Regeneration Masterplan
Delivery Plan 2012-2017
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Foreword

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.

We and our partners have set ourselves the task of securing large scale, Borough-wide regeneration by 2025. We have achieved a significant amount over the last 3 years towards delivery of the Redcar & Cleveland Regeneration Masterplan. Our ambitious plans are coming to life across the Borough; we are creating new jobs, high quality housing, modern retail facilities, upgrading transport and have delivered a series of environmental improvements.

The economic position remains challenging so this plan explains how we propose to deliver the next phase of the Regeneration Masterplan 2012-2017, and we would really welcome your views.

So far we have had successes in a variety of areas – the renewal of steel making; major foreign direct investment by SSI UK; a new Eco Village in South Bank; Redcar Seafront transformed; the Redcar Beacon; investment in new workspace in East Cleveland; Low Grange District Centre; the Palace Hub; strategic infrastructure creating the conditions for growth; our largest ever events and festival programme; and world class industry investing in Wilton International, to name but a few.

In the last 3 years we have achieved:
• 430 new jobs;
• 376 businesses created and supported;
• £430 million direct private investment;
• £85 million direct public investment.

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.

Delivery of the Regeneration Masterplan will continue to see Redcar & Cleveland maximise external funding and private sector investment in projects and programmes to ensure that any money invested obtains the greatest possible benefit for our Borough.
Next Steps

If Redcar & Cleveland is to thrive and prosper in the 21st century, we will need to be open to new ideas and new business and industry opportunities. The ability to adapt to new thinking is part of our heritage and it has stood us in good stead over the years. Our progress so far is an excellent start in these difficult times, but we need to find ways to continue to secure our regeneration ambitions so that we can secure a lasting difference for our residents, businesses and the communities we serve.

To take forward this massive agenda, partnership working will continue to be at the heart of our plans. This will ensure that innovation, expertise and investment are brought together to meet the challenges that we face together. We will facilitate investment by the private sector, as opposed to undertaking large developments ourselves, in response to the changing funding and monetary landscape but also the evolving role of the public sector.

We will focus on the key drivers for economic recovery which are:

1. Investing in the economic drivers for change
2. Investing in infrastructure to support growth
3. Skills for the future

Further diversification of our economy will require continued investment in growth sectors and innovation clusters, such as the North East Process Industries Cluster, creative and digital, retail, logistics and advanced manufacturing. Lifting our relatively low skills base remains a key economic priority, the emphasis of which will be to ensure that our residents have the correct skills to obtain the jobs of the future.

We remain committed to economic growth and regeneration despite these tough times as investing in growth is at the heart of our agenda.

Councillor Mark Hannon
Portfolio Holder for Economic Development
The Regeneration Masterplan

Introduction

The Regeneration Masterplan lays out a long-term 15 year plan for the social, economic and physical development of the Borough. It guides our growth and outlines projects that can stimulate the local economy to create jobs and business growth.

We recognised that keeping things as they were was not an option and if the economy was to thrive and prosper that we had to be open to new ideas and opportunities.

Responding to the economic challenges on an ad hoc basis would have been an easier option but would have resulted in a flawed response. We are therefore committed to putting in place a long term framework for regeneration as this will result in sustainable regeneration of our Borough.

It is also important that we focus intervention and support, so that the limited resources of the public sector are used effectively and the potential of the private sector and other partners is harnessed and maximised.

Our ambition remains the same – to see Borough-wide regeneration by 2025.

The future will continue to see great changes for Redcar and Cleveland. We will accelerate investment in the “drivers for change” to successfully diversify the economy, increase prosperity and create a more balanced economy to improve resilience to future change.

The Masterplan is, and will need to continue to be, flexible.

Background

The proposals in the Masterplan were based on what people told us was important as part of the Love it Hate it consultation as well as surveys and in depth research with key stakeholders and partners.

Redcar & Cleveland is not a single isolated economic entity and its prosperity is very much linked to National, European and International issues. The global recession of 2008/09 highlighted the economy’s reliance on external markets and the vulnerability of local operations. The recession has lasted longer than anticipated and the recovery is taking more time than anyone first thought.

We have assessed the original drivers for changes and taken the strategic decision to reduce them from 10 into 3 to create a more focussed structure for delivering investment within the Borough.
<table>
<thead>
<tr>
<th><strong>Drivers for Change - Regeneration Masterplan - Years 3-8 Action Plan</strong></th>
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<tr>
<td><strong>Outcome:</strong> A thriving local economy with local people who have the skills to secure jobs</td>
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</table>
| **Priority:** Attract, create and grow businesses in the Borough  
**Priority:** Help unemployed residents into lasting work |
| **1 Investing in the economic drivers for change**  
Investing in Enterprise, manufacturing, strategic developments, high growth sectors, the urban fabric of our town centres, and our natural assets. |
| **2 Investing in infrastructure to support growth**  
Investing in key infrastructure to have a more connected economy, to unlock barriers to growth for local businesses and people accessing the opportunities within the Borough. |
| **3 Skills for the future**  
Investing in our residents and businesses to ensure the opportunities created within the Masterplan are readily accessible to all. |
Case Study 1: Heidi’s giving businesses the digital cure

A digital problem needs a digital cure – and Redcar expert Heidi Shepherd is finding a keen demand for her new ‘solve-IT’ business.

Heidi, 29, set up her Digital Cure business in April 2011 to take away the strain for companies who want to improve their digital marketing.

She said: “I was made redundant from a public sector job, but I’m really passionate about online marketing and thought there was plenty of scope for setting up a business.”

“Many companies are too busy to make the best of digital marketing, such as developing their website and using social media like Facebook and Twitter effectively – they’re crucial marketing tools these days.”

“Others just don’t have the expertise. It’s my aim to fill that gap – I have a huge interest in digital marketing, so I keep constantly up to date with new developments and what’s working.”

Heidi, 29, turned to Redcar and Cleveland’s Enterprise Team for advice – and was delighted by the support she got.

The Enterprise Team can offer general guidance to anyone wanting to start or grow their own business in Redcar and Cleveland as well as giving more specific advice such as marketing tactics.

“They’ve been absolutely brilliant,” said Heidi. “They helped me with everything from sales advice, to reviewing my pricing structure and dealing with tax – I’ve never been self-employed before, so that was an area I knew nothing about.”

“They even provided me with a business mentor, and they’ve put me in touch with a lot of people who may need my services. One of the best things is that the Enterprise Team is always available to you when you need them.”

Heidi’s already got off to a flying start with a number of customers around the country who need her help to make the most of their digital marketing, and she recently addressed a tourism conference for the North Pennines.
What we have done together so far

We set out in the Masterplan that a range of projects and services would be delivered by the council and other partners to improve the economic conditions of the Borough. A lot of progress has been made and some of these projects – and why they were undertaken and the difference they have made - is outlined below.

➤ Eco Village, South Bank

The South Bank Housing Renewal Plan has been completed, and over 450 older terraced houses, many of them empty, have been demolished. This has created a number of potential development sites. We thought it was important to get some development underway so we outlined within the Masterplan that we would create an Eco Village. The Eco Village has now been developed by the council in partnership with Gentoo and the Homes and Communities Agency.

The Eco Village consists of 26 new high quality homes with excellent sustainability standards, including four new build zero-carbon homes and the refurbishment of 11 older terraced properties on Queen Street. This high quality housing development has increased choice for the area and has proven the Council’s commitment to regenerate the area and this is supported by further improvements to the surrounding area. Over the coming years, additional developments will continue to improve the housing offer in Greater Eston.

➤ A66 improvements

With a pipeline of over £4.5 billion of investment lined up in the South Tees area, unlocking more than 14,000 jobs over a 15 year period, highway improvements are essential to provide additional capacity to enable developments to take place.

This will act as a catalyst for further private sector investment within the Borough and create new businesses, providing opportunities for new jobs in the area. To improve the highway infrastructure, we secured £2.2m from the Regional Development Agency, One North East, to install signalised junctions to increase the capacity of the network.

➤ The Great Street

We identified in the Masterplan that in order to attract new investment to Greater Eston the approaches to the area via the A66 needed to be improved. We provided a grant scheme that has enabled key properties in many retail areas to be improved and brought back into use.

