

Stockton-on-Tees
BOROUGH COUNCIL

Regeneration Strategy for Stockton Borough 2007-2012



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Executive Foreword

This is an exciting time for the future development of Stockton-on-Tees. The Borough faces the greatest degree of physical change for a century. The regeneration of former industrial areas linked to high quality development of town centres and an improvement in housing choice and quality across the Borough, means that there will be a step change in facilities and opportunities for local people.

The Regeneration Strategy captures the progress through effective partnerships that has been made over the last 10 years, and looks forward over the next decade when much of the planning will be delivered.

It captures the spirit of Government policy and tells the local story of regeneration in Stockton-on-Tees which is set out in the major regional, sub-regional and local strategies and is making the Borough a fantastic place with an exceptional and sustainable future.



Councillor R. Cook

Cabinet Member for Regeneration

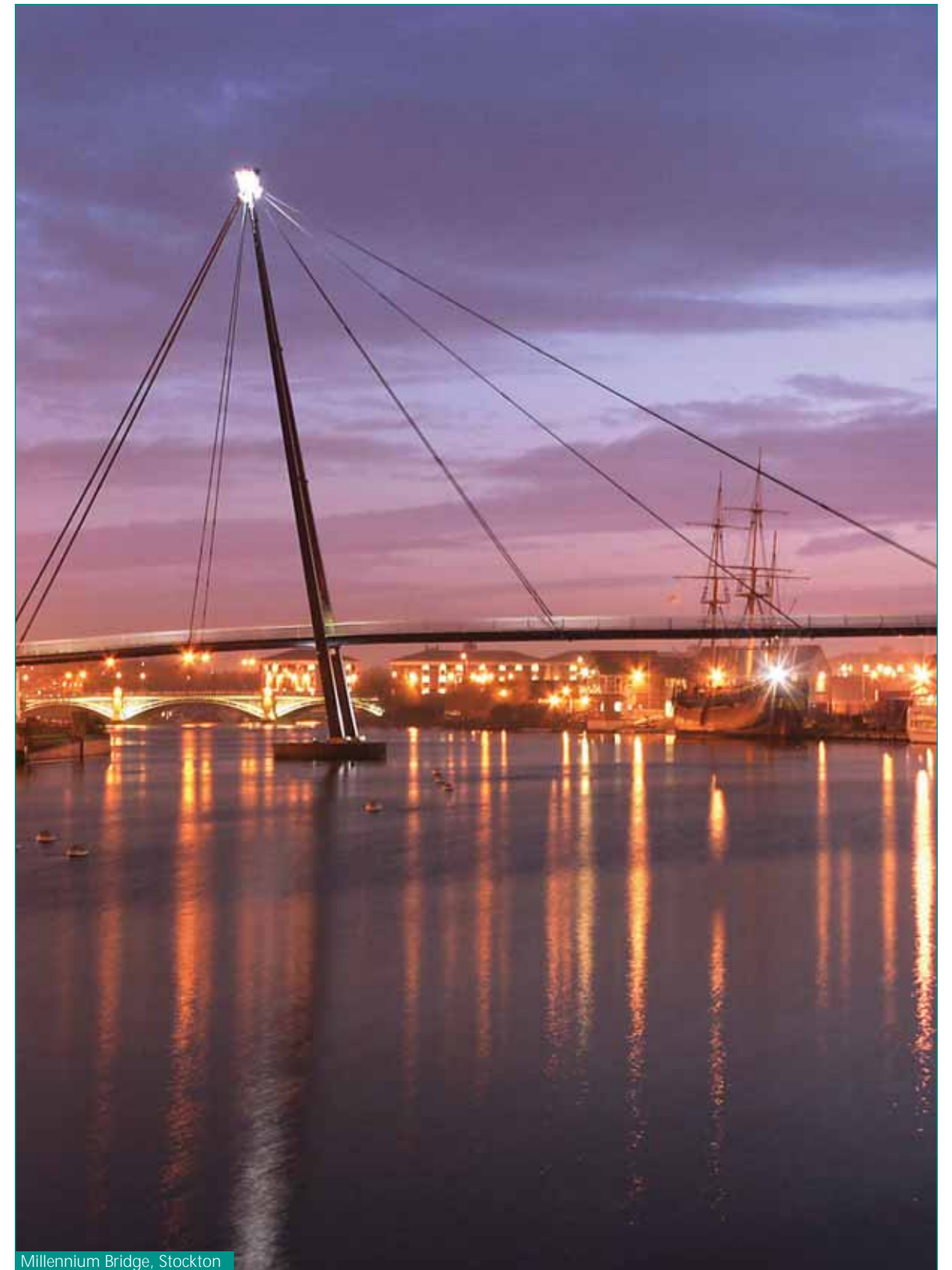
Stockton Borough Council's Regeneration Strategy recognises the pivotal role of place shaping in regeneration. The urban and rural fabric of the Borough are its key assets in delivering a step change in opportunities for local people. By focussing development primarily in the urban areas the Council and its partners have set in place sustainable plans that will drive the physical renaissance of the Borough. This is set against the backdrop of rural villages and the town of Yarm, which provide an important part of the Borough's offer and add to its vitality and economic success.

