economic and Connectivity strategies. The spatial manifestation of the Environment Strategy is therefore illustrated through the overarching spatial strategy, set out in the concluding section of Part Two ‘Strategies For Change’.
Best Practice Examples - Sustainable Communities Theme

Walthamstow Linear Park

Example for green links in Greater Eston

Coatham Marsh, Redcar (existing)

Example for street/open space furniture across the Borough

Walthamstow 'Town Square and Gardens'

Example for high quality open spaces across the Borough

Whitehaven - using Heritage within Public Realm

Example for Industrial Heritage Trail, East Cleveland

Birchwood Park, Warrington

Example for Civic, Leisure and Community Heart, Redcar
5.1 From Strategy to Place
The Spatial Strategy draws the preceding Economic, Sustainable Communities, Connectivity and Environment Strategies together, into one comprehensive spatial strategy for Redcar & Cleveland. This ‘place-based’ approach reflects the diversity of places that comprise Redcar & Cleveland but more importantly, focuses the Economic Vision, Regeneration Masterplan Strategies and projects into a meaningful framework of established towns and areas – Redcar, Greater Eston, South Tees and East Cleveland - which form the basis for implementation.

5.2 The Spatial Frameworks
The detailed Spatial Frameworks for Redcar, Greater Eston, South Tees and East Cleveland are available separately and contain the detailed strategies, project proposals, expected outcomes and governance and delivery arrangements. A summary of the proposals is provided in this document.

5.3 Redcar and Cleveland
The overarching framework is shown below and explained opposite. The individual spatial frameworks for Redcar, Greater Eston, South Tees and East Cleveland are summarised on the following pages.
### Redcar Spatial Area

**Seafront and Town Centre**
Significant proposals to improve Redcar’s seafront and to consolidate the town centre to create a strong focus for tourism, retail and leisure, bordered by increased residential. Proposals include seafront housing that utilises a ‘Redcar’ brand of upside down living, striking individually designed sculptures and a range of visitor attractions. Changing the emphasis of key routes underpin proposals.

**Redcar Leisure and Community Heart**
A new leisure and Community Heart in Redcar as part of the transformation of the town centre.

**Kirkleatham Estate**
A new country house style hotel within the Kirkleatham Museum building and surrounding buildings – an asset to Redcar and the wider Borough.

**Parking solutions**
A new town centre multi-storey car park and Park and Ride at Redcar racecourse.

**New Community**
In the longer term, the creation of a new community south of Marske, that maximises the proximity to the coastline and will build from the success of Redcar town as a location of choice.

### South Tees Spatial Area

**Wharfside**
Upgrading of port capacity.

**Eco Park**
Promoting the development of an Eco-Park within South Tees, taking forward existing plans to ensure they become a reality. Typically, an Eco-Park would cluster around one large anchor tenant, and serve as a natural collection and separation point for a variety of waste streams.

**Dock Road**
To improve interconnectivity between businesses and unlock the development potential of South Tees.

**A66 Improvements**
Junction improvements on the A66 aiding traffic flow along this priority route.

**South Bank Coke Works**
Preservation/retention of the disused tower (Dorman Long) at South Bank Coke Ovens as an iconic structure within South Tees and the Borough.

### Greater Eston Spatial Area and neighbourhood shops

**Low Grange**
A new community will be created at Low Grange through the development of a major new mixed use scheme, which is a key component of the wider Greater Eston Strategy. The new larger scale district centre (Low Grange) will create a centre or ‘heart’ within Greater Eston.

**Boulevards**
The creation of attractive and accessible routes that link to Low Grange Centre, the improved South Bank Station and Eston District Centre.

**Re-designed South Bank**
The clearance of obsolete housing in South Bank provides an opportunity to create something special in the heart of South Bank that will attract newcomers into the town, focussed around the Eco Village and key buildings.

### East Cleveland Spatial Area

**Coastal Corridor**
Major asset to the Borough. Key focus for tourism and residential related development. Balanced through protection for natural and heritage designations and the need to preserve for the future.

**North York Moors**
Strong protection levels and limited existing urban areas within the NYM boundary. The focus should be on extending the ‘pull’ of the North York Moors further into the Borough.

**Historic Cores**
Enhancing the quality and focus of the historic cores within the town centres, to complement proposals for district centres and successful neighbourhoods.

**Independent business in Guisborough**
Building on the relative success of this market town and its location, adjacent to the North York Moors; the town will be the focus for independent businesses.

**Saltburn On the Edge**
From a tired seaside town to a distinctive destination, building on its present day and historic strengths. It will be invigorated as a visitor destination through festivals, events, surfing, galleries and a boutique hotel.

**Living in Loftus**
Creating a tighter town centre that is focussed around the historic core of the town and develops a rural town where people want to live.

**Rural heartbeat**
A focus on community facilities that promote attractive places to live and encourage interaction with neighbouring settlements whilst removing barriers that lead to isolation.

**Re-open the Railway Line**
Improved rail access by re-opening the railway line in East Cleveland and drawing the metro into Greater Eston.

### Borough wide

**An Enterprising Borough**
Creating new space and new opportunities for enterprise, business and new sector growth. New facilities include the Creative Industries Hub, Rural Hubs, workspace at Redcar & Cleveland College and refurbishment and subdivision of existing premises.

**Metro LRT**
The metro light rail scheme between Saltburn and Darlington will provide people with more efficient and attractive access by rail. It will improve journey times.
5.4 The Vision - Redcar Reborn
By 2025 Redcar will have been reborn and its seafront transformed. Redcar is once again a great day out but what’s more, the town itself is working, serving the people of Redcar and the communities of the Borough with good quality shops and services and strong links to Middlesbrough. Redcar is a destination of choice – to live, work and shop and for the attraction of the coast.

The renewal of the sea defences will prove to have been the turning point in the town’s fortunes. It will reverse a long period of decline and signal a sustained period of reinvestment. The town centre itself is transformed with a sea front that has been substantially redeveloped with a promenade punctuated by visitor facilities and attractions and great places to live. The main shopping area has been consolidated and is stronger as a result. A new civic and community heart has been created around the existing Council offices and Redcar & Cleveland College and there is a new focus on creative industries. The town now makes sense with clear links and routes between the seafront, town centre, civic and community heart and racecourse.

Redcar Spatial Framework: Core Projects

- Visitor
- Economy
- Housing
- Leisure and Community Heart
- Retail
- Workspace
- Supporting Projects
- Skills & Training
- Transport / Connectivity
- Environmental

Conceptual Redcar Spatial Framework

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Redcar - Projects

Economic
Driving forward the tourism and leisure economy and growing a business economy around the creative and digital industries and public sector.

Sustainable Communities
A focus on the creation of new communities, with a proposal to support new high quality residential development along the seafront, linked to the renewal of the front with new promenade and outstanding public art.

Environment
Making the most of the beach and the seafront – the key asset together with better use of other natural assets and heritage.