➤ Eston Precinct Improvements

We outlined that, in phases, we would seek to undertake improvements in retail areas and the Precinct at Eston has been upgraded. The Precinct had fallen into disrepair so we took ownership of the car park and pavement areas from the Crown Estate and refurbished the public areas. Work continues to fill the empty units.
Creative Industries Business Support Programme

The creative industries sector in Redcar & Cleveland currently employs around 1,000 people across nearly 300 businesses. This sector has experienced strong growth and already contributes 16% of North East England’s creative sector output. In order to further assist diversification and business development within the sector a bespoke package of support was required. We have offered a bespoke support package for businesses and individuals working in creative and digital industries.

Apprenticeships

We identified that providing apprenticeship opportunities was important. We have supported employers to recruit staff and offers training pathways and selection events to meet their needs. In 2011/2012 we have supported 1,648 residents with advice and guidance, 468 have been provided with training courses, 527 have found employment. The Council has also made a commitment to helping young people get a foot on the career ladder which has led to the authority being named as Macro Employer of the Year in the North-East as part of the National Apprenticeship and National Training Awards 2012. More than 170 apprentices have been given roles with the Council in the past three years, tackling duties in everything from IT and accountancy to human resources and environmental work.

An Enterprising Borough – delivering the Enterprise Programme

We said that we would deliver a programme to create more businesses in the Borough. We secured £2.5m of European Regional Development Funding. We have provided unlimited free professional information, advice and guidance for residents to help them on their business journey. This has supported over 1,000 residents to become ‘enterprise ready’ via community
events to support the enterprise agenda. As a result, Redcar & Cleveland has had the second highest business start up rate in the North East.

➢ **Low Grange District Centre**

Another project to improve retail facilities was the proposal to create a new District Centre at Greater Eston. We facilitated the development of a new Tesco Extra Store and five retail units on the former Low Grange Farm site, off the Trunk Road, creating 300 new jobs and providing training and employment opportunities for the long term unemployed of the local community.

➢ **Rural Development Programme**

We were able to secure Rural Development Programme for England (RDPE), EU funding until. We were able to make grant awards to a number of businesses.

➢ **Improvements to School Estate**

We recognised that capital investment in schools buildings has the strongest influence on staff morale, pupil motivation and effective learning time. Improved examination scores and child behaviour is experienced in schools with more space. This is more noticeable in children with special educational needs. Over the last 12 years, the Council has received over £85 million from central Government to invest in our schools and the Council has invested an additional £20 million of its own resources into the projects. We have built 9 new schools and 2 new post 16 centres. The Council has seen a reduction in DfE funding given to invest in schools. This is due to the reducing number of pupils in the Authority and schools becoming academies. Our secondary schools achieved their best ever GCSE results in 2011.
➤ Major Inward Investment secured

We continue to see large scale foreign direct investment within the South Tees area due to it’s reputation as the heart of the UK’s largest heavy industrial cluster and an ideal location for a low carbon centre. Wilton International is a critical piece of economic infrastructure with world renowned market leaders operating from the site. We have worked with each new company helping to deliver recruitment advice, liaison with Government and assistance with planning development & management.

➤ New Space for New Opportunities

We recognised in the Masterplan that currently the Borough does not offer an appropriate range of premises to satisfy local demand and capture small scale inward investment. This trend is reported in both rural and urban areas and acts as a barrier to the economic regeneration of the Borough.

Some schemes have now been included such as the Cargo Fleet refurbishment by Python Properties and also the B:Hive business centre at Skelton Industrial Estate. The council invested £350,000 of LEGI funds helping to attract £700,000 of private investment since 2010, and creating new jobs and businesses.

➤ Uplifting our Town Centres Programme

We outlined that there was a need to uplift many of our town centres. ‘Boarded up shops’ was the second highest concern in the ‘Love It, Hate It’ exercise. With the impact of the recession also affecting the amount of vacant retail premises within all town centres across the Borough, we invested over £400,000 in shop front and public realm improvements by the Council between 2009 and 2011.

➤ Guisborough Forest Walkway Centre improvements

We set out ambitions to improve visitor facilities to for the tourist economy and we delivered major improvements to the Guisborough Forest and Walkway Centre, putting the site “on the map” for activity tourism in the Tees Valley.

➤ Festivals & Events

We recognised that offering a broad mix of events was important and we have worked in partnership with many organisations ranging from community groups to national bodies. We host a wide range of sporting events which have regional and national reputations. Our annual events programme features over 100 events. User satisfaction for events currently exceeds 90%.

➤ Tuned in @Myplace

We have recently completed a £5m new facility in Redcar for young people in the borough. We consulted with thousands of 13-19 year olds in the area who identified the need for suitable facilities for young people to develop new skills. We recognised that young people want to have choices about future careers that offer a viable alternative to the historically traditional industries. We are grateful to the investment by the Big Lottery which forms part of a national network of centres for young people. Facilities include recording studio, drama and performance spaces, an art studio, multi-media zones and café open to the general public.

➤ Financial Packages to Help Businesses

We offer a range of loan funds to assist businesses from micro loans to larger amounts via the ‘Redcar & Cleveland Investment Fund’ £50,000 upwards, from a £3million loan fund.
Projects currently underway include:

➤ **Redcar Seafront Improvements and the Redcar Beacon**

Redcar Seafront is a key feature of the town, popular with local communities and visitors, with the potential to grow the number of visitors from the current million per year, to increase spending in the local economy. In recent years the seawall has been breached and the area has experienced several floods putting homes, businesses and seafront attractions at risk. The new seawall is critical to protecting residential and commercial properties from flooding but the upgrading of this key piece of infrastructure also allows us to provide more business opportunities.

£30m is being invested by the Council and the Environment Agency, supported by One North East, the Local Enterprise Growth Initiative and ERDF. The new sea defences will stretch for 2.7km along the Redcar coastline. The Council undertook the largest consultation exercise it has ever undertaken about the project. Works started in December 2011 and will not be completed until 2013. The Redcar Beacon provides a key focal point and a viewing platform as part of the new seafront. Small business space is being created within the tower as well as a café.

➤ **The Palace Hub**

The creative industries sector in Redcar & Cleveland currently employs around 1,000 people across nearly 300 businesses and is seen as having a lot of growth potential within the economy. A study conducted by the Council found that over 50% of the borough’s creative businesses did not operate from their preferred premises because a tailored offer for the sector was not available in the borough. We assembled a funding package and purchased the site on Redcar Seafront and the construction of the new creative industries complex will be completed in December 2012. It is a £8.3m investment by the Council, One North East, ERDF and the Local Enterprise Growth Initiative and will provide 35,000 sq ft of bespoke business space. The Palace Hub will help to create 60 new jobs; support 150 businesses; and bring more income to the economy.

➤ **Redcar Leisure & Community Heart**

During widespread consultation local residents expressed strong views that new leisure facilities and a swimming pool were needed for Redcar. New business space is also required. The council has commenced construction on a £31m multi-purpose facility with a six lane 25m swimming pool and leisure pools, with fun water attractions, fitness suites for all ages, dance and performance spaces, multi-use sports hall, new business space for local enterprise, multi-functional community and civic meeting spaces.

➤ **Enterprise Zone**

We outlined in the Masterplan that securing Enterprise Zone status was an important mechanism to stimulate growth. We secured Enterprise Zone sites as part of the Tees Valley approach with parts of Kirkleatham Business Park benefiting from business rates relief and sites within Wilton and South Tees having the advantage of Enhanced Capital Allowances.
Case Study 2: SUCCESS IN THE FRAME FOR IAN

The The Redcar and Cleveland Enterprise Team has helped Ian Harland recover from the devastation of redundancy and develop his love of photography into a new career.

The future did not look bright for father of three Ian when he lost his job at a carpet store after 19 years service, but after four eventful years, the 45-year-old couldn’t be happier.

Ian from Skelton is now specialising in wedding photography, trading as ‘iphotographix’, with bookings already stretching into next year.

“The name came because everything these days seem to start with an ‘i’ and I’m Ian. So it seemed perfect!”

The Enterprise Team’s expertise and support has put the finishing touches to Ian’s ambition, while he is also working part-time as a sales representative for photography giant, Canon.

The route back to work initially took him to Teesside University, where the mature student completed a three-year degree course in accountancy and finance.

“It was a big decision, I’d left school with not a lot, but I just wanted to be working for myself, although I wasn’t sure what I wanted. I enjoyed university – but I didn’t live the lifestyle!

A chance look at the university noticeboard gave him his next big boost. “There was an advert from Canon – I like the company, always used their gear. So I rang and they came straight back. I had to go to Edinburgh for an hour and a half’s interview then off the Bristol the next day for three-four days training,” he remembers.

