Contents

Greater Eston Area Spatial Framework
1 Summary (4 - 7)
2 Greater Eston : Vision and Objectives (8 - 13)
3 Spatial Framework for the Greater Eston Area (14 - 23)
4 Delivery Plan (24 - 39)

Appendix
1 Greater Eston Project Proformas
1. Summary
1.1 The case for change

Greater Eston began as a series of small settlements, that later grew and joined through the incremental development of estates. It developed around employment and industry, first agriculture and later iron and steel industries and petro-chemicals. It developed as a series of settlements, expanding dramatically in the latter half of the 20th century. From 1894 until 1968, Eston Urban District Council oversaw the various settlements, and can be regarded as the pre-cursor to what is now regarded as Greater Eston.

Greater Eston is something of an anomaly in Redcar and Cleveland; it is not the single place the name suggests but a series of distinctive albeit linked communities, that is physically easier to consider as part of the Middlesbrough conurbation, rather than as a stand alone settlement in Redcar & Cleveland. That notwithstanding, Greater Eston falls within the Borough and is an integral part of the Regeneration Masterplan.

The incremental development of Greater Eston has resulted in a place that, whilst it is serviced with local shops and facilities, lacks the infrastructure, services and presence of a small town, which it deserves to be.

The appraisal of the current characteristics and conditions of Greater Eston therefore raises a number of fundamental challenges:
• The historic pattern of development has left the Greater Eston area devoid of a strong town centre;
• There is a requirement for new housing for owner occupation, to diversify the tenure and retain and attract aspirational and working families;
• There is a need to build on the locational advantages of Greater Eston by developing accessibility within the area and to other towns throughout the Tees Valley.

Regeneration and housing renewal is however, already underway. The purpose of this specific spatial framework, within the suite of spatial frameworks that form part of the Regeneration Masterplan for Redcar & Cleveland, is to encapsulate and strengthen this work, through integration of social and economic, alongside physical, objectives.

This is the Greater Eston Spatial Framework, one of four such documents setting out the vision, objectives and interventions for different areas in the Borough (the others are Redcar, South Tees and East Cleveland). This Spatial Framework provides area and site specific projects that sit under the overarching document, Economic Futures: A Regeneration Strategy for Redcar and Cleveland. This sets the Borough-wide context and strategies for change. These documents are supported by a number of technical appendices that include the baseline evidence and consultation undertaken.

This Greater Eston Spatial Framework should be read in conjunction with A New Perspective: The Greater Eston Delivery Plan. This builds on strategies and studies already undertaken such as the Greater Eston Strategic Masterplan (2008) and sets out the detailed vision for Greater Eston.
1.2 Greater Eston 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."

1.3 Key Interventions

Delivery of the plan for Greater Eston will re-define the principles of the area; reinforcing the value of its location for commuters and attracting working families. Central to the delivery of the Greater Eston plan is a set of projects, which will transform the area, reinforcing and strengthening existing residential and business communities and creating new, sustainable communities. The projects will:

• Create new communities: new sustainable communities at Low Grange and at South Bank;
• Implement a co-ordinated approach to the centre in Greater Eston: creating a new district centre at Low Grange, a refurbished, extended and strengthened district centre at Eston and strengthened local centres and neighbourhood shops throughout Greater Eston; and
• Create new workspace: through the delivery of the transformational Enterprise Island project and the refurbishment and reconfiguration of existing industrial estates.

A set of projects which address accessibility and the environment / public realm will support the delivery of the core themes for the Greater Eston plan.

1.4 Delivery Plan

In this framework document the principles are set out through which the Greater Eston delivery vehicle would be expected to operate. The delivery vehicle for the Regeneration Masterplan is informed by the existing Greater Eston delivery strategy - £500 million, through A New Perspective: The Greater Eston Delivery Plan. It will take a holistic approach to Greater Eston, including not only the delivery of housing and associated place-making projects but also working with other partners on the delivery of enhanced retail provision, the Enterprise Island project and transport infrastructure projects. This type of approach would fit with the idea of a joint venture partnership arrangements between the public and private sector, drawing on support from the Tees Valley Unlimited, the Local Enterprise Partnership (LEP) for the sub-region. The Greater Eston Delivery Plan will be delivered by the Redcar & Cleveland Development Company (RCDC) which will be the primary driver of the spatial framework and delivery plan for the wider area.

The RCDC will be made up of a representative set of key stakeholders, elected members, community representatives and private sector representatives. It will meet quarterly and use the four Spatial Frameworks and delivery plans as their 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.

1.5 Outcomes and Impacts

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 business start up facility at Enterprise Island. In addition, new space will be created through the expansion of the Skipper’s Lane industrial estate to adjoining land and redevelopment of the northern element of the Motorsports Park 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</td>
<td>1018 new homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centre Strategies – Greater Eston (inc Low Grange Centre)</td>
<td>New commercial and retail space</td>
<td>22</td>
<td>290</td>
</tr>
<tr>
<td>Balancing Priorities – High Quality Housing Provision</td>
<td>358 new homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-designed South Bank and Eco Village</td>
<td>• 15 new Eco homes &amp; 12 refurbished Eco Homes • Up to 400 new homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Space for New Opportunities</td>
<td>20,000m²</td>
<td>29</td>
<td>350</td>
</tr>
<tr>
<td>Enterprise Island</td>
<td>4500m²</td>
<td>60</td>
<td>300</td>
</tr>
<tr>
<td>Skills for Work</td>
<td>70 people are trained per annum</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Proposed Low Grange Centre, Greater Eston
2. Greater Eston Area Vision and objectives
2. Greater Eston: Vision & Objectives

2.1 How have the Vision and Objectives been developed?

The Vision and Objectives for Greater Eston encapsulate the planned ambitions, address the key issues that need to be resolved through the Regeneration Masterplan and reflect the strengths and assets of Greater Eston. This spatial framework also builds on the Strategic Masterplan for Greater Eston and ‘A New Perspective: The Greater Eston Delivery Plan’.

Context
Greater Eston began as a series of small settlements, that later grew and joined through the incremental development of estates. It developed around employment and industry, first agriculture and later iron and steel industries and petro-chemicals. It developed as a series of settlements, expanding dramatically in the latter half of the 20th century. From 1894 until 1968, Eston Urban District Council oversaw the various settlements, and can be regarded as the pre-cursor to what is now regarded as Greater Eston.

Greater Eston is something of an anomaly in Redcar & Cleveland; it is not the single place the name suggests but a series of distinctive linked communities, that is physically easier to consider as part of the Middlesbrough conurbation, rather than as a stand alone settlement in Redcar & Cleveland. That notwithstanding, Greater Eston falls within the Borough and is an integral part of the Regeneration Masterplan.

The incremental development of Greater Eston has resulted in a place that, whilst it is serviced with local shops and facilities, lacks the infrastructure, services and presence of the small town it deserves to be.

The appraisal of the current characteristics and conditions of Greater Eston therefore raises a number of fundamental challenges:

• The historic pattern of development has left the Greater Eston area devoid of a strong centre;
• There is a requirement for new housing for owner occupation, to diversify the tenure and retain and attract working families;
• There is a need to build on the locational advantages of Greater Eston by developing accessibility within the area and to and from other towns through the Tees Valley.

Regeneration and housing renewal is already underway. The purpose of this specific spatial framework, within the suite of spatial frameworks that form part of the Regeneration Masterplan for Redcar & Cleveland, is to encapsulate and strengthen this work, through integration of social and economic, alongside physical, objectives.
Key Issues

A series of baseline papers have been produced to support the proposals identified within this Regeneration Masterplan. Reference should be made to the baseline papers within the technical appendices.