Connectivity
Better access to public transport, improved access for cars including car parking and a high quality public realm to encourage more pedestrian based movements around the town centre.

Visitor Economy
- R1: Redcar Seafront: Best of British Sculptures (BOBS);
- R2: Kirkleatham Estate;
- R3: Wind Farm Visitor Centre.

Housing
- R4: Coatham Masterplan;
- R5: Redcar Seafront / A Sustainable Redcar House;
- R6: New Community.

• R14: Promote and enhance local nature reserves as a community asset.

Connectivity
R12 Redcar Transport Strategy.

Workspace
- R9: Redcar & Cleveland College;
- R10: Creative Industries Hub;
- R11: New Space for New Opportunities.

Civic Centre
- R7: Redcar Leisure and Community Heart, Redcar.

Skills

Retail
- R8: It’s better Shopping in Redcar.

Conceptual Redcar Spatial Framework - Town Centre Inset

KEY
- New development
- Enhance existing
- Green open space
- Existing town centre boundary
- Frontage improvements
- Tram style road link (R12)
- Pedestrian retail loops (R8)
- Junction improvements (R12)
- Best of British Sculptures
- Defend and protect new sea defences
  - Coatham Masterplan (R4)
  - My Place: Arts and Media Centre (R4)
  - New sea front proposals (R1)
  - Consolidation of retail (R8)
  - Workspace alongside Redcar College (R9)
  - Redcar Leisure and Community Heart (R6)
  - New Bus Station (R12)
  - Redcar House (R5)
  - Best of British Sculptures along the beach (R1)
Illustrations of proposals in Redcar

Artists Impression: Redcar Seafront

Redcar proposed Creative Industries Hub

Artists Impression: Redcar Community and Leisure Heart

Artists Impression: Redcar Seafront
## Redcar Economic Drivers and Project Proposals

### City Region Vitality

<table>
<thead>
<tr>
<th>Economic Driver</th>
<th>Overview of Project Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing industrial:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Renewables / Green Energy</strong></td>
<td>Existing proposal for an off shore wind farm. Wind Farm Visitor Centre will also help to position the Borough as a focus of renewable energy provision.</td>
</tr>
<tr>
<td><strong>Existing Industrial:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>General</strong></td>
<td>New Space for New Opportunities project for Redcar focuses on the short to medium term expansion of Kirkleatham Business Park to ensure an appropriate range of industrial premises to satisfy local demand and capture small scale inward investment.</td>
</tr>
<tr>
<td><strong>Service economy:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Tourism</strong></td>
<td>Whilst encapsulating a number of projects, the changes to Redcar town centre and seafront will turn around the fortunes of Redcar as a visitor destination – it is about creating places of interest, attractive places and linked spaces for people to enjoy visiting and using:</td>
</tr>
<tr>
<td></td>
<td>• Redcar Seafront including Best of British Sculptures (BoBS);</td>
</tr>
<tr>
<td></td>
<td>• Redcar Leisure and Community Heart;</td>
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<tr>
<td></td>
<td>• Kirkleatham Estate;</td>
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<tr>
<td></td>
<td>• Wind Farm Visitor Centre;</td>
</tr>
<tr>
<td></td>
<td>• Promote and Enhance Local Nature Reserves as a community asset.</td>
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<tr>
<td></td>
<td>Supporting both the visitor and resident economy are the projects:</td>
</tr>
<tr>
<td></td>
<td>• Creative Industries Hub;</td>
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<tr>
<td></td>
<td>• Sustainable Redcar House;</td>
</tr>
<tr>
<td></td>
<td>• Its Better Shopping in Redcar.</td>
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<tr>
<td></td>
<td>An integrated transport strategy supports these proposals in ensuring access and movement around the town.</td>
</tr>
</tbody>
</table>

| Population growth                    | The proposals for new visitor facilities (listed above under tourism and leisure) and associated connectivity proposals will also act as attractions to new and existing residents. Explicitly linked to population growth are the proposals for a new approach to seafront living through the Redcar House; plus better shopping within the town centre. In the longer term, is the proposal for a new community, South of Marske, benefiting from proximity to coast and country and accessibility of the location. Employment to further attract new residents will be created in South Tees and within Redcar itself at the Civic, Leisure and Community Heart, workspace units at Redcar & Cleveland College and other proposals. |

| Middlesbrough / role in City Region  | Identifying Redcar as a key tourist destination, drawing people from the City Region and creating attractions of at least sub-regional significance, for example, Redcar Seafront (including Best of British Sculptures (BoBS)). Creating a Civic, Leisure and Community Heart and increased service and digital sector (Town Hall Square and Creative Industries Hub) within Redcar, as the main town within the Borough will also increase links with the wider sub-region. |

### Measured Revival

| Service economy: business            | Civic, Leisure and Community Heart in Redcar – creation of additional business space within the Borough, in an excellent location within the town. New workspace units at Redcar & Cleveland College and potential links to the Creative Industries Hub plus potential new space at Kirkleatham Business Park created through the New Space for New Opportunities project. |
| Service Economy: Creative Industries | The main focus is the Creative Industries Hub located on the seafront and supported by a raft of proposals to deliver a strong creative industries sector in Redcar and Cleveland.                                                                                                      |
| Service economy: leisure             | Considered within the tourism proposals and to support population growth proposals – creating places in which people want to live.                                                                                                                                       |
| Rural renaissance                   | In the longer term, a new community south of Marske will support this driver.                                                                                                                                             |

### Stabilise / Consolidate

| Service economy: retail              | ‘Its Better Shopping in Redcar’ is a proposal to consolidate the shopping area in Redcar town centre, with a longer term aim to create and support niche retail services.                                                                                       |
5.5 The Vision - South Tees: Industrial Excellence

South Tees will continue to be known throughout the UK as a powerful engine room of the industrial economy, with major facilities for the Ports, Petrochemicals and Power generation sectors.

The Port will have expanded to provide additional deep berths with matching shore based infrastructure to handle and process goods through a modern transport infrastructure, using rail and road for onward shipment. Reclamation of sites will allow new use for surface and enclosed storage and processing of goods. The Port will be the hub for major logistics operations, serving the North East of England in particular.

South Tees will continue to be a global player in the Petrochemicals industries and successive investments in new facilities and processes will have been attracted by the unique infrastructure offer, which has delivered sites and provides easy ‘plug-in’ to utilities, materials and power along with the ability to deal with carbon emissions locally and in a sustainable fashion. The continuing reputation of South Tees for leading edge petrochemicals will have retained and attracted a highly skilled technical and managerial workforce that also enjoys access to lifestyles driven by the Cleveland coast and countryside. The success of the petrochemicals industry will have paved the way for SMEs to flourish in the region.

The strategic management of the North South Tees sites will also have fostered the development of a power hub, including environmental industries based around waste management and recycling, and energy production through biofuels, biomass and waste. More sustainable power generation and the Eco Park, together with reclamation of sites and the removal of redundant infrastructure, will help shift the perception of South Tees, presenting a cleaner, greener image of industry on Teesside.