His regular contacts with retailers around the region was to convince him he could make a living turning his love of photography into a business proposition.

“I was in one store and this chap was telling me how good a photographer he was, and what he was charging for weddings. So I went home and looked at his website – and realised I could do just as well!

“The Enterprise Team’s help and guidance has been terrific, I couldn’t have done it without them. They helped me with workshops on marketing, e-commerce and web design. And the help’s still ongoing.”

My children thought it was funny…Dad’s going to school!”
Key issues

The Regeneration Masterplan is about creating a thriving local economy where local people have the skills needed to secure the jobs we are creating. We are doing this by attracting, creating and growing businesses in the Borough and helping unemployed residents into lasting work.

We are home to many world class industries and companies that are expanding and we will work with partners to support them to achieve their full potential. We have historically been over-reliant on a few large employers which makes us vulnerable when times are hard. Whilst we are working with our industry to support its growth, for example investing in the Borough’s infrastructure, we are also broadening and diversifying the range of businesses located here by encouraging many new and emerging industries to make Redcar & Cleveland their home.

We are already delivering growth the Regeneration Masterplan as outlined in the previous section.

Wider Economy

We are already delivering growth via the Regeneration Masterplan as outlined in the previous section despite the challenging economic conditions. The UK entered a recession in Quarter 2 of 2008, according to the UK Office of National Statistics (ONS) and exited it in Quarter 4 of 2009. The revised ONS figures of November 2009 showed that the UK had suffered six consecutive quarters of negative growth. As of the end of November 2009, the economy had shrunk by 4.9%, making the 2008–2009 recession the longest since records began.

Some commentators said that the economy would rebound in 2010. The UK economy grew by more than initially thought in Quarter 2 of 2010, boosted by a strong performance by the construction sector. The economy grew by 1.2% in the quarter, the Office for National Statistics (ONS) said, revising up its initial estimate of 1.1% growth. That was the fastest rate of quarterly expansion recorded since the first three months of 2001. However, the UK economy shrank by 0.5% in the last quarter of 2010.
The table below compares some key local economic data from 2007 to the most up-to-date information we can get for 2011/12 from the Office of National Statistics and provides a picture of the Borough’s economic position.

<table>
<thead>
<tr>
<th>2007</th>
<th>2011/12</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment was 69.1% of working age population</td>
<td>Employment was 62.2% of working age population</td>
<td>A decline of 6.9%</td>
</tr>
<tr>
<td>221 Enterprises per 10,000 of population</td>
<td>We had 217 Enterprises per 10,000 of population</td>
<td>A decline of 4</td>
</tr>
<tr>
<td>290 Businesses per 10,000 of population</td>
<td>We had 294 Businesses per 10,000 of population</td>
<td>A increase of 4</td>
</tr>
<tr>
<td>Unemployment was 3.5%</td>
<td>Unemployment was 6.4%</td>
<td>A increase of 2.9%</td>
</tr>
<tr>
<td>8.8% of our 18-24 years old were NEETS</td>
<td>14% of our 18-24 years old were NEETS</td>
<td>A increase of 5.2%</td>
</tr>
<tr>
<td>Long Term unemployed (over 1 year) was 0.8%</td>
<td>Long Term unemployed (over 1 year) was 2.2%</td>
<td>A increase of 1.4%</td>
</tr>
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</table>
Considering the Borough’s economic performance and changing policy landscape there are some key issues to be considered when thinking about the next phase of projects and services to be delivered by the Regeneration masterplan.

There is less grant available to pump-prime regeneration interventions

The Government’s Localism Act is reforming the planning and economic development landscape. This presents some major opportunities for local government to seize the agenda for its localities, but with it comes new responsibilities that run in tandem with an unprecedented tightening of public spending and an economy emerging from recession and facing significant uncertainties.

There is a pressing need in most localities to attract private investment in order to secure recovery and growth, alongside achieving other policy goals, but this is likely to remain more difficult for some time.

A key uncertainty over prospects in the short-term relates to the strength and sustainability of private sector demand, particularly in view of the fact that it is this sector of the economy that will need to compensate for the continued cuts in public expenditure, which has been a key driver of the economy over the last decade and also provided some support during the recession itself. The recession and its impact on the local economies – as well as the Government’s focus on rebalancing the economy away from a reliance on the public sector towards export and advanced manufacturing – present significant challenges.

The future economic growth potential of localities and the strength of recovery will vary by location, but will reflect some of the potential characteristics that are likely to define recovery.

The requirements of the new public sector efficiency ethos to deal with spending cuts and working towards a low carbon economy requires local authorities to be more challenging and enterprising in their approach to economic development in the future, especially in relation to skills and enterprise development, social enterprise, growth sectors and the low carbon economy. To be successful, local economies need to act quickly to consider these alternatives.

In the short term the opportunity for business investment of a significant scale is becoming increasingly scarce. The context of the current economic and fiscal environment is that:

- levels of business investment are low – most are in a ‘wait and see’ position – both indigenous businesses and any potential investment from outside the area;
- activity to market the Tees Valley, manage existing and potential investors and pull together ‘offers’ to the market is reducing significantly with the demise of One North East (although Tees Valley Unlimited perform some of this role);
- funding to attract and support investors – GBI, Single Programme and other grants – has all but disappeared;
- a new suite of measures – Regional Growth Fund, Enterprise Zones, incentives for growth, TIF – has been introduced that is less about public grant funding and more about enabling and encouraging the private sector to bring forward investment emphasising the need to fully engage with our business community and potential investors; and
- there are fewer staff at national, regional and sub-regional level to handle enquiries.

Therefore, the ‘market’ to secure business investment has become more competitive than ever, and how potential investments are handled has become more than ever a key
differentiator between places. We want to ensure that any and all potential investors in Redcar and Cleveland are presented with a compelling prospectus backed up with consistent, high quality, responsive support, including:

• detail on available sites and/or premises;
• information on any other requirements they may have – chemical pipelines, energy supplies, planning constraints, transport access, waste management, local labour market/skills information, housing availability, education provision, the local retail and leisure offer etc;
• information on existing customers and/or suppliers in the area;
• help to navigate through planning, environmental and other consents necessary; and
• information on, and support to access, any incentives available from either the Council or from other relevant organisations.

Where investment exists, potential suitors will be attracted to locations with a ‘track record’ of effective partnership working between public sector partners and the business community which attracts and retains investment, or where specific specialisms and/or cost benefit can be identified. The focus for Redcar and Cleveland will, in this context, be on enhancing existing sectoral strengths and niches.

We will therefore seek to play a greater enabling role, supporting businesses communities and local partners to bring forward proposals. Our role will encompass investment, commissioning, enabling and support combined with a greater use of our land and assets and other resources to bring forward investment.
The recession has lasted longer – making it difficult to make real in-roads in creating net additional jobs and businesses.

The consequences of unemployment, falling incomes, and reduced economic activity can have lasting consequences. For example, job loss and falling incomes can force people to delay or forgo training and skills development. The lack of credit and depressed consumer spending can stop the creation of otherwise vibrant small businesses. Larger companies may delay or reduce spending on Research & Development. In each of these cases, an economic recession can lead to “scarring” that is, long-lasting damage to individuals’ and communities’ economic and social well being and the economy more broadly. Aside from the general downturn in investment activity, recessions, and particularly ones that involve a credit crunch as the current one does, can hamper small business formation and entrepreneurial activity.

However, Redcar and Cleveland has had one of the highest business start-up rates in the country between 2010 and 2012 at 6.6% creating around 295 companies. Unfortunately Redcar and Cleveland has also had one of the highest insolvency rates in the country at 2.2%, beaten only by Slough, Sandwell and Redditch. It equates to approximately 98 companies closing down out of 4,466 in 2011.

Whilst business start up rates are encouraging and have been part of our economic strategy, we still remain dependant and vulnerable on a few large scale companies and have a higher than average percentage of public sector workers.

We remain a long way from the plunge in growth in 2008-2009 but the slump in financial services, construction and the high street mean it is unlikely economic growth can be regained until 2014 and maybe longer for us in Redcar & Cleveland. Therefore it is critical that we continue to focus our efforts on growth and jobs and making it easy for businesses and community organisations to invest in their futures.

We will achieve this by creating the right framework for growth through implementation of the Masterplan delivery plan 2012 – 17 and ensuring that we make it easy for businesses and communities to invest and grow and reach their potential.