The key headlines from the analysis of Greater Eston are:

- Greater Eston is a predominantly residential area, comprising a series of distinct neighbourhoods, supported by shops and services. These neighbourhoods benefit from a strong identity and community spirit, but are not connected and do not have an overall identity as one settlement;

- There are a number of neighbourhoods within Greater Eston that suffer from high levels of deprivation, including parts of South Bank, Grangetown and Eston. Within these areas, there are pockets of pronounced housing market failure;

- There is a core need in Greater Eston to address the fundamental building blocks of what constitutes a sustainable community; access to services, including healthcare and education, a local, accessible, comprehensive retail offer, leisure opportunities and a diverse, stable housing market. Plans are in place to address many of these factors – the core issues are prioritisation and delivery;

- There are some relatively well performing housing areas within Greater Eston, such as Eston, Normanby and Ormesby. There may be the potential to bring forward some selected new housing development within these areas to help kick-start wider regeneration opportunities;

- Greater Eston grew and developed around major employment areas i.e. iron and steel industries and petro-chemicals. Declining industry and increased automation has led to severe issues of worklessness. Proximity to historically important employment areas such as South Tees is perhaps now less important than access to employment opportunities within Redcar, Middlesbrough and the wider Tees Valley. As well as considering physical accessibility there is a need to consider the skills that residents need to access new employment opportunities;

- There is an urgent need to enhance the local environmental quality of some areas of Greater Eston;

- The location of Greater Eston should be key to a successful future. Close proximity to employment and services at Middlesbrough, South Tees and Redcar coupled with access and views of the countryside to the south could be an important draw for new residents;

- Despite its location, Greater Eston has been in decline for a long period. Catalytic change is required to reverse this and there is a need to link local people to employment and training opportunities;

- There is an opportunity to build upon the success of the smaller, light industrial estates located on the periphery of Greater Eston to provide more local employment opportunities;

- Greater Eston has significant development potential and is the location of a large strategically important area designated for housing;

- Greater Eston is well placed to access the strategic highway network and has good local road linkages to surrounding settlements. However, car ownership is low which places demand on public transport services, some of which are poor and due for improvement.

Key Assets in Greater Eston

Greater Eston has a number of key strategic assets, which include:

- Strong communities;
- Proximity to Middlesbrough and South Tees for employment and services;
- Access to strategic highway network;
- Potential for new housing development;
- Potential for a growing population;
- Proximity and access to the countryside.

2.2 A New Perspective: The Greater Eston Delivery Plan

The Greater Eston Strategic Masterplan was completed in July 2008. It provides a physical masterplan for the study area of Greater Eston and includes a Vision, Strategic Objectives, Guiding Principles and Proposals for the Regeneration of Greater Eston and priority areas of South Bank, Grangetown and Low Grange. The Greater Eston Strategic Masterplan outlines a vision for Greater Eston as follows:

“To capitalise upon its strategic location along the River Tees employment corridor and maximise opportunities for business growth, the aim is to create attractive and sustainable new communities with areas of new improved housing, a wider choice of properties and tenures, an attractive environment and improved community facilities and services.”

‘A New Perspective: The Greater Eston Delivery Plan’ has been published to provide the overarching delivery plan for proposed changes within Greater Eston. It will:

- Create homes for the future;
- Develop spaces to breathe and places to be proud of;
- Create healthy and safe communities with plenty to do;
- Ensure Greater Eston is prosperous and skilled; and
- Shout about it.

The Regeneration Masterplan Greater Eston Vision and Objectives builds on and support the substantial amount of masterplanning work already completed in Greater Eston.
2.3 Greater Eston Spatial Framework Vision and Objectives

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 and good public transport, including the Metro / Rail. Linking east to west.

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.

Objectives

**Delivery of healthy, sustainable, inclusive and cohesive communities**

- Transformed internal and external perception;
- A centre that meets local needs and is a place that serves as a centre for the community;
- Greater housing choice – a better balance of stock and tenure and new, sustainable housing types (including the eco-village);
- Attractive local centres and neighbourhood shops, as hubs for communities;
- Enhanced community and cultural offer for local residents, generating momentum following on from the Health Village and The Great Park.

**Improving connectivity**

- Getting to and from Middlesbrough, South Tees and Redcar - by public transport (bus corridors and Metro) and personal means (cycling, car etc);
- The development of a new district centre at Low Grange should make specific design considerations for movement by sustainable modes and interconnectivity across Greater Eston;
- Ensuring a network of sustainable routes between key destinations is promoted and encouraged, particularly between residential areas and public transport nodes;
- Promoting the location advantages of Greater Eston.

**Diversifying and strengthening the local economy**

- Accessing employment opportunities in Middlesbrough, South Tees and Redcar;
- Developing education provision to improve education and skills attainment;
- Developing the business and industrial base in Greater Eston.

**To protect, conserve and enhance the Borough’s built, historic, cultural and natural environments**

- Investment in Eston Recreation Ground to create The Great Park;
- Promoting a green infrastructure network through Greater Eston;
- Access to the countryside.
### SWOT Analysis

#### Strengths

- Key economic drivers - Port and Petro-chemicals, plus Middlesbrough and Redcar in close proximity;
- Supply of well paid, high skilled, innovative / creative jobs in wider area;
- Stable smaller scale industrial estates demonstrating continuing demand from smaller occupiers, such as Skippers Lane, Clay Lane and Bolck low Estates;
- Education – a programme transforming the education offer within Greater Eston, including new schools (incl. South Bank Community Primary);
- Strategic highway network well developed due to industrial nature of the area;
- Good bus connections to Middlesbrough and Redcar, with improvement proposals through Tees Valley Bus Network Strategy;
- Benefits from good existing key pedestrian and cycle routes;
- Strong community spirit and local identity, including a number of effective community organisations;
- Significant areas of greenfield land / green wedges;
- Natural assets – countryside to the south;
- Local leisure facilities - Eston Sports Academy, Motorsports Park, Flatts Lane Country Park and Ormesby Hall;
- A new Health Village for Greater Eston - changing perceptions, improving the image, providing important local community function;
- Some well-functioning residential areas, including Eston, Normanby and Ormesby;
- Stabilised housing market in parts of South Bank (newer 80’s housing);
- Availability of strategic development sites, i.e. Low Grange.

#### Weaknesses

- High vacancy rates within local / district centres and poor environmental quality;
- Lack of local access to convenience retail for local communities;
- Eston district centre is struggling and will continue to decline without significant intervention;
- Limited cultural facilities;
- Poor perception as a place to visit and live;
- Distinct settlements within the Greater Eston area, lack a coherent overall identity;
- Industrial backdrop to parts of the town;
- Housing market failure in parts of South Bank and Grangetown, with continuing decline despite significant intervention;
- Severe pockets of persistent deprivation;
- Large areas of vacant housing and demolition areas;
- Historically developed around employment yet today there is limited opportunity for employment within Greater Eston;
- Worklessness - 2nd and 3rd generation unemployment in some areas;
- Low skills / residents aspirations;
- Anti-social behaviour, crime and alcohol / drug related issues are prevalent in places;
- Large areas of green space but limited function;
- Development of the motorsports site is an opportunity, but there have been significant issues e.g. noise, etc. Development would need to be sensitive;
- Poor rail links which are peripheral with limited services;
- South Bank station very poor quality, particularly on approach, with no facilities;
- In certain areas, all transport modes appear vulnerable as security is poor;
- Car ownership is significantly lower than the national average;
- Environment created by A66 provides a high speed barrier to movement and is unattractive for crossing by pedestrians and cyclists;
- Surrounding highways infrastructure makes Greater Eston an ‘island’;