The projects proposed in South Tees sit alongside the North South Tees Industrial Framework. It provides a framework for the industrial areas north and south of the River Tees to maximise future industrial development.
South Tees - Projects

**Economic**
Ensuring industrial excellence and delivering sites and infrastructure to support new and existing industrial sectors

**Environment**
Providing an appropriate setting for modern industry and celebrating the industrial heritage of the area.

**Connectivity**
Maximising the attractiveness of South Tees as a destination for major industry through the provision of appropriate transport infrastructure is the focus for the connectivity strategy in the South Tees area.

**Land Assembly**
- ST1: Enterprise Zone
- ST7: South Tees – Green Shoots;
- ST8: South Bank Coke Ovens.
- ST5: South Tees Transport Strategy.

**New Development – Transformational Programme**
- ST2: Eco Park
- ST3: South Tees Port / Wharfside.

**Workspace**
- ST4: New Space for New Opportunities.

**Skills**
- ST6: Training for Industrial Excellence.

Conceptual South Tees Spatial Framework

[Map diagram showing various development and infrastructure projects in the South Tees area, including existing port, eco parks, rail links, train stations, and industrial estates.]

**Key**
- Existing Port (ST3)
- Borough boundary
- Railway
- Train Station
- Industrial estate improvements
- Potential direction of port growth
- Eco park (ST3)
- A66/A1065 corridor focus for development
- Boundary treatments (ST6)
- New South Tees dock road (ST5)
- A66 Junction Improvements
- Teesport commerce park (ST4)
- Tilbury Road, Greater Eston (GE5)
- Remodelled South Bank, Greater Eston (GE7)
- Motorsports park, Greater Eston (GE5)
- Land north of the motorsports park, Greater Eston (GE5)
- Skippers Lane, Greater Eston (GE5)
- South Bank Coke Ovens - disused tower as an iconic structure (ST8)
- Bran Sands Lagoon drained and filled for critical port infrastructure
- Warrenby industrial estate
South Tees Economic Drivers and Project Proposals

## City Region Vitality

### Economic Driver: Overview of Project Proposals

#### Existing industrial: Port

- Specific project: South Tees Port / Wharfside and development of associated activity including logistics.
- Integrated Transport Strategy supports the Port proposals, including:
  - Lobbying for the East Coast Mainline to accommodate high shipping containers; and
  - Improving linkages to South Tees industry – Highways Access;
- New South Tees Dock Road.
- ‘RCDC’ will also have a significant impact, allowing and managing future planning of access and expansion.
- The North South Tees Industrial Framework recommends a ‘sector development plan’ for bulk chemicals and biotechnology.

#### Existing Industrial: Petrochemicals

- The ‘RCDC’ will help to provide a more strategic approach to the processing industry.
- The North South Tees Industrial Framework recommends a ‘sector development plan’ for bulk chemicals and bio-technology.

#### Existing Industrial: General

- South Tees is ideally placed to support re-investment, assist with down-sizing and capture new investment from small and medium sized manufacturing and industrial companies, with a skilled and experienced workforce available to new investors. The new Space for New Opportunities project for South Tees focusses on Warrenby Industrial Estate (which has strong links to Redcar) and Teesport Commerce Park.

#### New industrial: Renewables / Green Energy

- Existing biomass plant proposals within South Tees;
- Eco Park and a focus on recycling will further kick-start the energy, recycling / green sector within South Tees.
- Major sites in South Tees under the Tees Valley Enterprise are identified for support particularly in the renewables sector. ‘RCDC’ should help to coordinate the industries that would benefit from or contribute to the use or generation of energy.
- The North South Tees Industrial Framework recommends a ‘sector development plan’ for offshore wind, carbon capture and storage network, power generation, biofuels and waste / resource recovery. There are also five projects identified for local energy and site infrastructure.

#### Service economy: Tourism

- There is one proposal in South Tees to link to the industrial heritage opportunities within Redcar and Cleveland and the retention / celebration of Dorman Long / South Bank Coke Ovens.

#### Population growth

- Continued support and expansion of the industries at South Tees will be an important factor in generating population growth within the Borough. However it will be more direct housing and environmental proposals that will create the type of environments that people working in South Tees will want to live.

#### Middlesbrough / role in City Region

- South Tees already has a significance to the sub-regional economy (and regional / national). Protecting, expanding and managing South Tees through the ‘South Tees Task Force’ will allow a strategic sub-regional approach to industries.

---

## Measured Revival

### Overview of Project Proposals

#### Service economy: business

- The focus of South Tees is on existing and new industrial sectors. There will however be business economy off shoots in terms of the offices that support these industries and within the industrial and business parks that are located along and off the A66 route into the Borough.

---

## Stabilise / Consolidate

### Overview of Project Proposals

#### New industrial: manufacturing

- This driver is adequately covered through its links with other industrial sectors such as the renewables and processing sector. Provision of new business space could include new manufacturing space.

#### Existing industrial: steel

- No specific project identified but a number of projects in the South Tees area e.g. transport strategy would contribute to supporting this industry and others could contribute to addressing the impacts of its closure.
5.6 The Vision - A Greater Eston with a Big Heart

By 2025 Greater Eston will have been transformed. The current impression of housing estates dominated by roads will be a distant memory. Greater Eston will be a small town comprising a number of distinct neighbourhoods, with a big heart, focussed on shops, schools and community facilities.

Accessibility to Redcar, Middlesbrough, South Tees and the wider Tees Valley will continue to be a major selling point for jobs and services and public transport options will have been improved. This makes Greater Eston a great choice for putting down roots and bringing up families, confident in the quality of education and training on offer.

The centre will be focussed on ‘The Great Street’ Normanby Road which acts as a High Street, linking together many of the key assets – shops, schools, new parks, leisure facilities – underpinned by a Grand Boulevard, linking east to west and good public transport, including the Metro / Rail.

New and sustainable housing, driven by affordable home ownership and best practice in design, will have been delivered in several locations and will be a much improved townscape. Greater Eston will be a place of choice.

The spatial Framework for Greater Eston sits alongside ‘A New Perspective: The Greater Eston Delivery Plan’
Greater Eston - Projects

**Economic**
Linking people to jobs and building entrepreneurial capacity

**Sustainable Communities**
Supporting its transformation into a place where people choose to live, particularly working families. New affordable housing will be linked to strengthened educational and community infrastructure, supporting a reduction in worklessness and raising local incomes.

**Environment**
Transforming the urban environment to reduce vehicle domination and encourage pedestrian circulation, promoting quality in building and public realm design to create the ‘place’ that will retain and attract people to live.

**Connectivity**
Focus on projects that either enhance the pedestrian environment to improve the sense of place and community, or enhance the strategic transport infrastructure, to improve access by all transport modes to employment and other opportunities in the wider Tees Valley.