The depth of the austerity measures and their impact on public funding

The international policy measures taken to address the risks of sovereign default and banking failure mean a comprehensive dampening of growth in many markets. The immediate impact of less public funding is negative for market dynamics and against this macro policy background, the UK’s coalition government is changing the landscape for economic development at a sub-national level within England, closing the regional Government Offices and the Regional Development Agencies, withdrawing most of the public funding for direct economic intervention, and creating a more local emphasis on prioritisation and self-help by the private sector through the creation of the Local Enterprise Partnerships. This places great emphasis on the Council and partners, including Tees Valley Unlimited, being able to lever in more private investment on the back of smaller government initiatives.

Redcar & Cleveland Borough Council currently collects business rates on behalf of central government. The new Local Government Finance Bill and Local Government Resource Review will result in major changes to the way we collect Business Rates and Council Tax. Through the Local Government Resource Review local authorities have been challenged to grow their economy with the incentive of being able to retain the growth in tax base.
We are building a financial model which aims to understand to predict the net growth in tax base for the period 2012/13 to 2026/27. The components investigated and represented in the cashflow model are:

- growth and decline in council tax and business rates.
- anticipated build programmes for housing and industry.
- assumptions about growth in business rates.
- assumptions about the burden of business rate relief.
- impact of the loss of business rates.

The total net tax base growth currently predicted over the period 2012/13 to 2026/27 could be in the order of £10.9m however further work is being undertaken to consider the sensitivity of those issues that impact on tax base growth and we are investigating investment models to finance our regeneration ambitions based on tax base growth.

The activities of the Council will therefore maintain a focus on maximising growth in the tax base by making it easy for businesses to invest and grow in Redcar and Cleveland. Maximising business rate growth will secure:

- increased revenue funding for the Council.
- the ability to consider investment approaches that further enhance accelerated growth of our economy.
- sustainable employment and business growth.

A need to accelerate growth

The climate for business investment of any kind (international or national) in the short term is both uncertain and highly volatile given the downturn with both the global and UK economies. Indeed, in the short term, the opportunity for business investment of a significant scale is becoming increasingly scarce. The context of the current economic and fiscal environment is that:

- levels of business investment are low – most are in a ‘wait and see’ position – both indigenous businesses and any potential investment from outside the area;
- activity to market the North East, manage existing and potential investors and pull together ‘offers’ to the market is reducing significantly with the demise of One North East;
- funding to attract and support investors – GBI, Single Programme and other grants – has all but disappeared;
- a new suite of measures – Enterprise Zones, incentives for growth, TIF – has been introduced that is less about public grant funding and more about enabling and encouraging the private sector to bring forward investment emphasising the need to fully engage with our business community and potential investors; and
- there are fewer staff at national, regional and sub-regional level to handle business investment enquiries.

Successful economic development is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain and create jobs and improve incomes. There are a range of approaches that can be taken to bring successful economic development including:

- ensuring that the local investment climate is functional for local businesses;
- supporting small and medium sized enterprises;
- encouraging the formation of new enterprises;
• attracting external investment (nationally and internationally);
• investing in physical (hard) infrastructure;
• investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
• supporting the growth of particular clusters of businesses;
• targeting particular parts of the area for regeneration or growth (area based initiatives);
• supporting informal and newly emerging businesses; and
• targeting certain disadvantaged groups.

Whilst there are a variety of elements that can contribute to successful economic development, it will only be truly successful if all these elements are channelled and coordinated. This delivery plan will ensure that priority issues are addressed and limited resources are well targeted in helping to accelerate economic growth.

There is a lack of funding available to businesses from the mainstream banks. Our businesses are looking to diversify to create more opportunities but private equity funding is not as readily available and grants are no longer offered by support organisations. Limited funding is available to support company growth as this type of activity is deemed as being very risky in the current financial climate. Consumer spending is low, and this impacts on goods and services, affecting the levels of disposable cashflow within local businesses.

To help accelerate growth we have introduced a range of loan funds designed to assist businesses at various stages of their business cycle. These include a micro loan, macro loan and an
investment fund. In addition we are proactively providing information and guidance on new contract opportunities and access to markets and providing signposting advice to partners and support agencies that can provide specific sectoral help.

We are developing a programme to assess business need and new opportunities through business engagement visit/health checks and provide tailored consultancy support if/where required. We are also working directly with businesses to support them to become more robust and be able to attract private equity.

By helping to accelerate growth we will increase the number of businesses expanding and embarking on new ventures which will:

- Safeguard and create new jobs.
- Secure new creative businesses and creative employees.
- Allow more companies to access vital funding for their business.
- Increase the number of local businesses exporting.
- Facilitate a reduction in unemployment and an increase in self-employment.
- Be home to a number of emerging industries in more diverse fields being able to sustain operations.

**Partnership working to maximise leverage of scarce resources**

The private sector is reluctant to engage in regeneration activity in isolation, preferring instead to share the risks in partnership with the public sector to secure a return on investment. Private sector involvement in regeneration varies with regard to the scope, scale and type of activity and also by industry sector. There are many barriers to engaging the private sector in regeneration activity and as such, the public sector plays a crucial role in identifying suitable opportunities that will be attractive both economically and socially to potential private sector partners.

The ‘credit crunch’ and the current economic climate presents many challenges for public-private partnership activity in regeneration. Private sector investment in regeneration in the UK has declined in recent years, with the public sector stepping into the breach. However, given the further squeeze on public finance the need for alternative means of funding for future regeneration projects arises. The economic environment presents the question of how private sector investors will be encouraged and motivated by the public sector to continue to commit to regeneration activity in the short to medium term.

Models and future approaches to funding for private sector investment in regeneration partnership working, across the public, private and voluntary sectors is acknowledged as being an effective means of sharing risk and expertise, increased access to financial resources, and developing closer links to communities.

However, it is not a one size fits all model, and what may work in a partnership for one regeneration project may not necessarily be effective in another.

We have already secured significant success working with a broad range of public and private sector partners to secure delivery of regeneration projects but we need to continue developing our approach to partnership working and this will include making the best use of our extended enterprises including Redcar and Cleveland Enterprise Ltd.

**Facilitating investment by business and civil society organisations**

The Government’s Localism Act is reforming the planning and economic development landscape. This presents some major opportunities for local government to seize the agenda for its
localities, but with it comes new responsibilities that run in tandem with an unprecedented tightening of public spending and an economy emerging from recession and facing significant uncertainties.

There is a pressing need in most localities to attract private investment in order to secure recovery and growth, alongside achieving other policy goals, but this is likely to remain more difficult for some time.

A key uncertainty over prospects in the short-term relates to the strength and sustainability of private sector demand, particularly in view of the fact that it is this sector of the economy that will need to compensate for the continued cuts in public expenditure, which has been a key driver of the economy over the last decade and also provided some support during the recession itself. The recession and its impact on the local economies – as well as the Government's focus on rebalancing the economy away from a reliance on the public sector towards export and advanced manufacturing – present significant challenges.

The future economic growth potential of localities and the strength of recovery will vary by location, but will reflect some of the potential characteristics that are likely to define recovery.

The requirements of the new public sector efficiency ethos to deal with spending cuts and working towards a low carbon economy requires local authorities to be more challenging and enterprising in their approach to economic development in the future, especially in relation to skills and enterprise development, social enterprise and civil society organisation, growth sectors and the low carbon economy. To be successful, local economies need to act quickly to consider these alternatives.

In responding to these challenges and to ensure that we are effective in facilitating investment by business and civil society organisations we are developing our economic development offer based around customer needs that promotes collaborative working across the council and partners. In addition we will be working with partners including Redcar and Cleveland Enterprise Ltd to build the capacity of our civil society partners so that they can champion and develop a strategic and operational approach to securing investment. We will achieve this by seeking opportunities to forge partnerships with charities, social investors and other benevolent organisations or agencies providing them with a compelling prospectus in support of their investment in our community.
Case Study 3: Empty Homes to Happy Homes

In April 2011, there were 825 long term empty homes in Redcar & Cleveland. This figure represents 1.7% of total private sector housing stock within the borough. The empty homes figure includes second homes and holiday homes.

Returning empty homes to use was highlighted as a priority for the Government. In October 2010, the Government announced a £100m fund to bring more empty homes back into use.

Through an innovative new partnership with a local registered provider, £340k of funding was secured from the Homes & Community Agencies in 2010. Based on the success of the initial scheme delivered by the partnership, a sub regional bid for additional funding was made in 2012.