#### Opportunities

- Building on the projected growth within the Regional Centre and City Region - capturing opportunities relating to this growth – thus increasing population;
- Working families-encouraging economically active people to move into the area;
- Potential for catalytic change at Low Grange;
- Potential to bring forward new housing in areas of greater demand / more attractive areas, to kick-start the local market;
- Build on strong community networks;
- Largest housing allocation in Borough to facilitate re-population;
- Significant development potential – demolition areas in South Bank and green areas being developed and an opportunity to develop key sites, i.e. the Motorsports site to the north of Greater Eston;
- The “Great Park” – opportunity to provide a leisure destination that improves the image of Greater Eston, changes people’s perceptions, encourages visitors and provides a local community function;
- Opportunity to revitalise the local retail offer, i.e. redevelopment of Eston district centre to include ALDI and reformatted shopping centre;
- Build on the success of the smaller scale, light industrial estates that flank Greater Eston, which currently perform well and perform an important local employment function;
- Transformed education offer, providing an incentive to families moving into the area;
- “Enterprise Island” – providing supported employment space;
- Development of sustainable modes infrastructure to provide key routes between residential areas, key services, employment and education;
- Improvements to South Bank station as a gateway to public transport and the national rail network;
- Reduce barrier effects of the A66 with the inclusion of pedestrian and cycle crossings at key locations;
- New Low Grange district centre to act as the centre / interchange for public transport movements, particularly those services connecting areas within Greater Eston;
- Developer contributions towards improvements via S106 and Community Infrastructure Levy associated with development of district centre and new residential areas;

#### Threats

- Green wedges under threat / being developed;
- Lack of tenure mix – high levels of social housing;
- Lack of investment funding for developers;
- Difficulty of securing long term public sector support;
- Competition from other regeneration priorities in the sub region;
- Limited interest in elements of the retail proposals due to market conditions;
- Challenge to deliver proposed scale of housing development in the current market;
- Longstanding negative perceptions need to be overcome;
- South Bank continues to decline and housing market failure issues worsen;
- Market forces may reduce the demand for industrial accommodation and may impact the industrial estates on the periphery of Greater Eston;
- Continued population decline – particularly in areas of most deprivation, including South Bank;
- Recession undermines efforts to tackle worklessness;
- Existing Metro proposals have no direct impact or benefit for Greater Eston;
- Promotion as a commuter destination will impact on existing network capacity;
- Without investment, existing infrastructure may not be able to cope with Greater Eston growth proposals;
- Economic climate will limit the number of developer contributions made, limiting funding for improvements.
3. Spatial Framework for the Greater Eston Area
2.

South Tees: Vision & Objectives

Part 1

Drivers of change

Context to South Tees

South Tees is home to a number of world-class industrial businesses. The area is an industrial hub, which, together with the North Tees industrial area, drives a substantial part of the sub-region's Gross Domestic Product (GDP), as well as regional and national productivity.

It is home to Teesport, the second largest port in the UK, petrochemical and process industries and steel. South Tees extends across a wide area and being on the edge of the Middlesbrough conurbation is a location for a range of unused or underused former industrial sites, as well as over eighty smaller industrial and commercial operations. This industrial heartland provides a home for process industries, utilities and services, port and logistics, steel manufacturing, supply chain and ancillary businesses and light industrial parks.

Historically, South Tees was an important employment source for local residents and there was a strong relationship between Greater Eston and Redcar residents and South Tees. This relationship has reduced dramatically in recent years, with increased automation, decline in industries and a trend of those in higher paid and skilled jobs at South Tees, living outside the Borough.

South Tees is a dynamic place, where industry cycles are affected by many complex factors including the global market, interdependencies with surrounding industries and specific infrastructure requirements.

With the recent announcement of...
New Communities

A new community, covering an area of 46 hectares will be created at Low Grange through the development of **Low Grange Urban Village**, a major new mixed use, mixed tenure scheme, which is a key component of A New Perspective: The Greater Eston Delivery Plan. The scheme is designed to mark a step-change in regeneration activity, acting as a catalyst for housing investment in the wider area and bringing significant benefits in respect of housing market renewal.

A **re-designed South Bank** will clear obsolete housing in the South Bank area, refurbishing older terraced houses and creating ‘Home Zones’ for existing residents, as well as creating the opportunity for new homes that will attract new residents into the area.

The Eco Village scheme will create an exemplar development of zero carbon housing, sitting at the heart of the Greater Eston regeneration area, raising the profile of the area and creating something special in the heart of South Bank. Development of the site for a mixture of new and refurbished residential units alongside of office space, workspace, and lively ground floor uses, will contribute to the attractiveness of South Bank as a place of choice to live and for further investment. Work has commenced on the Eco Homes scheme and will be completed in 2012.

To further **extend housing choice** in the Borough, this project proposes new housing in areas of Greater Eston where the housing market is **more successful**, as well as focusing on **innovative, new** housing design, which will enhance the image and profile of the area. Bespoke housing development in more affluent and successful housing markets can be a catalyst for regeneration opportunities.

**Centre strategies**

To complement the strengthening of existing communities and the creation of new, sustainable communities a co-ordinated **Centre Strategies** programme is proposed. This will create a new district centre at Low Grange, which will support the new community and will refurbish and strengthen the existing district centre at Eston, which is in need of attention.

To ensure that Low Grange is the core focus for Greater Eston, we recommend that it becomes a **larger scale district centre**. It would act as the principal centre for the wider Greater Eston area and a focal point for the wider community. This will mean a concentration of development in this location to ensure that it works as an integrated and well planned central area.

Development and investment within the two core areas of Low Grange and Eston District Centre will anchor the north and south of Greater Eston and provide appropriate facilities for a broad catchment. However, these larger centres will be in competition with the smaller local centres and neighbourhood shops and may take existing trade from areas that have already seen recent decline. Therefore, appropriate **Centre Strategies** are required to mitigate impacts and ensure communities are appropriately served by their local centres. This includes:

- Birchington Avenue, Whale Hill;
- Bolckow Road shops;
- Allendale Centre;
- Slater Road shops;
- Normanby Centre;
- Fabian Road shops.

**Workspace**

The vision for Greater Eston is that it becomes a place where people, particularly working families, choose to live. It will become a commuter
destination, but will also become an employment destination.

The transformational Enterprise Island project is designed to complement in workspace terms, the ongoing regeneration programmes in Greater Eston and in neighbouring South Tees. The project is specifically targeted at micro and small business start-ups. It will provide a facility that will accommodate new businesses and act as a driver for small business growth in the area.

The **Industrial Estates Programme** will further complement and strengthen the workspace provision in Greater Eston by providing space that will sit between the micro offer being brought forward at Enterprise Island and the macro offer being developed on South Tees. The focus here will be on industrial space and in particular:

- 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.

### Supporting Projects

There are a number of supporting projects, which will improve the accessibility and connectivity of Greater Eston and its environment. Key to this strategy is the improvement of the public realm throughout the settlement, to complement major development schemes and create the conditions to support the transformation of Greater Eston.

### 3.2 Accessibility

The Greater Eston proposals are about creating a great place to live, where people can access services locally and jobs are within easy reach. Greater Eston already benefits from a strategic employment location, close to Middlesbrough, South Tees and Redcar, with existing links. A key focus of the spatial plan is to improve these linkages further to promote the location to incoming residents as a commuter destination. The Greater Eston Transport strategy includes:

- The metro scheme coupled with improvements at South Bank Station and the approach as part of the ‘Great Street’ which will underpin proposals for Greater Eston as a commuter destination;
- Supporting the wider initiative of the Grand Boulevard along the A1085 and creation of ‘Great Street’ improvements along Normanby Road;
- **Tees Valley Bus Network Improvements.**

### Environment / Public Realm

A key component of the Greater Eston Spatial Framework is the vision to create an attractive environment where people want to live and to make a greater connection with the major asset of the nearby countryside. The supporting environmental projects will enhance, promote and improve existing green space corridors and provide new, accessible and safe connections.