**Workspace**
• GE5: Industrial Estates Programme;
• GE6: Enterprise Island.

**New Communities**
• GE1: Low Grange Urban Village;
• GE2: Re-designed South Bank and Eco Village;
• GE3: High Quality Housing: Balancing Priorities.

**Skills**
• GE8: Greater Eston Employability.

**Centre Strategies**
• GE4: Centre Strategies – Greater Eston.

**Conceptual Greater Eston Spatial Framework**

KEY
- Borough boundary
- Railway
- Train station
- Green space
- Local centres
- Industrial estates programme
- Proposed housing site
- Potential metrolink on former railway line (GE7)
- Road improvements e.g. the ‘Great Street’
- Improve South Bank station and pedestrian linkages (GE7)
- South Bank Eco Homes site and new family housing around a central park (GE2)
- Low Grange residential and central focus (GE1)
- New ‘the great park’ with new residential around it (GE1)
- Local Centres Strategy and improve local centres (GE4)
- Grand Boulevard (GE7)
- Enterprise Island on gateway site (GE6)
- Manning Park, mixed use planning application
- Southern Boulevard (GE7)
- Improve Eston centre (GE4)
- LDF infill sites (GE3)
- ‘Great Street’ improvements (GE7)
- Industrial estates programme (GE5)

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Illustrations of proposals in Greater Eston

Artists impression, Low Grange Urban Village

Artists impression, Greater Eston Eco Village

E-innovation Centre, University at Wolverhampton - Example for Enterprise island

Gillbrook College - new education provision in Greater Eston

Examples for Enterprise Island
## Greater Eston Economic Drivers and Project Proposals

### City Region Vitality

<table>
<thead>
<tr>
<th>Economic Driver</th>
<th>Overview of Project Proposals</th>
</tr>
</thead>
</table>
| **Existing Industrial: General** | The key point in Greater Eston will be to complement the development of the Enterprise Island scheme with a re-investment programme that seeks to rejuvenate the major existing sites in the area. It is also worth noting the presence of some relatively successful industrial estates in the A66 Corridor – South Tees and Bolckow for example. In Greater Eston the focus will be on:  
- Reconfiguration of existing larger vacant units and future expansion of the Skipper’s Lane industrial estate through construction on adjoining land;  
- Redevelopment of the northern element of the Motorsports Park sites for employment purposes, with the southern part to be retained in the short term, with the potential for employment use in the longer term. |
| **Service economy: Tourism** | Greater Eston will benefit from tourism proposals in Redcar and East Cleveland – creating leisure facilities for existing and new residents. |
| **Population growth** | In Greater Eston, population growth is expected to be achieved through: Provision of high quality housing and environment, realisation of Low Grange proposals and the promotion of the area as a commuter destination. Proposals include:  
- Re-designed South Bank and Eco Village  
- Low Grange Urban Village – a key priority for delivery;  
- Centre Strategies - recognising the important neighbourhood level role of the shopping parades and local centres across Greater Eston;  
- Urban Green Space– improving and expanding the function of existing greenspace;  
- Health Steps – Linking existing routes to create a network of safe and attractive green routes. An integrated transport strategy is fundamental to attracting commuters to live within the settlement which will be achieved through:  
- Improvements to bus stop facilities;  
- Tees Valley Bus Network improvements;  
- Shuttle Bus and links to South Bank Station;  
- South Bank Station approach improvements;  
- Supporting proposals for the Grand Boulevard and Great Street and creating a Southern Boulevard to create an attractive route through Eston District Centre;  
- An extension to the proposed metro to create a link into Greater Eston itself;  
- Improvements to key gateways into the settlement, improving the image and sense of arrival into Greater Eston. |

### Middlesbrough / role in City Region

<table>
<thead>
<tr>
<th>Overview of Project Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting the accessibility of Greater Eston, with commuter links to Middlesbrough and beyond.</td>
</tr>
</tbody>
</table>

### Measured Revival

<table>
<thead>
<tr>
<th>Overview of Project Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are a number of proposals across the Borough which will support the service and business sector within Redcar and Cleveland. Connectivity proposals will ensure residents of Greater Eston can access these opportunities both within the Borough and in Middlesbrough. The Enterprise Island proposal will be specifically targeted at small business set up and provide a facility that will act as a driver for small business growth in the Eston area. The project will seek to support local people in developing new business ideas and provide a strong level of business support service in the local area.</td>
</tr>
</tbody>
</table>

### Stabilise / Consolidate

<table>
<thead>
<tr>
<th>Overview of Project Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>This driver is adequately covered through its links with other industrial sectors such as the renewables and processing sector. Provision of new business space could include new manufacturing space.</td>
</tr>
<tr>
<td>The proposals in Greater Eston will expand the retail provision through Low Grange District Centre. However, this is intended to provide local facilities for the residents of Greater Eston rather than a wider catchment. The impact on smaller local centres and shopping parades and improvements to these are also considered in ‘Centre Strategies’.</td>
</tr>
</tbody>
</table>
5.7 The Vision - Cleveland Lives
By 2025 East Cleveland will be one of the most popular districts in the north of England. It will have an increased and prosperous population with thriving communities and strengthened town centres; whilst maintaining an attractive, rural aspect. East Cleveland will not only be a highly attractive place to live, it will be drawing increasing numbers of visitors; by 2025 the visitor economy will be famous for its heritage coast and countryside including the North York Moors, and the quality of accommodation and services.

## East Cleveland Projects

### Economic
Developing quality and building capacity in the tourism and leisure economy alongside provision of infrastructure to support local and rural business development.

### Sustainable Communities
A focus on increasing the Borough’s population and strengthening rural service provision, by capitalising on the attractiveness of the rural and coastal area as a place to live, along with encouraging the trend of home working.

### Environment
Maximising the value of the natural assets including the national park, heritage coast and intervening rural areas.

### Connectivity
The connectivity strategy addresses the dispersed nature of the settlements through enhancements to public transport, to support the local community and foster business growth.

<table>
<thead>
<tr>
<th>Workspace</th>
<th>Town Strategies and Housing</th>
<th>Visitor Economy</th>
<th>Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>• EC1 New Space for New Opportunities;</td>
<td>• EC3: Independent Business in Guisborough;</td>
<td>• EC8: Extension to BOBS;</td>
<td>• EC14: Skills for Tourism Excellence.</td>
</tr>
<tr>
<td>• EC2: Rural Hubs.</td>
<td>• EC4: Saltburn – on the edge;</td>
<td>• EC9: Tourism Development Project.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• EC5: Living in Loftus;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• EC6: Rural Heartbeat;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• EC7: Grand Designs for the Countryside.</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Visitor Economy</th>
<th>Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>• EC10: East Cleveland Transport Strategy.</td>
<td></td>
</tr>
</tbody>
</table>
Part 2 Strategies for change