In April 2010 a new partnership was established between the Council, Coast & Country Housing (CCH), Community Campus 87 (CC87) and East Cleveland Youth Housing Trust (ECYHT) to deliver a project that would return long term, empty, private homes back into use:

- Empty homes are leased from their owners and are renovated to a high standard.
- The renovation works are undertaken by local social enterprise organisations (CC87, ECYHT).
- The property provides much needed affordable accommodation, tenants being nominated by the local authority.
- Each property is managed by Coast & Country Housing.
- Under the 2012 scheme the rental income is used to cover property management fees and repay the cost of the renovation works.
- Repaid funding will then be used to return further properties into use, this creates a sustainable fund to tackle even more empty homes.

Through the scheme, young people (16 – 24 years) are offered a mixture of accredited training, construction skills and on-site experience. CC87 and ECYHT, which are community based social enterprises, provide young people with personal development, learning and training opportunities.

The Council continues to secure the target outcomes in our Empty Homes Strategy 2008-13 through engagement, encouragement & enforcement activities.
Opportunities
What we will deliver

Taking account of the economic performance of the Borough, challenges and opportunities, this section outlines the principal areas of activity we will continue to develop and deliver in the next phase of the Regeneration Masterplan.

4.1 Investing in our Economic Drivers

Safeguarding and Growing SME's

Growing Stronger

With 4,600 businesses in the Borough we want to ensure that they get any specialist support they need to help them to stay in the Borough and also to grow. We recognise that if our existing businesses grow they will put more investment into the local economy and create job opportunities. We have seen that companies sometimes need specialist support to help them to look at new market opportunities or look at oversees opportunities. We will commission specialist business support to grow our existing companies within the Borough and put them touch in with specialist organisations.

A Helping Hand

This new project will assist businesses in distress with bespoke support tailored to each company’s individual needs. This project will see a collective of partners coming together to help companies within our Borough who are struggling and in need of a helping hand, This could be from any sector or business as it is important that we continue to assist our existing companies.

Survive and Thrive

Due to the impacts of the recession we have suffered some industrial closures within the Borough, but we have always bounced back and this is because of our established relationships with partners and our ability to work together to get things done. This project is a package of measures in the event of a major employer closedown to deliver a rapid response with partners.

Redcar & Cleveland Investment Fund

Businesses told us that they were struggling to access finance from commercial banks and this is preventing business growth. Because of this, Cabinet approved £3 million from the capital programme to be used as a venture capital loan fund. The key objectives of the Fund are; significant and sustainable job creation for Redcar & Cleveland residents, especially those in deprived wards; and the creation of a stronger, resilient and more diverse local economy.

Improving the quality, choice and supply of our employment areas

Enterprise Zone - Kirkleatham Business Park

The Enterprise Zone will see a business rates discount of up to £275,000 for 5 years in Kirkleatham Business Park, and will be aimed at fostering indigenous small and medium sized businesses which form the supply chain of the area’s heavy industries such as petro-chemicals, renewable energy and advanced engineering, or which are part of the area’s emerging and fast-growing digital sector.
Enterprise Zone - Enhanced Capital Allowances Sites

As a supplement to growing small businesses we need to encourage large scale investment into the area. To achieve this Enhanced Capital Allowances are available on sites within Wilton International, PD Ports and South Bank Wharf. This is to support the petro-chemical, renewable energy production and fabrication and advanced engineering sectors to modernise and expand their activities and to attract large-scale inward investors, particularly Foreign Direct Investment (FDI).

Industrial Estate Improvement Initiative

The purpose of this project is to facilitate effective partnership working within and across industrial estates in Redcar and Cleveland for the benefit of businesses, community, owners, investors, developers and regulatory & support agencies. The project seeks to facilitate the right conditions for investment growth and competitiveness, through partnership working, to reduce the effects of common issues that businesses face.

Empty Shops to Happy Workplaces

We have made real improvements in reducing the vacancy rates of our town centres and are beating the national trend of significant vacancies. This project will develop a comprehensive strategy to address the remaining vacant premises within our town centres, turning them into vibrant workplaces. This project will follow a similar model as the one used for empty homes to happy homes, and apply knowledge learned to maximise opportunities for local people to learn skilled trades.

Fast Track Planning/ Development Management Approach

The Council’s Development Management team offers a well respected, high quality, planning and development management service to all major inward investment applicants and any business or person seeking planning permission.

Renewables Centre

Redcar & Cleveland leads the world in renewable energy, with extensive green energy potential and infrastructure, and we have a responsibility to make sure our Borough seizes the opportunity to create thousands of new jobs and secure billions of pounds of investment in our economy. We know that International corporations and domestic firms are investing for the future in Redcar & Cleveland’s world leading renewables industry and, with a pipeline of investment lined up within the sector already, a renewables centre will help foster and exploit opportunities to collaborate with higher education and business.

Attractive Places

Green Shoots

Provision of well planned and structured boundary treatments to industrial sites helps mitigate negative visual effects, as well as providing wildlife corridors and habitats. The scale of industry is unavoidable but its presence can be softened and better integrated into its surroundings, especially along the principal routes into, and across, the Borough (A66 and A1085). Proposals do not need to be expensive. They do, however, need to be planned and prioritised with a focus on the A66 and Trunk Road.
Public Art Programme

Place making requires high levels of public art. This project will support local and national artists to improve Borough alignment with the Borough Art Development Strategy, building on the Borough’s built, historical and cultural environments, using these as inspiration for a series of eye-catching and locally relevant sculptures and installations. The programme’s outcomes will encourage residents and visitors to make greater use of one of Borough’s primary assets – its coast, countryside and commerce.

4.2 Investing in Infrastructure to Support Growth

Improving Housing Choice

New Settlement at Marske

The Council’s adopted Core Strategy sets out a requirement for at least 4,800 new houses to be developed across the borough by 2021. The area south of Marske-by-the-Sea has been identified as a potential area for housing growth in the Local Development Framework. The landowner is working up plans which could potentially help meet some of the future housing need in the area.

Grand Designs at Kirkleatham

The Tees Valley Strategic Housing Market Assessment highlighted a need and demand for executive housing in the Tees Valley (and referred to within the Property Review Baseline Briefing). It is proposed that through this project Redcar & Cleveland seeks to capitalise on the identified demand by proposing a project to raise the image and profile of Redcar &
Cleveland as an “executive living” destination. A programme of self-build will be promoted which will encourage private individuals to build innovative, sustainable, potentially award-winning houses at Kirkleatham.

**Affordable Homes**

We have identified the delivery of new affordable housing as a key priority. Affordable rented housing is housing provided by registered providers of social housing, and has the same characteristics as social rented housing except that it is outside of the national rent regime, but is subject to other rent controls that require it to be offered to eligible households at a rent of up to 80 per cent of local market rents.

We mainly rely upon housing associations to meet our identified housing needs, and grant funding is provided to them by the Homes and Communities Agency. We will therefore:

- Work closely with the Homes and Communities Agency to agree priorities, evaluate and prioritise scheme funding bids.
- Meet regularly with partners to encourage open communication and effective partnership working.
- Continue to monitor the progress of individual housing associations housing schemes.
- Make council owned sites available.

**Eco Homes**

We recognise a need to provide high quality new housing and develop innovative refurbishment of existing housing to achieve our vision of a desirable, high quality place to live. With climate change and rising energy costs we also recognise a need for homes to be constructed in a sustainable manner, using products and processes that reduce environmental impact, have lower running costs; and incorporate features that enhance the health and well-being of constructors, occupiers and the wider community. We will facilitate the delivery of these homes by bringing Redcar and Cleveland sites to the market for development as Eco Homes.

**Neighbourhood Investment Areas**

We want to develop confident communities that are able and committed to improving the quality of life in their areas. We will achieve this by working in a coordinated way with communities and partners to promote economic activity in the most deprived neighbourhoods and connecting them with opportunities in the wider economy. We will also improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments; and help create attractive, safe, sustainable environments in the most deprived neighbourhoods.

**Empty Homes to Happy Homes**

We will continue with the award winning ‘Empty Homes to Happy Homes’ project which sees empty homes that once blighted communities across Redcar and Cleveland brought back into use. The scheme has attracted national awards (National Housing Federation’s “What we are proud of” Awards for Best Impact on Residents 2011) through the combined benefits of addressing the issues that long term empty homes have on local communities, as well as addressing youth unemployment. Working with partners we have secured £1m of additional investment so that we can continue to secure our delivery outcomes through engagement, encouragement & enforcement activities.
Low Grange Urban Village

The creation of a new sustainable community at Low Grange is proposed, through the development of a major new mixed use scheme, which is a key component of the wider Greater Eston Strategy. It 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.