The Great Park proposals (within A New Perspective: The Greater Eston Delivery Plan) will be a major asset that supports this offer. The pedestrian and cycle routes should also link into these major green spaces, maintaining and creating a hierarchy of quality interconnected community green spaces connecting the Great Park and open countryside to residential areas.
### 3.4 Major Projects within ‘A New Perspective: The Greater Eston Delivery Plan’

Considerable work and investment has already been channelled into Greater Eston. The major proposed projects in Greater Eston are summarised within ‘A New Perspective: The Greater Eston Delivery Plan’. The Delivery Plan key projects are guided by 5 overarching themes as follows:

<table>
<thead>
<tr>
<th><strong>Theme 1: Creating Homes for the Future:</strong></th>
<th><strong>Theme 3: Create healthy and safe communities with plenty to do:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Grange Urban Village</strong>: The village will be a flagship development for the area and will create a new residential community and district centre. A Design Code has been created to ensure the highest standards of design quality.</td>
<td><strong>Low Grange Urban Village District Centre</strong>: Development with Tesco will provide a new superstore, a range of smaller retail units, public house and restaurant.</td>
</tr>
<tr>
<td><strong>Costa/Aire Street Area</strong>: Housing at this site has been demolished and opportunity exists for new housing projects, and / or business space.</td>
<td><strong>Low Grange Health and Social Care Village</strong>: The scheme provides GP practices along with a range of integrated health and social teams. The £17M project has now been completed.</td>
</tr>
<tr>
<td><strong>South Bank Eco Village</strong>: An Eco Village is planned for the South Bank area. Work has begun on developing 15 new eco homes and 12 refurbished eco homes.</td>
<td>There is also a series of redevelopment projects aimed at improving the quality of: Bolckow Road Shops, Allendale Centre, Slater Road Shops, Normanby Centre, Eston Precinct and Fabian Road Shops.</td>
</tr>
<tr>
<td><strong>Napier St &amp; Oxford St</strong>: Homes in this area will be refurbished and enhanced.</td>
<td><strong>Enterprise Island</strong>: A new landmark business and skills centre will be provided in the area to improve training for employment.</td>
</tr>
<tr>
<td><strong>South Terrace to Hampden Street</strong>: A strategy has been developed with the community to address issues of low demand.</td>
<td><strong>Theme 4: Ensure Greater Eston is prosperous and skilled:</strong></td>
</tr>
<tr>
<td><strong>Middlesbrough Road</strong>: Opportunity exists to utilise development within numerous gap sites in this area.</td>
<td><strong>Theme 5: Shout about Achievements:</strong></td>
</tr>
<tr>
<td><strong>Grangetown</strong>: Improvements and redevelopment of the properties within this area along with new housing developments.</td>
<td>This theme seeks to work on this problem through promotional campaigns; information packs; newsletters; events and banners, signs and hoardings to announce change.</td>
</tr>
<tr>
<td>Additional projects for this theme include encouraging living in underused space over the shops and also exploring different uses for listed buildings.</td>
<td>Many of these projects are underway. The role of the Greater Eston Spatial Framework is to embrace these projects and add further initiatives where appropriate.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Theme 2: Develop spaces to breathe and places to be proud of:</strong></th>
<th><strong>Proposed Eco Village, Greater Eston</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Great Park</strong>: The Park will be created on Eston Recreation Ground. The scheme will consist of environmental improvements and become a focal point for recreation and leisure facilities.</td>
<td><strong>Low Grange Urban Village District Centre</strong>: Development with Tesco will provide a new superstore, a range of smaller retail units, public house and restaurant.</td>
</tr>
<tr>
<td><strong>The Great Street</strong>: Normanby Road will be improved through a series of residential face-lifting, street greening and shop front improvements.</td>
<td><strong>Low Grange Health and Social Care Village</strong>: The scheme provides GP practices along with a range of integrated health and social teams. The £17M project has now been completed.</td>
</tr>
<tr>
<td><strong>The Grand Boulevard</strong>: The Trunk Road and the Broadway will become the ‘front door’ to the Low Grange Urban village with a tree-lined boulevard of high quality.</td>
<td>There is also a series of redevelopment projects aimed at improving the quality of: Bolckow Road Shops, Allendale Centre, Slater Road Shops, Normanby Centre, Eston Precinct and Fabian Road Shops.</td>
</tr>
<tr>
<td><strong>The Grand Entrance</strong>: Improvements are proposed for the ‘front door’ to South Bank and Greater Eston from the A66 onto Normanby Road with the development of a new landmark building and public realm improvements.</td>
<td><strong>Enterprise Island</strong>: A new landmark business and skills centre will be provided in the area to improve training for employment.</td>
</tr>
<tr>
<td>Other key projects under this theme focus on the environmental conditions of Green Corridors and also encouraging the construction of landmark art features throughout the area.</td>
<td><strong>Theme 4: Ensure Greater Eston is prosperous and skilled:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Theme 5: Shout about Achievements:</strong></td>
</tr>
<tr>
<td></td>
<td>This theme seeks to work on this problem through promotional campaigns; information packs; newsletters; events and banners, signs and hoardings to announce change.</td>
</tr>
</tbody>
</table>
3.5 Projects

The spatial framework for Greater Eston and the location of the projects are illustrated below. The projects are summarised on the following tables and further detail is provided in ‘Project Proformas’, contained in an Appendix to this document.
New Communities

Sustainable Communities

GE1 - Low Grange Urban Village
Covering an area of 46 hectares, 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 ‘A New Perspective: The Greater Eston Delivery Plan. It is designed to mark a step-change in regeneration activity, acting as a catalyst for housing investment in the wider area, bringing significant benefits in respect of housing market renewal.

Provision of affordable housing tenures will be included as part of the delivery strategy for Low Grange Urban Village. However, there is a clear need to grow the population of the Borough and therefore attract new people into the area. Provision of housing types specifically aimed at attracting working people, including those with families could enable this and should be a focus for the scheme.

GE2 - A re-designed South Bank
A re-designed South Bank community is a key focus for the Greater Eston Regeneration Programme. The vision to regenerate South Bank includes:

- New housing;
- Shop front improvements to Normanby Road;
- Redesign of King George’s Square;
- Commercial/business use on some of the cleared sites;
- Improvements and extension to the Millennium Green.

The Eco Village scheme has commenced and will deliver quality eco-friendly affordable housing of mixed tenure. The development is due to complete in March 2012 comprising of fifteen newly constructed and twelve refurbished properties. Four of the newly constructed units will seek to obtain a rating of Level 6 under the Code for Sustainable Homes, i.e. Zero Carbon. The site in South Bank is one of the most significant in the Greater Eston area and could potentially act as a catalyst for the transformational change needed to arrest further Housing Market Failure and other social deprivation issues that exist in South Bank.

GE3 - Balancing priorities: Housing Provision
To further extend housing choice in the Borough, this project proposes new housing in areas of Greater Eston where the housing market is more successful, as well as focusing on innovative, new housing design, which will enhance the image and profile of the area. Bespoke housing development in more affluent and successful housing markets can be a catalyst for wider regeneration opportunities.

Centre Strategies

Sustainable Communities

GE4 - Local Centre Strategies including Low Grange Centre
To ensure that Low Grange is the core focus for Greater Eston, we recommend that it becomes a larger scale district centre. It would act as the principal centre for the wider Greater Eston area and a focal point for the wider community. This will and does imply a concentration of development in this location to ensure that it works as an integrated, and well planned central area.

Development and investment within the two core areas of Low Grange and Eston District Centre will anchor the north and south of Greater Eston and provide appropriate
New Communities

**Sustainable Communities (Continued)**

Convenience retailing for the area. However, these larger centres will be in competition with the smaller local centres and may take existing trade from areas that have already seen recent decline. Therefore, an appropriate strategy is required to mitigate impacts and ensure communities are appropriately served by their local centres and neighbourhood shops.

Bognor Regis Town Centre

Workspace

**Economic GE5 - Industrial Estates Programme**

Creating a new business premises offer that can respond to the needs of local businesses through appropriate accommodation and fiscal interventions. In Greater Eston the focus will be on:

- 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;

**Economic GE6 - Enterprise Island**

Enterprise Island is an innovative enterprise space proposal designed to complement the ongoing regeneration programme in Greater Eston. The project 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. The site for Enterprise Island will be located on the edge of Grangetown as a “gateway” site at the intersection between the A66 and the A1085, linking the development at Mannion Park and Bolckow / Clay Lane to the north.