Conceptual East Cleveland Spatial Framework

KEY PROJECTS

- Extension of Best of British Sculptures (BOBS) to Saltburn (red circles)
- Potential for new housing development
- Town strategies: Saltburn
- Improvements to Skelton industrial estate
- Town strategies: Skelton, Brotton and Villages
- Re-opening the passenger railway link from Saltburn to Loftus
- Industrial heritage trail from Cleveland Ironstone Mining Museum
- Town strategies: Loftus
- Town strategies: Guisborough
- Kirkleatham Hall and Hotel: a facility for the whole borough
Illustrations of proposals in East Cleveland

Fryston Village Green, Fryston - Best practice example for Westfield Estate, Loftus

Upton Park Masterplan - Best practice example for Westfield Estate, Loftus

Another Place, Crosby, by Anthony Gormley - example of beach Sculptures

Round Foundry, Holbeck, Leeds - Example of conversion of old buildings to new uses

Example for East Cleveland beaches

Example for Rural Hubs
## East Cleveland - Economic Drivers and Project Proposals

### City Region Vitality

<table>
<thead>
<tr>
<th>Economic Driver</th>
<th>Overview of Project Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Industrial: General</strong></td>
<td>Provision of start up and grow on space infrastructure in the form of serviced offices to create a network of micro-enterprise hubs (rural hubs). Improvements at Skelton Industrial Estates through the ‘New Space for New Opportunities’ project will bring forward space and units in smaller segments to meet local demand. This will be important in East Cleveland where demand may be more limited than in other areas.</td>
</tr>
</tbody>
</table>
| **Service economy: Tourism** | There are a large number of proposals for tourism and leisure across East Cleveland. These proposals will generally appeal to visitors to the area and residents alike. The assets are there but the projects support these further through accommodation infrastructure, transport infrastructure and increased trails and routes. Saltburn and Guisborough and to a lesser degree Loftus are the focus for proposals to appeal to visitors and residents:  
  - ‘Saltburn - On the Edge’ - including proposals for a hotel and festival and events;  
  - Independent Business in Guisborough – provision of ‘niche retail’ to appeal to both residents and visitors;  
  - Re-open the Railway – whilst this will open up East Cleveland in access terms, it will also be an attraction in its own right with impressive views across the coastline and countryside;  
  - Promote and Enhance Local Nature Reserves as a community asset;  
  - Provide a network of green infrastructure routes into and between the National Park and Heritage Coast;  
  - Industrial Heritage Trail.  
  In support, there is a proposal for tourism development, maximising the link to the North York Moors and for excellence in customer service sector skills. |
| **Population growth** | In East Cleveland, the town strategies for Guisborough, Saltburn, Loftus and smaller communities will also help to improve the environment and facilities within these towns for residents and visitors. Grand Designs in the Countryside will create aspirational and innovative new housing that will attract new residents to the quality of housing in rural locations. The tourism and leisure proposals will also benefit local residents and attract new residents in terms of the facilities available. The provision of rural hubs and improvements at Skelton Industrial Estate will also support population retention and growth by diversifying the rural economy and providing the opportunity for local employment.  
An integrated transport strategy supports the proposals in East Cleveland, enhancing access for both visitors and residents and includes:  
- Tees Valley Bus Network Strategy;  
- Key gateway improvements to create a sense of arrival;  
- Re-opening the railway line between Saltburn and Boulby;  
- Promoting connectivity from isolated areas. |
| **Middlesbrough / role in City Region** | Improving the quality and visitor function of some of the key towns in East Cleveland will enhance their sub-regional status, attracting visitors from the wider sub-region. |

### Measured Revival

<table>
<thead>
<tr>
<th><strong>Overview of Project Proposals</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service economy: business</strong></td>
</tr>
<tr>
<td><strong>Service economy: leisure</strong></td>
</tr>
<tr>
<td><strong>Rural renaissance</strong></td>
</tr>
</tbody>
</table>

### Stabilise / Consolidate

<table>
<thead>
<tr>
<th><strong>Overview of Project Proposals</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service economy: retail</strong></td>
</tr>
</tbody>
</table>
Part 3
Delivering change
1. Delivery Strategy

1.1 The Timetable for Change

The Regeneration Masterplan has been developed to deliver sustainable and transformational change over a 15 year period. This process has been broken down into the phases set out below, with the initial stage the focus of the immediate delivery challenges.

Within each spatial area Delivery Plan, the projects have been constructed in a systematic way across the fifteen year lifespan of the masterplan period. The Delivery Plan will ensure that long-term sustainable regeneration is built on the foundations of existing initiatives and delivered through the successful implementation of transformational projects. The projects have therefore been arranged and programmed to best deliver the overall vision of each spatial area, leading to sustained regeneration.

1.2 Delivery

For each spatial masterplan a Delivery Plan has been agreed. These form part of the area Spatial Frameworks, available separately, with summaries provided below. Links between the individual projects illustrate their interdependencies and how they together lead to the overall delivery of the vision. The rationale behind the sequence is also described within each spatial area Delivery Plan. A detailed programme of projects showing their timing and phasing is also provided. The accompanying appendix to the spatial frameworks provides a project proforma which includes detailed descriptions of each project, its risks, resource requirements, demand, need, budget estimates, funding sources, and its economic outputs, as well as next steps required for the delivery of near term projects.

<table>
<thead>
<tr>
<th>Project Delivery Phase</th>
<th>Timescale</th>
<th>Project Criteria</th>
</tr>
</thead>
</table>
| FOUNDATION             | 0-3 year  | • Typically funded through existing funding streams;  
                        |           | • Able to exploit an existing programme of works within the Borough;  
                        |           | • Capable of delivering immediate benefit back to the Borough;  
                        |           | • Fundamental to the successful delivery of subsequent projects. |
| TRANSFORMATIONAL       | 3-8 year  | • Require extended planning and / or implementation period;  
                        |           | • Implementation predicated on the success of preceding Foundation projects;  
                        |           | • Significant third-party engagement required. |
| SUSTAINED REGENERATION | 8-15 year | • Successful delivery will indicate the delivery of the overall spatial vision;  
                        |           | • Implementation predicated on the success of preceding Transformational projects;  
                        |           | • Major capital funding required, access to which will require the aggregated success of preceding projects. |
1.3 Investment

Substantial resources are required to take forward the four Delivery Plans. In a number of cases, funders will focus on one or two of the Plans, while others will contribute to all four. The most significant contributors will be the Borough Council, and the Homes and Communities Agency (HCA), although in the long run the majority of investment will come from the private sector.

<table>
<thead>
<tr>
<th>Investors and Funders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redcar and Cleveland Borough Council</td>
</tr>
<tr>
<td>Private Sector</td>
</tr>
<tr>
<td>Homes and Communities Agency (HCA)</td>
</tr>
<tr>
<td>Environment Agency (EA)</td>
</tr>
<tr>
<td>European Regional Development Fund (ERDF)</td>
</tr>
<tr>
<td>European Social Funding (ESF)</td>
</tr>
</tbody>
</table>

It is difficult to estimate the scale of investment across the four delivery plans as some projects will be affected by the phasing and delivery of others e.g. there is only so much new property that can be put on the market. There is also the unknown factor of the extent to which other stakeholders have funds available on the scale required and the time and effort needed to meet appraisal criteria and develop business cases.