South Bank New Housing

A re-designed South Bank community is a key focus for the Greater Eston Regeneration Programme. This area wide regeneration scheme seeks to address the areas suffering from severe housing market failure and deprivation. The Council have cleared over 500 terraced houses in South Bank and, with partners, has delivered the state of the art Eco Village. The clearance of older housing provides an opportunity to create something special in the heart of South Bank focussed around the Eco Village and key buildings that will attract people in to the town. It also provides an opportunity to create green links to connect residents to the facilities on Normanby Road and, from here, the Low Grange District Centre and South Bank Station.

Grand Designs in the Countryside

To complement the distinct strategies for the key settlements across the Borough, we propose a project that seeks to raise the image and profile of Redcar & Cleveland as an “executive living” destination. A programme of self-build will be promoted within the Borough, which will encourage private individuals to build innovative, sustainable, potentially award-winning houses on sites within smaller settlements.

Improving Connectivity

Kirkleatham Business Park Spur Road

Based upon previously determined planning applications and current market interest we will work with partners to develop a new spur road at Kirkleatham Business Park to open up a 10 acre site for the development of 1 – 3 acres by small developers and owner occupiers.

Redcar Railway Station Improvements

To facilitate our growth ambitions and enhance access to our visitor facilities we are planning improvements to Redcar Station as part of the Tees Valley Metro project, including enhanced car parking, public realm and accessibility. We have already secured funding through the local strategic transport fund and works planned will encompass improvements to information provision, signposting, accessibility and landscaping.

Redcar & Cleveland Transport Interchange

Our growth plans will require measures that ensure our transport infrastructure keeps pace with our regeneration programme. An improved transport interchange in the heart of Redcar will promote a better interchange of transport modes (bus/rail) and therefore improve links between communities in the wider Borough and our employment and leisure opportunities. It will also deliver improvements to the public realm, particularly developing the area that will become the Redcar ‘interchange’ to ensure it is attractive and welcoming as well as functional.
Dualling of A174

New developments planned along the A174 may require increased capacity in the highway network. A feasibility study into how best the capacity of the network can be increased will be undertaken so that we are clear about what improvements individual developers will have to contribute towards.

Feasibility for Park and Ride at Redcar Racecourse

Over the plan period we will be bringing an additional 1m visitors into Redcar. We anticipate that this will create seasonal peaks in car trips into Redcar, therefore to accommodate our visitors and to provide them with easy access to our Seafront and Town Centre we will investigate the feasibility of a Park and Ride site for the Racecourse.

Rail Station Improvements Saltburn

To facilitate our growth ambitions and enhance access to our visitor attractions we are planning improvements to Saltburn Station as part of the Tees Valley Metro project, including enhanced car parking, public realm and accessibility. We have already secured funding through the local strategic transport fund and works planned will encompass improvements to information provision, signposting, accessibility and landscaping.

Feasibility for Park and Ride at Nunthorpe

As part of a co-ordinated transport strategy across the Tees Valley we will work with Middlesbrough Council to undertake a feasibility study for Park and Ride facility at Nunthorpe which could reduce congestion and improve accessibility.
Feasibility for Rail Halt at Wilton

As part of a co-ordinated transport strategy across the Tees Valley we will work with partners to undertake a feasibility study for a rail halt within Wilton International which could reduce peak congestion, improve accessibility and facilitate access to market opportunities utilising the heavy rail network.

East Cleveland Rail Connection Feasibility

We recognise a need to improve connections between our communities in East Cleveland and wider employment opportunities in the Borough and beyond. We also want to ensure that we open up East Cleveland for visitors as well as supporting other developments within the towns including commuters. An assessment of the feasibility of re-introducing passenger services into East Cleveland will be undertaken.

Work Bus Feasibility

In delivering our regeneration ambitions we need to ensure that all of our communities can access the new jobs and opportunities that are being created across the Borough. Therefore we will undertake a feasibility study to consider the benefit from a works bus or other mechanism to connect residents with job opportunities.

Feasibility for a New South Tees Dock Road

The creation of the Dockside Road Extension project is a fundamental component in unlocking growth as it provides industrial land to meet current and future demand for major investments. The project is situated at the heart of the South Tees Industrial economy further adding value to the Tees Valley Enterprise Zone offer and supporting connectivity to the strategic highway network. This project will be a feasibility study to assess the locations and cost of a potential Dockside Road in South Tees.

New Teesdock Cycleway

In providing access to our major employment areas we are working with partners to improve the options for sustainable travel in the borough, improve residents’ access to employment and other services and reduce carbon emissions from private car use. Allied to these activities we will secure development of a new Tees Dock Road Cycle Route. This will provide a sustainable mode of access into a major employment area, providing opportunities for people who do not have access to a car or prefer to cycle to work.

A174 Pinchpoint Improvements

To ensure that we safeguard existing employment areas and de-risk future investment plans along the A174 we will work with partners to facilitate pinch point improvements along this important highway route. Without this intervention a number of major development and housing sites could be under threat.
**Improving Our Retail Areas**

**Empty Shops to Happy Workplaces**

We have made real inroads into reducing the vacancy rates of our town centres and are bucking the National trend of significant vacancies across the Borough. This project will develop a comprehensive strategy to address the remaining vacant premises within our town centres turning them into vibrant workplaces. This project will follow a similar model as the one used for empty homes to happy homes, and apply knowledge learned to maximise opportunities for local people to learn skilled trades.

**Feasibility to provide a canopy within the main shopping area**

We want to make it easy for our residents and visitors to enjoy Redcar all year round. A covered, useable, all weather space between the existing shops in our main shopping area would enable visitors to easily walk from unit to unit. A feasibility study will be undertaken to consider the technical and economic impacts of providing a canopy within Redcar Town Centre.

**Redcar & Cleveland Investment Fund - Retailers**

We know that there is commercial appetite for retail investment in Redcar and Cleveland when support is available. This highlights the need for us to support businesses wishing to invest in our Borough. The Redcar and Cleveland Investment Fund will help to address this by offering capital loan support to retailers meeting the two core objectives of the fund. The Fund will only support projects which would not otherwise go ahead in Redcar and Cleveland. All projects would create new jobs or safeguard existing jobs and must provide training, skills and development opportunities for Redcar and Cleveland residents.

**Broadband Improvement Project**

Access to superfast broadband communications is fundamental to the further growth of our businesses and communities. We know that some parts of Redcar and Cleveland already enjoy good broadband availability but there remain some rural and urban parts of the Borough which cannot receive basic broadband and there are many urban and urban fringe pockets where there is no superfast broadband access; therefore we will undertake an assessment of the Broadband requirements and work with the private sector to facilitate investment to achieve the provision of ubiquitous broadband access across Redcar and Cleveland.

**Events & Marketing**

Redcar and Cleveland is a great place to live work and visit. Coupled with the significant investments we have made in improving our visitor facilities we will continue to show case the best that Redcar and Cleveland has to offer through a coordinated Borough wide events and marketing programme.

**Public Realm Improvements**

Public realm is at the heart of our town centres and in some areas it needs updating. The project will utilise focussed investment to equip our town centres with public realm that our residents can be proud of. We will aim to provide high quality public spaces that are designed for pedestrians and where people can congregate for social, leisure and community activities creating confidence in the Borough.
Improving our Visitor Facilities

Toilet Refurbishment

It is proposed we undertake detailed design and development work and then deliver selected projects over three years in order to improve and provide additional visitor facilities within the Borough. New toilet and shower facilities at Majuba Road, Coatham, will be investigated and delivered either as standalone facilities or as part of extreme sports centre, should this be pursued. Refurbished toilets and showers will be built on Saltburn promenade. It is proposed that these will be staffed. Promenade showers will be installed in Saltburn and Redcar. New staffed toilet facilities are proposed on/close to the Seafront at Redcar and improvements will be made to existing facilities elsewhere in Redcar, Guisborough and Saltburn. Options for new facilities will be investigated for Skinningrove with a view to building or installing toilets where practicable. All toilets will be fitted out with quality stainless steel fixtures and fittings except in Saltburn Station and on Saltburn prom, where “Victorian design” ceramic interiors will be provided. In all but a small minority of cases where space is insufficient, baby changing units accessible to male and female users will be provided.