High quality business facilities e.g. enterprise island

Royal Bank of Scotland, Southend

E-innovation Centre at Wolverhampton University

Transport

**Connectivity GE7 - The ‘Greater Eston with a Big Heart’**

This project will be delivered over a 15 year time period. A wide ranging programme of transport measures, to ensure that development projects can be adequately supported, have been brought together in a single package to 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 modes of transport to employment opportunities in the wider Tees Valley. The measures seek to deliver the following:

- Support the already identified development of the Grand Boulevard;

- A corridor along the B1380 to the south of Greater Eston, with an improved Eston District Centre as the focus of the scheme;

- The Tees Valley Bus Network Strategy (TVBN) - a project being promoted and delivered by the Tees Valley Joint Strategy Unit (TVJSU); seeking to implement a number of improvements to bus services across the Tees Valley;

Adamstown Train Station
3. Spatial Framework for the Greater Eston Area

### Transport

**Connectivity (continued)**

- Ensure bus stop facilities are of a standard that is required by bus users and seek to ensure that facilities are in place to support these schemes where possible across all local areas, particularly in terms of bus stop facilities;
- Improvements to the existing South Bank Station to provide an attractive and welcoming station and approach;
- An extension to the existing Metro proposals, providing a new section of track from the vicinity of the A66 / Old Station Road junction to the heart of Greater Eston;
- A Council run (or outsourced and funded) shuttle bus service which runs a set route through Greater Eston.
- A number of ‘Gateway’ features across the Borough in strategic locations where settlements require a sense of identity to be established – to ensure a sense that ‘you’ve arrived in Greater Eston’.

### Skills

**Economic**

**GE8 - Skills for Work** The objective of this project is to provide high quality support to those more distant from the labor market and likely to fall outside of the support provided by mainstream schemes. Key recommendations:

- Work with local groups to increase the capacity of groups to support employability actions;
- Ensure there is sufficient childcare support to allow residents to take up training opportunities;
- Market new support to difficult to reach groups;
- Work with new employers to develop pre-recruitment packages which guarantee local residents an interview for a job;
- Encourage residents to progress towards a formal Level 2 qualification;
- Ensure literacy and numeracy training are embedded within all training programmes targeted at local residents;
- Identify opportunities for local people to secure employment through new developments - through both the construction and operational stages.

### Environmental

**Environment**

**GE9 - Health Steps**

Enhancement, promotion and linkage of existing green routes to coast and country offering sustainable opportunities for improved health and lifestyle. It will bring the countryside closer to the towns by providing a network of green corridors through urban, suburban, urban fringe areas into the rural backdrop and with it a much improved environment for existing and future development. Improved linkages will improve usage. Improved usage will improve health and change lifestyles.

**GE10 - Urban Green Space**

Maintaining, creating and long term development of a hierarchy of quality interconnected community green spaces connecting the Great Park and open countryside to residential areas.
3.6 Worklessness

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 residents do not have the sufficient skills to access many of these new opportunities. 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 generated by the Regeneration Masterplan which need to be taken into account in the delivery of responses to worklessness. Major issues include:

- Concentrations of worklessness in neighbourhoods need intensive and coordinated responses, with sufficient resources to assist those distant from the labour market, particularly young people;
- Transport and accessibility is a major issue for Greater Eston 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.

With regard to Greater Eston, the Worklessness Strategy should be targeted on those with fewer qualifications and limited work experience, and should focus on:

- The training and employment opportunities in tourism related actions and investment in Redcar and East Cleveland, will provide opportunities for residents in Greater Eston;
- 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 creating regular opportunities;
- Environmental and construction related works in Greater Eston 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.

3.7 Outcomes and Impacts

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. In addition, new space will be based on the expansion of the Skipper’s Lane industrial estate through construction on adjoining land and redevelopment of the northern element of the Motorsports Park 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</td>
<td>1018 new homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban Village Centre Strategies – Greater Eston Including Low Grange Centre</td>
<td>New commercial and retail space</td>
<td>22</td>
<td>290</td>
</tr>
<tr>
<td>Balancing Priorities – High Quality Housing Prov</td>
<td>358 new homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-designed South Bank and Eco Village</td>
<td>• 15 new Eco homes and 12 refurbished Eco Homes • up to 400 new homes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Space for New Opportunities</td>
<td>20,000m²</td>
<td>29</td>
<td>350</td>
</tr>
<tr>
<td>Enterprise Island</td>
<td>4500m²</td>
<td>60</td>
<td>300</td>
</tr>
<tr>
<td>Skills for Work</td>
<td>70 people are trained per annum</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.

Delivery Plan
South Tees: Vision & Objectives

Part 1

Drivers of change

Context to South Tees

South Tees is home to a number of world-class industrial businesses. The area is an industrial hub, which, together with the North Tees industrial area drives a substantial part of the sub-region’s Gross Domestic Product (GDP), as well as regional and national productivity.

It is home to Teesport, the second largest port in the UK, petrochemical and process industries and steel. South Tees extends across a wide area and being on the edge of the Middlesbrough conurbation is a location for a range of unused or underused former industrial sites, as well as over eighty smaller industrial and commercial operations. This industrial heartland provides a home for process industries, utilities and services, port and logistics, steel manufacturing, supply chain and ancillary businesses and light industrial parks.

Historically, South Tees was an important employment source for local residents and there was a strong relationship between Greater Eston and Redcar residents and South Tees. This relationship has reduced dramatically in recent years, with increased automation, decline in industries and a trend of those in higher paid and skilled jobs at South Tees, living outside the Borough.

South Tees is a dynamic place, where industry cycles are affected by many complex factors including the global market, interdependencies with surrounding industries and specific infrastructure requirements.

With the recent announcement...

4.1 Structure and Governance

Greater Eston is a complex area with a diverse set of communities. The spatial framework and delivery plan is based on the core principle that the sum of the parts will add up to a much stronger whole. Hence we have based much of the spatial framework and delivery plan on the core principle of establishing a recognisable and wider community (of Greater Eston), made up of several distinctive neighbourhoods. Greater Eston will be presented as one place and at the local level it will remain a distinct set of urban neighbourhoods, each with its own set of unique characteristics.

The delivery plan for Greater Eston is unique in form. A New Perspective, The Greater Eston Delivery Plan is a high level delivery plan for the proposed Greater Eston regeneration programme. Building on from this, a separate exercise is ongoing to develop a detailed delivery mechanism for Greater Eston. In this framework document we have used the existing delivery plan as a basis to set out the principles through which we would expect the more detailed strategy and accompanying delivery mechanism to operate. We have set out a phased approach to implementation based on the foundation, transformation and sustained regeneration stages.

Given the diversity and complexity of the Greater Eston programme, the delivery mechanism must facilitate the delivery of housing and associated place-making projects, as well as working with partners to deliver enhanced retail provision, the Enterprise Island project and new and upgraded transport infrastructure. The vehicle established to deliver this diverse programme must therefore be able to take the widest possible role in fulfilling the initiatives set out in the spatial framework.
**Strategy and Frameworks**

Based on the above, the delivery strategy 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 for Greater Eston have been structured as follows:

- **Foundation – 0-3 years:**
- **Transformation – 3-8 years:**
- **Sustained Regeneration – 8-15 years.**

This approach will ensure that long-term sustainable regeneration is built on the foundations of existing initiatives and delivered through the successful implementation of transformational 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 RCBC 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 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.

The key project upon which the Greater Eston spatial strategy is based is the concept of ‘Centre Strategies’, which in the early stages coordinates the existing Low Grange and Eston private-sector projects. The early stage interventions lay the foundations to ensure that the surrounding local centres benefit from this investment in a co-ordinated way in the later stages of the Regeneration Masterplan, once the conditions have been created to attract private sector investment.