The table below provides a proposal estimate, with substantial private sector investment coming from a few major investments on South Tees.

| Estimated Funding Requirements: (Foundation and Transformation years 0 – 8 years) |
|-------------------------------------------------|-----------------|-----------------|
| Public Sector Funding                          | Private Sector  | Total           |
| Redcar                                          | £90m*           | £90m            | £180m          |
| South Tees                                      | £85m**          | £650m***        | £735m          |
| East Cleveland                                  | £15m            | £0m             | £15m           |
| Greater Eston                                   | £75m            | £260m           | £335m          |
| Estimated Total                                 | £265m           | £1bn            | £1.26bn        |

* Excludes sea defences / wall
** Assummes major support for investment fund
*** Includes major investment in the Port and Eco Park

1.4 Implications for Council resources

There are substantial implications for the delivery of regeneration in the Borough. The programme requires a great deal of focussed resource, which given the current pressure on local authority finance will need to be skilfully deployed. The delivery arrangements will need do reflect resource constraints and be capable of delivering the near term programme.
1.5 Redcar Reborn

The scale of the Delivery Plan for Redcar (overleaf) makes it clear that the delivery of the transformation programme for Redcar will require leadership at a strategic level within the Council. It will be important to ensure that all stakeholders are committed to the vision, for objectives and key roles and responsibilities to be clearly outlined and agreed and for activity to be managed via a central co-ordination and delivery team. A number of the key projects require significant input from the Council and therefore there is a strong focus in the delivery plan on the role of the local authority as both an investor and enabler.

The Foundation Stage of the Redcar Reborn Delivery Plan will provide the infrastructure to underpin the transformation of the sea front and town centre, physically, socially and economically. The Foundation Stage will:

- Use existing projects to kick-start the regeneration of the sea-front, Redcar’s key asset and the driving force of the spatial masterplan vision;
- Supporting sea front proposals and a greater diversity of facilities in Redcar, through the new Redcar Leisure and Community Heart in the town centre;
- Ensure the community has the right skills to serve the needs of the economic growth forecast by the masterplan;
- Prepare for the future significant investment in connectivity infrastructure.

The Redcar Area Delivery Plan has its foundations in a number of important existing initiatives being championed by Redcar & Cleveland Council, specifically: the success of the recently completed new Redcar & Cleveland College; the proposed Creative Industries Hub, the forthcoming sea-defence works and Redcar Leisure and Community Heart.

The proposed Creative Industries Hub directly contributes to the physical regeneration of Redcar seafront. It also has a key role to play in the economic regeneration of the town and the accelerated development of the creative and digital industries sector in the Borough.
The College is fundamental to the development of skills that are appropriate to the needs of employers; to engender an entrepreneurial spirit in the community; and to the physical regeneration of the town centre itself. When coupled with tourism and leisure, which has been identified as one of the major areas of focus for Redcar, it is important to create a highly skilled workforce with excellent customer service, management and leadership skills.

Best of British Sculpture (BOBS) is an innovative project that will take advantage of the seafront defence works and allow Redcar to start its physical transformation to become a high profile visitor destination. Initial planning can coincide with the commencement of the sea defence works and the installation of the first work to celebrate completion of the engineering and the re-launch of the seafront. The long-term nature of this project is reflected in its inclusion also as a transformational project.

Supporting projects deal with a number of issues that the town already faces including parking and sustainable transport initiatives, all of which need addressing if the subsequent stages of the masterplan are to be successfully delivered. They also include the proposed new bus-station for Redcar, which is a key element of the proposed town-centre redevelopment. This is the largest single capital project in the Foundation stage.

The promotion of local nature reserves is included within the foundation projects for Redcar, to encourage links between Redcar and the wider Borough through greater awareness of the environment. This coincides with similar projects to encourage inclusion across the Borough.

The Kirkleatham Business Park EZ forms part of the Redcar plan and will be integral to delivery of new business in the local area.

The table below sets out the impact on business and employment of some of the key economic projects.

### Redcar:
The focus on the economic regeneration of Redcar is re-establishing the town as a visitor destination, supporting the renewal of the retail core, and the development of high quality new space for service companies and new start ups. This includes the high quality space at the new Creative Industries Hub and Civic, Leisure and Community Heart. The overall employment impact is considerable, although full take up of new employment space will take some time.

<table>
<thead>
<tr>
<th>Key Project</th>
<th>Output</th>
<th>Companies</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redcar Seafront (including Best Of British Sculptures)</td>
<td>£10.4m additional expenditure per annum</td>
<td>156 additional jobs</td>
<td></td>
</tr>
<tr>
<td>Kirkleatham Estate</td>
<td>£4.3m additional expenditure per annum</td>
<td>74 additional jobs</td>
<td></td>
</tr>
<tr>
<td>Windfarm Visitor Centre</td>
<td>£850,000 additional expenditure per annum</td>
<td>17 additional jobs</td>
<td></td>
</tr>
<tr>
<td>Coatham Masterplan</td>
<td>Outputs to be determined through the masterplan process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Sustainable Redcar House</td>
<td>100 new homes</td>
<td>200 jobs</td>
<td></td>
</tr>
<tr>
<td>Redcar &amp; Cleveland College Entrepreneurs</td>
<td>5,314m² of commercial space</td>
<td>60 new and existing business</td>
<td>220 jobs</td>
</tr>
<tr>
<td>Creative Industries Hub</td>
<td>2,500m² of creative space</td>
<td>85 new and existing business *</td>
<td>125 jobs*</td>
</tr>
<tr>
<td>New Space for New Opportunities</td>
<td>16,000m² of new and refurbished space</td>
<td>40 companies assisted</td>
<td>950 jobs**</td>
</tr>
<tr>
<td>Redcar Leisure and Community Heart</td>
<td>6 lane 25m pool / leisure pool dance hall and performance space sports hall junior gym fitness suite business centre</td>
<td></td>
<td>260 jobs created or safeguarded</td>
</tr>
<tr>
<td>Shopping in Redcar</td>
<td>2 hectares re-developed</td>
<td>60 new and existing business</td>
<td>750 jobs***</td>
</tr>
<tr>
<td>Skills for tourism excellence</td>
<td>100 people trained per annum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote and enhance wildlife</td>
<td>10,000 additional visitors per annum</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* On going start up and grow on support leading to increased employment in later years.
** Over the medium to long term given the time needed to develop and market new space of this magnitude.
*** Over the medium to long term
1.6 South Tees Industrial Excellence

South Tees is a major industrial and port location and is both Redcar & Cleveland’s biggest challenge and its biggest economic opportunity. The Delivery Plan recognises the strategic importance of successfully repositioning South Tees to ensure that it can continue to act as the anchor for the Redcar and Cleveland economy. In spite of the 2008 / 11 recession a number of new inward investment opportunities are being pursued, most notable the introduction of the Tees Valley Enterprise Zone.