Signage Improvements

Information signs will be investigated at key access points to our destinations, such as on the A174 or A171. These may be updated regularly to promote facilities and events. Branded visitor maps and “what’s on” panels will be installed at key points in the towns – at car parks, train stations and other places where visitors congregate.
New Hotel

Private sector investment is planned for new hotel accommodation within Redcar/Saltburn. This project will provide diversification to our economic base and new jobs in the leisure sector.

Extreme Sports Provision

Market testing of sites that could be used for such development within the Borough, delivery of this project will further expand the Borough’s reputation as a key location for extreme sports.

Wind Farm Visitor Centre

The wind farm visitor centre will celebrate the Borough’s actions to protect the environment and harness its natural assets through the generation of renewable energy. The centre will be designed to incorporate high levels of environmental sustainability within its construction and ongoing operation to ensure that its impact on the environment does not detract from the aims of the wind turbines. A wind farm visitor centre capitalises on the renewable “energy coast” that is developing in the North East. The renewables sector is a new sector, and diversifies the local economy away from petrochemicals and manufacturing. With up to 35,000 visitors a year, there is potential for considerable visitor expenditure.

My Redcar & Cleveland Ambassador Programme

The “My Redcar and Cleveland” Ambassador Programme provides a clear direction for the Council’s work. Its aim is that every door opened by a visitor to the Borough, be it a shop, restaurant or taxi, promotes the Borough and the attractions within it, encouraging visitor spend and return visits. The
programme provides Redcar and Cleveland Borough Council employees and those working within the hospitality, retail, transport and leisure sectors an opportunity to enrich the experience of visitors through high levels of product knowledge, enthusiasm, and inspiration for the past, present and future of the Borough.

Visitor attraction

Further work will be undertaken to secure operators for visitor attractions to be located within the Borough.

Eston Nab

We will also investigate undertaking improvements at Eston Nab and celebrating the industrial heritage of Greater Eston.

4.3 Skills for the future

Young People’s Pathway to Work

Work experience

The Work Experience Project (WEP) is a bridge between the business community and the local schools and colleges via an easy to use portal that facilitates conversations and learning between business and education. It is designed to help prepare secondary school and college students for the world of work through job shadowing and internships. A robust learning experience helps prepare students for the changing demands of a global and technology-driven economy and well prepared students are better employees.

Vocational Tasters

The project will provide school and college students with the opportunity to experience courses and careers before they make a decision on enrolling on a career pathway. A vocational taster is a short or phased programme which aims to provide young people with knowledge and experience of a particular vocational area, with the possibility that they will progress onto a full-time vocational programme at a later date.

Enterprise In Education

The Enterprise Team, working with partners, are committed to developing more curriculum related enterprise programmes within schools, encourage more teaching staff to undertake enterprise training and ensure every student is aware of the benefits that enterprise can have.

Leading Lights

The project identifies key businesses with the ability to mentor our young people who are Not in Education Employment or Training (NEETs). The Leading Lights in our Borough will provide mentoring support across a variety of sectors within the local economy as part of this innovative programme.
**Apprenticeships**

**Council Apprenticeships**

The project will see the Council continuing to offer apprenticeships across service areas for a variety of courses and career pathways.

**Work-based apprenticeships**

This project is the private sector version of the Council’s own apprenticeships scheme and aims to offer a variety of placements within businesses situated in the Borough through the Council’s Routes 2 Employment service, further education partners and industry.

**Schools to be Proud of**

**Laurence Jackson**

The school was successfully accepted into the Government’s Priority Schools building programme that will see approximately £16 million invested in the redevelopment of the school to provide modern accommodation that inspires educational achievement and high attainment.

**Handale Primary School**

The school was successfully accepted into the Government’s Priority Schools building programme that will see approximately £3 million invested in the redevelopment of the school to provide modern accommodation that inspires educational achievement and high attainment.

**Industrial Excellence**

**Industrial Training Programme**

The growth plans for South Tees which focus on the expansion of Teesport, associated logistics industries and the petrochemicals industry will require significant levels of new employment, as well as regular replacement demand (particularly relevant where the workforce is older). As such, this project supports the growth plans associated with the three core industrial sectors (energy, petrochemicals and transport/logistics), and is designed to fill the employment gap, and anticipate future needs within the sectors. This project will ensure that young people within the Borough are equipped with the correct skills to fulfil the needs of the industries, working with partners to align educational provision with private sector job creation plans.
Case Study 4: Surf’s well and truly ‘up’ for Zoee

SURFING proved to be the perfect career choice for Zoee Smith after she turned her hobby into a successful business.

29 year old Zoee from Brotton tried all kinds of jobs including the Army, waitressing and being a care assistant but it was her passion for surfing which won in the end and led her to become her own boss at Saltburn Surf School.

Zoee was busy holding down four part time jobs when the opportunity to take to the waves full time came up and, after getting in touch with the Enterprise Team at Redcar and Cleveland, she grabbed it with both hands.

Two years down the line and with advice, guidance, funding and training from the Enterprise Team along the way, she is the proud joint owner-manager of Saltburn Surf School and now teaches others how to master the waves.

“The Enterprise Team were really helpful. They were easy to deal with, didn't send me round in circles and got me the answers and help I needed straight away” said Zoee.

“I received funding to help with the cost of equipment for our weekly Junior Surf Club and training with regards to marketing and running the business effectively.

“The Enterprise team were quick and efficient, nothing was too much trouble for them and that was a real bonus for me and my business.”

Based on Saltburn Promenade the business has gone from strength to strength with Zoee now looking to employ their first member of staff.

Zoee added: “I sometimes can’t believe how lucky I am. It is hard work but I love to surf so being able to combine my job with what I love to do anyway is a real bonus.

“Running the Surf School is a lifestyle choice which suits me perfectly. I’d definitely recommend getting in touch with the Enterprise team if you have a hobby which you think could become your perfect career.”

Saltburn Surf School provides contest and competitive surfer training programmes, local community resource programmes for youngsters and local people and training courses on behalf of the British Surfing Association.
# How we will do it

## Delivery Framework

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 which we have now completed.

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

We have completed the foundation stage of our delivery framework. At the same time as consolidating and safeguarding our early successes we must shift our attention to focussing our scarce resources in pursuit of securing lasting economic growth for Redcar and Cleveland. The success to delivery of this strategy will rely upon:

• **The establishment of appropriate partnership vehicles.**

We have already secured significant success working with a broad range of public and private sector partners to secure delivery of regeneration projects but we need to continue developing our approach to partnership working and this will include making the best use of our extended enterprises including Redcar and Cleveland Enterprise Ltd. Effective partnerships can take several years to develop, new partnerships can struggle to realise outcomes expected in short to medium terms and therefore we will seek to maximise existing networks and partnerships where there are realisable prospects for creating the conditions for success within the desired timeframe.

• **The flexibility to respond and react to business and investment enquiries and engage effectively with the private sector.**

We already have a track record of success but the ‘market’ to secure business investment has become more competitive than ever, and how potential investments are handled has become more than ever a key differentiator between places. We want to ensure that any and all potential investors in Redcar and Cleveland are presented with a compelling prospectus backed up with consistent, high quality, responsive support, including:

- detail on available sites and/or premises;
- information on any other requirements they may have – chemical pipelines, energy supplies, planning constraints, transport access, waste management, local labour market/skills information, housing availability, education provision, the local retail and leisure offer etc;
- information on existing customers and/or suppliers in the area;
- help to navigate through planning, environmental and other consents necessary; and
- information on and support to access any incentives available from either the Council or from other relevant organisations.

Where investment exists, potential suitors will be attracted to locations with a ‘track record’ of effective partnership working between public sector partners and the business community which attracts and retains investment, or where specific specialisms and/or cost benefit can be identified. The focus for Redcar and Cleveland should, in this context, be on enhancing existing sectoral strengths and niches.

• **Robust planning policy, already in place and being further developed through the new LDF, to guide the development of the Borough.**

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).
Planning policy is used to guide decisions on planning applications; and to plan where and how future development should happen.

The aim is to achieve a ‘sound’ document that is justified, effective and consistent with national policy.

In this context:

Justified means the plan:
- Is based on robust and credible evidence involving evidence that the views of the local community and others have been sought and considered;
- Is backed up by factual evidence.

Effective means the plan:
- Will be delivered – the Council must show that the policies and proposals can be implemented and that other organisations are committed to deliver them;
- Is flexible – able to deal with changing circumstances and shows how future uncertainties will be dealt with;
- Can be monitored
- Securing the cooperation of land owners and interested parties.