It is proposed that the retail development in Low Grange creates a large scale district centre that creates 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: Big Heart - Foundation Stage:

- 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 projects will ensure the necessary framework is developed to underpin the potential for the delivery of future projects.
- Improving connectivity through sustainable means is championed, with both simple and higher value projects.

Greater Eston: Big Heart - Transformation Stage:

- Attention moves to improving the quality of the housing stock and raising aspirations within the Greater Eston area.
- The district centres are redeveloped through the development of the Centre Strategies programme.
- The development of Enterprise Island is implemented to bring some economic sustainability to the area.
- Connectivity through new and innovative means continues to be promoted.

Implementation of the transformation projects will facilitate wider regeneration across Greater Eston, with the principal focus upon creating sustainable communities across the spatial area. Residents of Greater Eston will benefit from an improved housing offer and improved services. Greater Eston will be a place where people choose to live and, in particular working families will be encouraged to move into the area. Existing housing programmes in Low Grange and South Bank benefit from the wider place-making initiatives begun in the foundation stage.

Low Grange has the opportunity to become an innovative and sustainable new community, the benefits of which extend beyond Greater Eston and are felt across the Borough. Quality design and an extension of housing choice will appeal to working families who recognise the opportunities a new community presents to those seeking opportunity and a ‘sense of place’.

Alongside this, the more challenging regeneration of South Bank will be driven forward. The Eco Village, already well advanced by RCBC, together with the associated public open space, will be the focal point around which the future community of South Bank is developed.

It is hoped that, due to the ongoing success of the Centre Strategies project, market demand will stimulate development at Low Grange and South Bank. This private investment may not, however, be able to deliver the wider objectives of this regeneration strategy and so the input and contribution of the public sector cannot be underestimated.

Overlaying these new community developments is continued investment and development of the wider Greater Eston public realm and connectivity infrastructure, all of which is intended to strengthen and support the regeneration of Greater Eston. This will also include initiatives to diversify and strengthen the local economy through the provision of new business premises within Greater Eston: ‘Enterprise Island’ will be a centre for innovative new enterprise and will include incubator units, small offices and workshops intended to encourage business start-ups.
Greater Eston: Big Heart - Sustained Regeneration Stage

Market-led redevelopment and regeneration profits from the sustainable community of Greater Eston
Industry and enterprise continues to be supported to encourage long-term growth and wealth generation.

As we move into the sustainable regeneration stage of the masterplan delivery strategy, attention moves to extending the housing choice throughout Greater Eston and to raising aspirations and expectations for employment and opportunity. This stage will see a continuation of the centre strategies and the bringing forward of housing sites.

**Market-led housing provision** will provide high quality housing for families, with the opportunity to remain within Greater Eston. This increase in opportunity will continue to be supported by the on-going creation of appropriate enterprise space, also designed to retain and grow businesses and employment within the area.

The centre strategies project will continue - the creation of Low Grange District Centre and the completion of an enhanced and re-developed Eston District Centre will be complemented by the delivery of improvements to local centres and neighbourhood shops in Greater Eston.

*Skippers Lane Industrial Park*
4.3. Programme and Programme Delivery Issues

Low Grange
Plans for the housing element of Low Grange are also well advanced. A private sector partner has been secured for the private land and public funding from a variety of sources has also been committed. However, there remain key issues to overcome, which may result in delays to the programme. Ultimately the key challenge for this masterplan is to inform the delivery of Low Grange and integrate it into the wider Regeneration Masterplan delivery programme.

Centre Strategies
The Regeneration Masterplan recommends a strategy for service centres within Greater Eston. This will maximise the impact of the significant planned investment at Low Grange and Eston, which will be complemented by a programme of regeneration for the local centres and neighbourhood shops within the area. Key issues to consider include funding, timing and, ultimately, deliverability.

The plans for Low Grange and Eston are well advanced and private sector-led and, as such, delivery is not a key issue. However, the recommended strategy for the regeneration of the other local centres and neighbourhood shops in Greater Eston will potentially require up to £2.2 million. Through the delivery of the Low Grange and Eston district centre strategies, the conditions will be created to support the regeneration of the local centres and neighbourhood shops in the later stages of the Regeneration Masterplan. A blend of public and private sector funding will be required to facilitate the delivery of the centre strategies. This will be possible in the later stages of the masterplan.

Enterprise Island
In the longer term, the vision is to create the conditions to support employment opportunities within Greater Eston. The success of this will depend upon the successful implementation of projects in the foundation and transformational stages. These will create the conditions that will support the development of the ‘Enterprise Island’ concept.

This ‘micro’ provision for new businesses will be complemented by a programme of refurbishment and reconfiguration of industrial premises within Greater Eston, with a near term focus on Skipper’s Lane and a long term focus on the future of the Motorsports Park. This will in turn complement the strategic land assembly programmes for larger businesses within South Tees.

This is a long term plan. Commitment from the public sector will be required to drive forward these proposals and ensure that in the long term, the vision to create the conditions to support employment opportunities within Greater Eston is achieved.

Supporting Projects
Although supporting projects, the projects proposed within the Greater Eston Transport Strategy, and in respect of environmental and public realm improvements, will be critical to the delivery of the vision for Greater Eston. However, funding of these projects is a key issue.

Accessibility and connectivity are critical issues for Greater Eston. The supporting projects proposed that form the Greater Eston Transport Strategy may require funding of upwards of £13.6 million. Developer contributions may secure funding for a component of these transformational projects. However, it is likely that a significant proportion of public funding will be required.

In a similar way, delivery of the proposed environmental improvements, such as The Great Park, will also require a significant amount of public sector funding.
### Recommended Delivery Strategy
#### Foundation Stage: 0-3 Year Projects

<table>
<thead>
<tr>
<th>Project Ref</th>
<th>Project</th>
<th>Project Delivery Issues / Risks</th>
<th>Required Actions</th>
<th>Role / Responsibility</th>
<th>Funding Route</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>GE 7</td>
<td>Grand Boulevard and the Great Street</td>
<td>• Sourcing suitable funding for early implementation; • Construction risk; • Cost and programme risk associated with statutory services diversions; • Securing planning and other necessary consents.</td>
<td>• Tender and appointment of architect; • Development of scheme options for boulevard; • Selection of preferred option; • Secure scheme funding; • Undertake detailed design of the boulevard; • Preparation of contract documents; • Appointment of Contractor; • Commence Work.</td>
<td>RCBC</td>
<td>RCBC Cap Prog</td>
<td>Apr ‘10, Sept ‘10, Dec ‘10, Mar ‘11, Jun ‘11, Sep ‘11, Dec ‘11, Feb ‘12</td>
</tr>
<tr>
<td>GE 7</td>
<td>Tees Valley Bus Network Improvements</td>
<td>• Service improvements do not raise bus usage and overall project viability fails.</td>
<td>• Identification of bus stop and infrastructure improvements; • Design of improvements; • Construction.</td>
<td>TVU / TFTV</td>
<td>DFT with ONE plus local developer contributions</td>
<td>April 10, Oct 10, Dec 10</td>
</tr>
<tr>
<td>GE 7</td>
<td>South Bank Station Improvements</td>
<td>• Securing regular consent • Construction risk • Providing sufficient demand to demonstrate project viability</td>
<td>• Plan and assess options for the new station approach and station appearance • Consultation and selection of preferred option • Detailed design • Preparation of contract documents • Appointment of contractor • Commence Work.</td>
<td>RCBC, with Architect</td>
<td>TVU</td>
<td>April ‘10, Sept ‘10, Dec ‘10, Mar ‘11, Sep ‘11, Mar ‘12</td>
</tr>
<tr>
<td>GE 7</td>
<td>You’ve arrived in Greater Eston</td>
<td>• Site acquisition; • Construction risk.</td>
<td>• Sign location identification; • Consultation on design and location of signs; • Construction.</td>
<td>RCBC</td>
<td>RCBC Cap Prog</td>
<td>Apr ‘10, Jun ‘10, Dec ‘10</td>
</tr>
<tr>
<td>GE 8</td>
<td>Skills for Work</td>
<td>• Lack of employment opportunities within the Borough for those supported by the project; • Local residents do not take up the available course places.</td>
<td>• Review the refreshed North East Regional ESF Framework; • Discuss with SFA and Job Centre Plus the 2011 Co Financing arrangements; • Work with stakeholders, community and voluntary groups to determine the most effective training support and delivery arrangements.</td>
<td>RCBC</td>
<td>RCBC</td>
<td>April ‘10, June ‘10</td>
</tr>
</tbody>
</table>
### Transformation Stage: 3-8 year projects