To drive forward the South Tees plan a new delivery vehicle is required, one that can tackle the scale of investment and provide the outstanding leadership required to develop a new economic platform. In this respect, given current economic conditions there is an undoubted requirement for a significant economic stimulus package; a package that will not only protect and support jobs, but also begin the process of delivering further physical and economic investment into the sub-region.

Central to the delivery of this strategy is the creation of the Local Enterprise Partnership, for the sub-region, known as Tees Valley unlimited (TVU), which will provide the leadership, direction, and resources to realise the vision for South Tees. Redcar & Cleveland Council will be a proactive force for change across the South Tees area and through the actions of the TVU (supported by RCBC) will seek to meet the masterplan objective: to provide opportunities for diversifying and strengthening the local economy.

The scale of change required at South Tees is very significant. The economic masterplan acknowledges the challenge, as does the parallel study of the North – South Tees Industrial Framework. In simple terms a complete package of new measures will be required to re-establish an area with a world class reputation for industrial excellence.
Redcar & Cleveland Borough Council will be at the heart of the regeneration of South Tees. This delivery strategy has been created to ensure that through strategic intervention the Council can pave the way for renewal and diversification of industry across the spatial area.

The North – South Tees Industrial Framework has identified a number of new projects ideas, many of which have considerable employment potential. The work of the TVU will include taking forward some of these projects, and reviewing those focused on priority activities such as the low carbon sector and waste management. As such, the Delivery Plan will be sufficiently flexible to incorporate new projects as opportunities are developed.

South Tees is a major industrial and port location. In spite of the current recession a number of new inward investment opportunities are being pursued. The employment forecasts include these known opportunities, the potential for the port to increase its capacity and the likely benefits from the work of a well funded Enterprise Zone.

<table>
<thead>
<tr>
<th>Key Project</th>
<th>Output</th>
<th>Companies</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Zone</td>
<td>235 hectares of land made available</td>
<td>60 new businesses by 2015</td>
<td>1,800 jobs *</td>
</tr>
<tr>
<td>Eco-Park</td>
<td>56 hectares specialist business park</td>
<td>6 companies assisted</td>
<td>900 jobs</td>
</tr>
<tr>
<td>South Tees Port / Wharfside</td>
<td>Upgrading of Port capacity</td>
<td>n/a</td>
<td>2,000**</td>
</tr>
<tr>
<td>New Space for New Opportunities</td>
<td>1,500m² of employment space</td>
<td>6 companies assisted</td>
<td>60 jobs</td>
</tr>
<tr>
<td>Skills for a Modern Economy</td>
<td>70 training beneficiaries per annum</td>
<td>10 companies assisted</td>
<td></td>
</tr>
</tbody>
</table>

* Enterprise Zone job calculations are based upon private sector led major inward investment through capital allowances

** Port plans indicate up to 7,000 jobs. This is over an extended time period. 2,000 jobs is the potential over the short and medium term
1.7 Greater Eston: Big Heart

A New Perspective: The Greater Eston Delivery Plan is a high level delivery plan for the proposed Greater Eston regeneration programme.

RCDC will be the primary driver of the spatial framework and delivery plan for the wider area.

The delivery strategy for Greater Eston will ensure that long-term sustainable regeneration is built on the foundations of existing initiatives and delivered through the successful implementation of transformational projects. The thematic projects have therefore been arranged and programmed to best deliver the overall vision for Greater Eston through a phased approach:

- These projects are intended to exploit the existing initiatives and programmes currently being implemented by Redcar & Cleveland Borough Council in the Greater Eston spatial area;
- As part of the overall Borough masterplan these are focussed projects intended to ensure the necessary ‘hooks’ for future projects;
- Improving connectivity through sustainable means is championed, with both simple and higher value projects.

Redcar & Cleveland Borough Council has committed significant time, effort and funding to secure key private sector investment into the Greater Eston spatial area. The masterplan delivery strategy is therefore designed to help the Council to gain maximum benefit from this investment and to ensure that these individual interventions fit within an overall co-ordinated vision for Greater Eston.

The key project upon which the Greater Eston spatial strategy is based is the concept of ‘Centre Strategies’, which coordinate the existing Low Grange and Eston private-sector projects and ensure that the surrounding local centres benefit from this investment in a co-ordinated way. The key objective of the strategy is to create healthy, sustainable, inclusive, and cohesive communities across Greater Eston.

Alongside this are additional foundation projects which are intended to protect, conserve and enhance the Borough’s built, historic, cultural and natural environments and at the same time improve the overall connectivity of Greater Eston into the Borough and the wider City Region.

It is proposed that the retail development in Low Grange is of high quality creating a larger scale district centre and the new ‘Big Heart’ of Greater Eston. In addition, Eston district centre will be redeveloped and its range of uses extended to increase choice and variety. This physical regeneration, with the ‘hooks’ into wider initiatives regarding education and health, is seen as the catalyst for the truly holistic and sustained regeneration of Greater Eston.

The environmental and connectivity projects are designed to “create the canvas” onto which the regeneration of Greater Eston is painted. Key links and public open spaces will be created to allow future developments to come together as a whole over the extended fifteen year masterplan timeframe.
Greater Eston: The early investments are focussed on renewing the commercial / retail centres, including the development of the new district centre and bringing forward new employment space, both for existing businesses and to attract new employers. There is also an important new start up facility at Enterprise Island. The new space will be based initially on the expansion of the Skipper’s Lane industrial estate through construction on adjoining land and redevelopment of the northern element of the Motorsports sites for employment purposes.

<table>
<thead>
<tr>
<th>Key Project</th>
<th>Output</th>
<th>Companies</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Grange Urban Village and Centre</td>
<td>1018 new homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centre Strategies – Greater Eston including Low Grange</td>
<td>New ‘Great Park’</td>
<td>22</td>
<td>290 jobs</td>
</tr>
<tr>
<td></td>
<td>New commercial and retail space</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balancing Priorities – High Quality Housing Prov</td>
<td>358 new Eco homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Up to an additional 400 homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-designed South Bank and Eco Village</td>
<td>15 new homes and 12 refurbished homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Space for New Opportunities</td>
<td>20,000m²</td>
<td>29</td>
<td>350 jobs</td>
</tr>
<tr>
<td>Enterprise Island</td>
<td>4,000m²</td>
<td>60</td>
<td>300 jobs</td>
</tr>
<tr>
<td>Skills for Work</td>
<td>70 people trained per annum</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1.8 East Cleveland: Cleveland Lives
This delivery plan illustrates how the vision and objectives for East Cleveland will be realised. Delivery of the transformation programme for East Cleveland will require leadership at a strategic level within the Council. It will be important to ensure that all stakeholders are committed to the vision and objectives for East Cleveland and, where appropriate that they are part of the delivery mechanism. It will be important for key roles and responsibilities to be clearly outlined and agreed and for activity to be managed via a central co-ordination and delivery team.