We will need to build in flexibility to respond and react quickly to enquiries and opportunities and to engage effectively at an early stage with landowners and interested parties in securing development of priority areas and ensuring that Redcar and Cleveland offers a compelling portfolio of sites and premises to investors.

- A pro active approach to land assembly coupled with a willingness to consider the use of CPO powers where acquisitions are not forthcoming, or where delivery partners consider there use appropriate, will be required, to ensure that we achieve our regeneration ambitions.

The establishment of development agreements with committed and well resourced and suitably experienced developers for key projects will also be paramount.

- A pro-active approach to Government policy, influencing development to meet the Borough’s needs.

Redcar and Cleveland Council has a critical role to play both individually, and with its partners in the Tees Valley, in sharing local insight and understanding with Government to influence national policy making to help facilitate delivery of our economic growth ambitions. To date, by working together, we have secured Enterprise Zone status for some of our key sites, which will facilitate investment by business.

- Securing partners with a track record of delivery in complex regeneration projects to work alongside the Council to deliver elements of the regeneration programme.

The key principles of partnership working are, openness, trust and honesty, agreed shared goals and values and regular communication between partners. It is critical we acquire highly competent partners, with a proven ability to deliver complex regeneration projects in a challenging economic landscape, to drive forward the Borough’s Regeneration Masterplan.

- A phased development programme which is flexible enough to respond to market demand and the regeneration needs of the Borough.
The articulation of the Delivery Plan is embedded with flexibility to respond to changes within the economy and wider macro environment.

**Changing Market Conditions**

The property market is changing. Market testing indicates that this will be an issue as work on the regeneration of the area progresses as land/property values reduce without public sector gap funding to bridge; new models and ways of working are required to bring about delivery of projects. This has been factored into the Masterplan delivery plan 2012-2017.

**Delivery Partners**

There will be a strategic approach to delivering the Regeneration Masterplan which includes a range of development opportunities, a variety of uses and a delivery arrangement that utilises the skills of a team of partners. This will be the most appropriate approach to deliver the level of change and investment required for the area over the next 13 years. A piecemeal approach with multiple delivery partners developing individual sites in an un-coordinated way will not deliver the scale of regeneration required in the Borough.
Case Study 5: Andrew Wetherley

Redcar and Cleveland Enterprise Team has put Andrew Wetherley on the right road to launching a new career as a driving instructor.

The Eco Driving Force School of Motoring is now up and running with Andrew from Ormesby very grateful to both the Enterprise Team for their guidance and his wife Jayne for her support.

“It was her idea, really,” said Andrew. “She said, you like driving and you like talking and if you know what you’re talking about, you’ll make people feel comfortable.”

But getting the business into first gear wasn’t without its problems – and that’s where the Enterprise Team came in. “I do really think that without their help, I would have given up a long time ago.”

Making the first step towards going along to the Team’s workshop sessions wasn’t easy. “I’m 47 – it sounded like going back to school. I thought: I don’t want this! But it wasn’t like going back to school at all and they were so helpful.”

That help also extended to creating the ‘Eco’ brand. “I’d wanted to call it Driving Force, but that had already been used, so Eco was suggested. Every driving instructor teaches about driving economically, so I thought that was great.”

And then there’s the satisfaction of where he is now. “I left school with no formal qualifications, now I’m classed as a professional. I feel like I’ve achieved something. And it’s a really good feeling when I see a pupil’s face after they’ve passed – and you remember that, three months ago, they didn’t know how to get into first gear.”
How we will pay for it

Funding Considerations
Substantial resources are required to take forward the Masterplan Delivery. 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, European Regional Development Fund (ERDF), and the Homes and Communities Agency (HCA), although in the long run the majority of investment will come from the private sector.

It is difficult to estimate the scale of investment across the four spatial areas as some projects will be affected by the phasing and delivery of interrelated projects and the capacity and demand in the market place. 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.

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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 Safeguard/ Focus years 3 – 8 years)

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This is a diverse package of interventions that will involve multiple funding partners. The total funding package required to regenerate the area is estimated at £1.176 billion over the 3-8 year phases of the plan. It is expected that some £51 million will be required initially to lever in this investment.

During the 0-3 year phase of the Masterplan, approximately £85 million of public sector investment has already been secured to deliver a series of projects. We are continuing to dedicate a significant amount of time applying or bidding for funds to invest in the Borough. The main funding sources to date include the European Regional Development Fund (ERDF), Homes and Community Agency, the former regional development agency One North East, Big Lottery Fund, The Council, Environment Agency and Department for Transport. The private sector has also invested approximately £430 million.
Case Study 6: BRIDAL BELLES
BOOST SALES FOR NATALIE

Working mum Natalie Williams has started her dream job, setting up in business selling wedding dresses while dad Michael enjoys a new lease of life too, as a house husband.

The Redcar and Cleveland Enterprise Team has guided mum of three Natalie through the process of opening the doors to Brides & Dreams in Redcar as Michael revels in his role too.

Natalie explained: “We both realised it wasn’t going to work with me setting up a business and him still working. He wasn’t happy at work, so he’s decided to be a stay-at-home dad. And he’s absolutely thriving, he’s loving being at home with the kids. It’s really, really good.”

It’s a dream come true for Natalie. “I have always been motivated beyond my job descriptions and I was sick of being told ‘it’s not your job to do that’.

“When I got married in 2008, it sparked an interest in weddings and for the next three years I was thinking about it a lot – then I was on maternity leave last year, with too much time on my hands and the brain working overtime.”

“So I said to Michael, I want to open a bridal shop, and he said: Do it then! I was 35 weeks pregnant – baby Michael has now arrived, named after Daddy - and I realised if I’m going to do anything, I need to do it now. So I took the plunge.”

The Enterprise Team’s support has been invaluable. “The financial support has been important. But I thought this was a great idea, I’ve got lots of drive – but I was so scared to take that leap. They got me through that stage and gave me the belief I could do it.”

She added: “I didn’t want to regret not doing it in two or three years time. It is a gamble, but weddings will never stop – it doesn’t matter whether there’s a recession, people will get married, brides will get wrapped up in the whole thing of, I want a princess dress.”

“The reaction so far has been good. In the first three weeks since I opened I have exceeded my monthly sales target.”
How we will measure and monitor performance

Progress measurement is a crucial component of effective project control. After all if we don’t measure how we are doing against the project plan then the plan becomes obsolete. All projects deviate from the plan, and all schedules change. Unless we are aware of what is going on then the project team(s) will be in a continually reactive mode.

Effective progress measurement helps to identify the variances to the plan early enough to either mitigate the impact, or cease the opportunity. Ineffective progress measurement is costly, provides no useful data, and can serve to cloud the real issues. For this reason the Regeneration Masterplan needs to address its position on progress measurement.

This section of the document will serve as a guide to identify those methods we have determined to be effective, and those that we have deemed ineffective.

We will be providing regular annual updates to Cabinet, Borough Council and partners with a summary of each years performance, then a formal update every 3 years. This will show progress against this phase of the plan 2012- 2017. This will be achieved using In Control the Councils approach to project management, and also measuring our performance against the key deliverables within the Masterplan such as jobs created/safeguarded, businesses created, housing created, and investment secured.
How we will involve you

As investment comes into the area it is important that we involve people and communities on an on-going basis. Getting involved is a way for people to decide how, where and when investment should be used and how they can have their say about the future of the area. We have outlined below how we would like to involve stakeholders.

We intend to:

• Consult and involve people in decisions about the area through drop-in sessions, surveys, questionnaires and workshops.
• Ensure people’s views are heard and that we feed back to the community on their views and future plans.

We will do this by:

• Obtaining people’s views on what is needed to improve the area through forums and involvement events.
• E-Newsletters.
• Making sure we meet government guidelines on how we should be doing things.
• Making sure we are meeting the requirements of funders.
• Providing people with opportunities to get involved with the regeneration process, and
• Producing regular updates and publicising what is happening in the area.

We will provide these opportunities by:

• Our open door policy; and
• Organising events and forums to involve people and provide updates.

We recognise that consultation is a two way process and will result in better decisions for the area.
**Finishing touches**

It is anticipated that the main phases of physical development will continue to occur over the next 13 years. Each project will be developed with its own exit and handover strategy. This will be particularly important for the maintenance and management of improvements to streets, open space, artworks, lighting, street furniture and around new buildings, where we will ensure that the highest standards are maintained.

This delivery plan sets out what the Council and its partners need to do to make the regeneration of the Borough a reality.

**Theme 1. Investing in the Economic Drivers for Change**

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### Theme 3. Skills for the future

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