<table>
<thead>
<tr>
<th>Project Ref</th>
<th>Project</th>
<th>Project Delivery Issues / Risks</th>
<th>Required Actions</th>
<th>Role / Responsibility</th>
<th>Funding Route</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>GE 1</td>
<td>Low Grange Urban Village</td>
<td>• Delivery will be delayed in the near term owing to market constraints; • Land value issues may impact on deliverability; • Extended delivery programme due to volume will be sensitive to numerous changes in the housing market; • Maintaining quality; • Ensuring infrastructure capacity and availability: transport / connectivity and utilities.</td>
<td>• Negotiate resolution to land issues; • Conduct economic appraisal; • Commence construction; • Complete construction.</td>
<td>RCBC, with advisors DTZ appointed</td>
<td>N / A</td>
<td>RCBC Cap Prog</td>
</tr>
<tr>
<td>GE 2</td>
<td>Redesigning South Bank / Eco Village – Foundation, Transformation and Sustained Regeneration Stages</td>
<td>• Securing developer interest; • Securing further funding if required; • Site assembly; • Delivering the vision over the long term; • Maintaining quality and delivering design aspirations; • Ensuring infrastructure capacity and availability: transport / connectivity and utilities; • Lack of community engagement makes it difficult to bring development opportunities to the market; • Physical regeneration in the built environment needs to be co-ordinated with associated projects to tackle health, education, and worklessness; • Generating market demand for investment in South Bank due to existing poor reputation of the area.</td>
<td>• Demolition and clearance programme; • Eco Village development; • Improvements to King George Square and Millennium Green; • Implement the Retain and Monitor Strategy</td>
<td>RCBC, with advisors and developer</td>
<td>RCBC</td>
<td>RCBC Cap Prog</td>
</tr>
<tr>
<td>Project Ref</td>
<td>Project</td>
<td>Project Delivery Issues / Risks</td>
<td>Required Actions</td>
<td>Role / Responsibility</td>
<td>Funding Route</td>
<td>Timescale</td>
</tr>
<tr>
<td>-------------</td>
<td>---------</td>
<td>---------------------------------</td>
<td>------------------</td>
<td>----------------------</td>
<td>--------------</td>
<td>----------</td>
</tr>
<tr>
<td>GE 3</td>
<td>High Quality Housing: Changing Priorities</td>
<td>• Market conditions are forecast to improve over the next 2 years but limited delivery is foreseeable before that point; • Future housing policy does not support this type of intervention.</td>
<td>• Create a detailed, phased development framework for additional housing sites; • Approval gained for development framework; • Proactively market sites; • Secure developer / developers; • Commence construction.</td>
<td>RCBC, with advisors and construction team</td>
<td>N / A</td>
<td>RCBC Cap Prog / Private Sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low Grange:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Engage with Tesco to ensure appropriate scheme with maximum community benefit; • Commence construction; • Complete construction; • Re-define Low Grange as the heart of the settlement;</td>
<td>Tesco</td>
<td>N / A</td>
<td>RCBC Cap Prog</td>
<td>Jan ’12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Eston District Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Engage with ALDI to progress plans; • Commence construction; • Complete construction.</td>
<td>ALDI / RCBC</td>
<td>N / A</td>
<td>RCBC Cap Prog</td>
<td>Dec ’11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local Centres and neighbourhood shops</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop strategy for Neighbourhood / Local Centres / neighbourhood centres in consultation with stakeholders; • Co-ordinate local centre regeneration fund; • Programme works on a rolling programme; • Commence works.</td>
<td>RCBC, ALDI / RCBC</td>
<td>N / A</td>
<td>RCBC Cap Prog</td>
<td>Apr ’10</td>
</tr>
<tr>
<td>GE 4</td>
<td>Centre Strategies - Low Grange / Greater Eston</td>
<td>• Delivery impeded in the near term owing to market constraints and lack of funding; • Fragmented ownerships continue to act as a barrier constraining the delivery strategy; • Creating and maintaining community support for ‘Greater Eston’; • Ensuring infrastructure grows with emerging regeneration: connectivity and utilities; • Maintaining quality; • Management and maintenance of new public realm.</td>
<td>Tesco</td>
<td>N / A</td>
<td>RCBC Cap Prog</td>
<td>Dec ’13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Ref</td>
<td>Project</td>
<td>Project Delivery Issues / Risks</td>
<td>Required Actions</td>
<td>Role / Responsibility</td>
<td>Funding Route</td>
<td>Timescale</td>
</tr>
<tr>
<td>-------------</td>
<td>---------</td>
<td>--------------------------------</td>
<td>-------------------</td>
<td>-----------------------</td>
<td>---------------</td>
<td>----------</td>
</tr>
<tr>
<td>GE 5</td>
<td>Industrial Estates Programme</td>
<td>• Competition from other locations; • Pressure on budgets; • Further market testing required to determine the appropriate scale of new business premises; • Need to engage private sector owners to secure the sub-division of existing property; • Securing available sites; • Attracting private sector interest; • Estate management issues to maintain quality and attractiveness of development; • Provision of adequate infrastructure: transport, services, and ICT.</td>
<td>• Establish ‘estate regeneration fund’; • Commence negotiations with existing landowners; • Prepare detailed individual estate action plan; • Implement programme – with priority for Skipper’s Lane Industrial Estate; • Co-ordinate strategy for Motorsports Park site - long term relocation project.</td>
<td>RCBC, RCBC, with advisors</td>
<td>TVU / ERDF</td>
<td>Apr ‘10, Sept 10, Sept 12, Sept ’13, Sept ’14</td>
</tr>
<tr>
<td>Project Ref</td>
<td>Project</td>
<td>Project Delivery Issues / Risks</td>
<td>Required Actions</td>
<td>Role / Responsibility</td>
<td>Funding Route</td>
<td>Timescale</td>
</tr>
<tr>
<td>-------------</td>
<td>---------</td>
<td>---------------------------------</td>
<td>------------------</td>
<td>----------------------</td>
<td>--------------</td>
<td>----------</td>
</tr>
<tr>
<td>GE 6</td>
<td>Enterprise Island</td>
<td>• Recruiting a third party management company to run the centre;</td>
<td>• Market testing; RCBC, with advisors</td>
<td>RCBC Cap Prog, with TVU / potentially a Joint Venture arrangement</td>
<td>Mar ’12</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Long term viability if tenants cannot be found;</td>
<td>• Detailed appraisal of proposed site, with alternative options; RCBC, with advisors</td>
<td></td>
<td>Mar ’12</td>
<td>Dec ’12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Competition for tenants from similar schemes within the Borough and wider area;</td>
<td>• Appoint design team; RCBC</td>
<td></td>
<td>June ’13</td>
<td>June ’13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Necessary connectivity infrastructure to ensure facility is accessible to all;</td>
<td>• Preparation of outline scheme designs; RCBC, with design partner</td>
<td></td>
<td>Sept ’13</td>
<td>Sept ’13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Availability of necessary ICT infrastructure;</td>
<td>• Co-ordinate funding package/identify joint venture partner; RCBC, with advisors</td>
<td></td>
<td>April ’14</td>
<td>April ’14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Construction risk;</td>
<td>• Submit planning permission; RCBC</td>
<td></td>
<td>Dec ’14</td>
<td>Dec ’14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Management and maintenance of the facility;</td>
<td>• Secure planning permission; RCBC</td>
<td></td>
<td>Mar ’15</td>
<td>Mar ’15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Incorporation and structure of management company.</td>
<td>• Appoint PM and construction partner; RCBC, with PM and construction partner</td>
<td></td>
<td>Mar ’17</td>
<td>Mar ’17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Commence construction;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Complete construction.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| GE 7        | Southern Boulevard | • Funding unavailable for scheme as is too dependent on 106 agreements and contributions; | • Tender and appointment of architect; RCBC | RCBC Cap Prog, with Architect | Sept’13 | | |
|             |         | • Lack of community support; | • Development of scheme options for boulevard; RCBC, with Architect | RCBC Cap Prog, with Architect | Oct’13 | | |
|             |         | • Construction risk with particular reference to utilities diversions. | • Selection of preferred option; RCBC | RCBC Cap Prog, with Architect | Feb’14 | | |
|             |         |                                   | • Secure scheme funding; RCBC | RCBC Cap Prog, with Architect | Mar’14 | | |
|             |         |                                   | • Undertake detailed design of the boulevard; | RCBC | Jul’14 | | |
|             |         |                                   | • Preparation of contract documents; | RCBC | Sep’14 | | |
|             |         |                                   | • Appointment of Contractor; | RCBC, with Contractor | Dec’14 | | |
|             |         |                                   | • Commence Work. | | Mar’15 | | |