The East Cleveland strategy provides a programme of work, and rather than a specific delivery vehicle it requires a ‘programme team’ to take forward the delivery plan. Currently little dedicated resource is available within the Council in respect of managing projects in East Cleveland. The programme of projects outlined in the spatial framework and the proformas demand a greater level of resource than already exists. The recommended approach is for this to be established through a small dedicated team and a wider ‘East Cleveland Project Board’.

The team will act as the Executive to take forward projects and will operate from within the RCBC regeneration directorate. The Project Board will act as a wider collective body to receive reports and set the direction for the programme team and will comprise a representative set of key stakeholders, elected members, community representatives and private sector representatives. The Board should meet quarterly and use the East Cleveland spatial framework and delivery plan as its ‘business plan’.

The Foundation Stage of the East Cleveland Delivery Plan recognises the need for intervention into all thematic areas identified in the masterplan in anticipation of future coordinated action to realise the overall vision for the area. Intervention is required at every level across East Cleveland and, more than any other spatial area in the regeneration masterplan, the delivery strategy for East Cleveland is a complete programme which requires an immediate and coordinated implementation of a whole suite of Foundation projects.

The Foundation Stage projects cover:

- **Sustainable communities** projects are to be implemented which: use education as an immediate route to higher aspiration and achievement; help define the place of each settlement within the context of East Cleveland; and encourage immediate high-quality development across the area as a catalyst for long-term change;
- **Economic** projects which also provide access to education, training and skills, together with physical interventions to improve broadband penetration which is intended to encourage business start-up;
- The need to establish policy and implement projects which ensure any lack of **connectivity** across the area does not remain a barrier to regeneration, whilst at the same time improving provision for tourists to maximise the economic potential of tourism into the area and the wider Borough;
- Using the **environment** to both help develop a sense of place and to also increase the tourist draw into the area.

The town strategies will be rolled out during the transformation stage, with priority being given to those interventions which have the greatest economic impact. To exploit these economic opportunities and to promote an entrepreneurial culture, projects relating to the creation of a network of suitably managed and serviced business space (either new-build or refurbishment) will be delivered during this stage. These initiatives, intended to bring new and diverse industry into the area, will be in conjunction with the continued managed growth in the tourism sector. Projects such as the extension of the Redcar BOBS (Best of British Sculptures) and continued investment in the tourism infrastructure will hopefully drive this sector.
East Cleveland: The early investments are focussed on increased employment space in East Cleveland and making the key centres and natural environment more attractive for visitors. The impact will be considerable, with some 540 additional jobs and a marked increase in visitor numbers. This is the initial potential and there is the capacity for the new premises to act as a catalyst for further growth in existing and new businesses.

<table>
<thead>
<tr>
<th>Key Project</th>
<th>Output</th>
<th>Companies*</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Space for New Opportunities</td>
<td>2,000m²</td>
<td>60 new and existing companies</td>
<td>240 jobs</td>
</tr>
<tr>
<td>Rural Enterprise Hubs</td>
<td>3,000m²</td>
<td>150 companies</td>
<td>300** jobs</td>
</tr>
<tr>
<td>Skills for Tourism Excellence</td>
<td>60 trainees per annum</td>
<td>20 companies per annum</td>
<td>n / a</td>
</tr>
<tr>
<td>Independent Business in Guisborough</td>
<td>Marketing campaign</td>
<td>n / a</td>
<td>30 jobs</td>
</tr>
<tr>
<td>Saltburn on the Edge</td>
<td>Hotel / festivals</td>
<td>1</td>
<td>45 jobs</td>
</tr>
<tr>
<td>Living in Loftus</td>
<td>10 New retail units</td>
<td>10</td>
<td>15 jobs</td>
</tr>
<tr>
<td>Town Strategies and Housing</td>
<td>Community schemes</td>
<td></td>
<td>24 jobs</td>
</tr>
<tr>
<td>BOBS Extension</td>
<td>100,000 visitors per annum</td>
<td></td>
<td>20 jobs</td>
</tr>
<tr>
<td>Local Wildlife</td>
<td>10,000 visitors per annum</td>
<td></td>
<td>2 jobs</td>
</tr>
<tr>
<td>Green routes</td>
<td>60,000 visitors per annum</td>
<td></td>
<td>7 jobs</td>
</tr>
<tr>
<td>Industrial Heritage trail</td>
<td>60,000 visitors per annum</td>
<td></td>
<td>10 jobs</td>
</tr>
</tbody>
</table>

* Likely to increase as new start up grow and move out of accommodation
** New start up programme likely to focus on Hubs and provide support for accelerate growth, further increasing employment numbers in the medium term.
2 Flexibility in Delivery

2.1 The need for flexibility
South Tees is the base for a number of very large employers. Recent economic conditions mean that some sites are under threat of closure or a substantial down-sizing of employment. There remains a risk of a catastrophic loss of employment, and this would have a major impact on the Regeneration Strategy. There are two responses needed with regard to such an event. These are:

• Immediate action to help those made redundant back into employment as quickly as possible;
• The acceleration of projects likely to lead to new employment opportunities, including additional funds to bring forward new sites in South Tees.

2.2 The immediate response
The immediate response would include a training, skills and recruitment package and include:

• Training needs assessment for those made redundant;
• Financial and other advice regarding personal circumstances;
• The provision of additional courses based on demand from and opportunities for redundant workers, including updating vocational skills;
• Additional self employment and enterprise courses, based on demand; and
• Other recruitment initiatives particularly those based on replacement demand at South Tees.

While many of these actions will be taken forward by the Skills Funding Agency (SFA) and Job Centre Plus, the organisation and management of response activities will place considerable additional burden on Council resources. This should be taken account of in financial support packages provided by regional and national agencies.

2.3 Accelerating Investment
The second response is focussed on accelerating the creation of new investment and employment at South Tees and across the Borough. The key planned schemes which would need to be accelerated are focussed on sites and premises, accompanied by a marketing budget. The focus of responses is on facilities which could provide mentoring and support services, as well as larger premises for more substantive businesses. The key project and provisional costs are set out below.

<table>
<thead>
<tr>
<th>Response to Major Economic Shock</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project</strong></td>
</tr>
<tr>
<td>South Tees</td>
</tr>
<tr>
<td>South Tees Investment Fund</td>
</tr>
<tr>
<td>Redcar</td>
</tr>
<tr>
<td>Redcar College Entrepreneurs</td>
</tr>
<tr>
<td>Greater Eston</td>
</tr>
<tr>
<td>Enterprise Island</td>
</tr>
<tr>
<td>East Cleveland</td>
</tr>
<tr>
<td>Borough Wide</td>
</tr>
<tr>
<td>New Space for New Opportunities</td>
</tr>
<tr>
<td>Marketing and Promotion</td>
</tr>
</tbody>
</table>