<p>| GE 7        | Bus Stop Facilities (ongoing) | • On-going maintenance liability; | • List of priority bus stops drawn up; RCBC | RCBC Cap Prog, with TVU / potentially a Joint Venture arrangement | Apr ’13 | | |
|             |         | • Availability of necessary services infrastructure. | • Design; RCBC | RCBC Cap Prog, with TVU / potentially a Joint Venture arrangement | Sept ’13 | | |
|             |         |                                   | • Construction. RCBC | RCBC Cap Prog, with TVU / potentially a Joint Venture arrangement | Dec ’13 | | |</p>
<table>
<thead>
<tr>
<th>Project Ref</th>
<th>Project</th>
<th>Project Delivery Issues / Risks</th>
<th>Required Actions</th>
<th>Required Actions</th>
<th>Role / Responsibility</th>
<th>Funding Route</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>GE 7</td>
<td>Shuttle Bus</td>
<td>• Service is not self maintaining, requiring ongoing subsidiary funding; • Patronage levels are too low to justify the service.</td>
<td>• Feasibility and review of project proposals to ensure provision is appropriate; • Determination of bus routes and pricing; • Securing Funding; • Purchase of buses; • Begin Services.</td>
<td>RCBC, with operator (RCBC)</td>
<td>RCBC</td>
<td>RCBC</td>
<td>Sept'12</td>
</tr>
<tr>
<td>GE 9</td>
<td>Health Steps</td>
<td>• Accessibility; • Lack of suitable amenities along routes; • Long term maintenance and management liabilities.</td>
<td>• Consultation with public sector organisations; • Survey of existing use and demand; • Produce detailed strategy, incorporating and complementing existing strategies / initiatives (TVU’s Green Infrastructure Strategy and the Council’s Rights of Way Improvement Plan); • Implement programme.</td>
<td>RCBC, with operator (RCBC)</td>
<td>RCBC</td>
<td>RCBC Cap Prog</td>
<td>Sept'12</td>
</tr>
<tr>
<td>GE10</td>
<td>Urban Green Space</td>
<td>• Delivering quality; • Long term maintenance and management liability.</td>
<td>• Establish community landscape strategies / themes; • Prioritise projects, identifying opportunities for low cost ‘quick win’ transformational schemes, for immediate impact; • Start from Low Grange and work outwards; • Commence consultation; • Design Development; • Planning Approval; • Secure Funding; • Procurement; • Delivery.</td>
<td>RCBC, with operator (RCBC)</td>
<td>RCBC Cap Prog</td>
<td>RCBC Cap Prog</td>
<td>Feb '12</td>
</tr>
</tbody>
</table>

**Delivery Strategy Funding Route Glossary**

- **RCBC Cap Prog**: Redcar and Cleveland Borough Council Capital Programme - an annually agreed programme of investment for Capital Projects
- **DFT**: Department for Transport
- **SFA**: Skills Funding Agency
- **JCP**: Job Centre Plus
- **ESF**: European Social Fund
- **HCA**: Homes and Communities Agency
- **ERDF**: European Regional Development Fund
- **TFTV**: Transport for Tees Valley
<table>
<thead>
<tr>
<th>Programme / Project</th>
<th>Outcome / Impacts</th>
<th>Total Budget</th>
<th>Total public sector spend required / committed</th>
<th>Delivery Mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Grange Urban Village – including Health and Social Village, housing and Community Forest</strong></td>
<td>1018 new homes</td>
<td>£166.3 million</td>
<td>£16.3 Million</td>
<td>Private sector-led.</td>
</tr>
<tr>
<td><strong>Redesigned South Bank and Eco Village</strong></td>
<td>15 new homes in Eco Village and 12 refurbished homes Up to 400 additional new homes</td>
<td>£61.3 million</td>
<td>£30.3 Million</td>
<td>Requirement for private sector investment to bring forward the Eco Village. This is not viable in the current climate and will depend upon an upturn in market conditions. Gap funding to be provided through RCBC, HCA and Growth point funding.</td>
</tr>
<tr>
<td><strong>Housing – Balancing Priorities</strong></td>
<td>358 new homes</td>
<td>Private sector led</td>
<td>Private Sector led</td>
<td>Private sector led.</td>
</tr>
<tr>
<td><strong>Centre Strategies including Low Grange Centre</strong></td>
<td>290 additional jobs</td>
<td>£77.2 million</td>
<td>£2.2 Million</td>
<td>The majority of this programme will be private sector-led. The key funding gap relates to the local centre and neighbourhood shops strategies. This will need to be funded through the RCBC Cap Prog, with prudential borrowing in the sustained regeneration stage</td>
</tr>
<tr>
<td><strong>Industrial Estates Programme</strong></td>
<td>20,000 m² of employment space. 29 companies assisted. 350 jobs accommodated.</td>
<td>£4 million</td>
<td>£4 Million</td>
<td>This will be delivered via an ‘estates regeneration fund’, funded on a 50 / 50 split between funding sought through TVU and ERDF.</td>
</tr>
<tr>
<td><strong>Enterprise Island</strong></td>
<td>4,500 m² of employment space. 60 companies assisted. 300 jobs accommodated.</td>
<td>£4 million</td>
<td>£4 Million</td>
<td>This could be delivered in a joint venture agreement in the transformational stage of the masterplan programme and in more favourable market conditions. It will require an element of funding sought through TVU and contributions from RCBC.</td>
</tr>
<tr>
<td>Programme/Project</td>
<td>Outcome/Impacts</td>
<td>Total Budget</td>
<td>Total public sector spend required / committed</td>
<td>Delivery Mechanism</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>----------------------------------</td>
<td>--------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Connectivity Projects</td>
<td></td>
<td>£13.6 million</td>
<td>£13.6 million</td>
<td>These figures are outline only and are likely to be higher.</td>
</tr>
<tr>
<td>Skills for Work</td>
<td>70 people trained per annum</td>
<td>£0.98</td>
<td>£980,000</td>
<td>Job Centre Plus SFA/ESF</td>
</tr>
<tr>
<td>Environmental Projects (including the Great Park)</td>
<td>N/A</td>
<td>£8.4 million</td>
<td>£4.4 million</td>
<td>Sport England Heritage Lottery Fund Sustrans (TBC) RCBC Regeneration Agencies S106 (in part) HCA Private Sector</td>
</tr>
<tr>
<td>TOTALS</td>
<td>1,791 new homes 940 additional jobs 89 companies assisted</td>
<td>£335.78 million</td>
<td>£75.78 million</td>
<td></td>
</tr>
</tbody>
</table>