The Council recognise that the quality of place is fundamental to delivering the regeneration of the Borough. To that end, the strategy focuses on this as the driver for improvement. It also makes the linkages to economic success and social opportunity that stem from it. The vision for the Regeneration Strategy is

"To deliver a step change in the quality of place, and use it to help deliver the sustainable economic and social renaissance of Stockton-on-Tees"

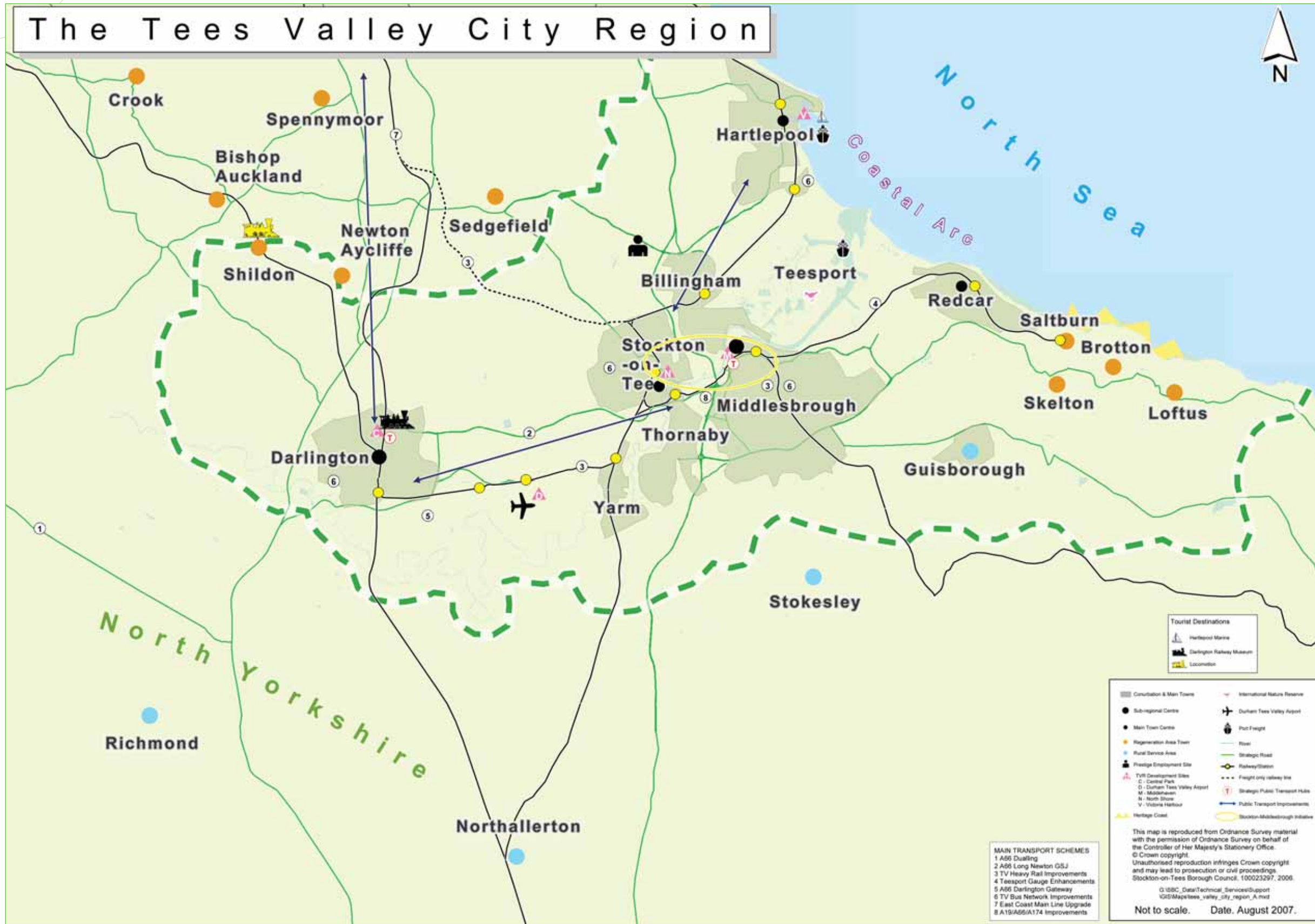


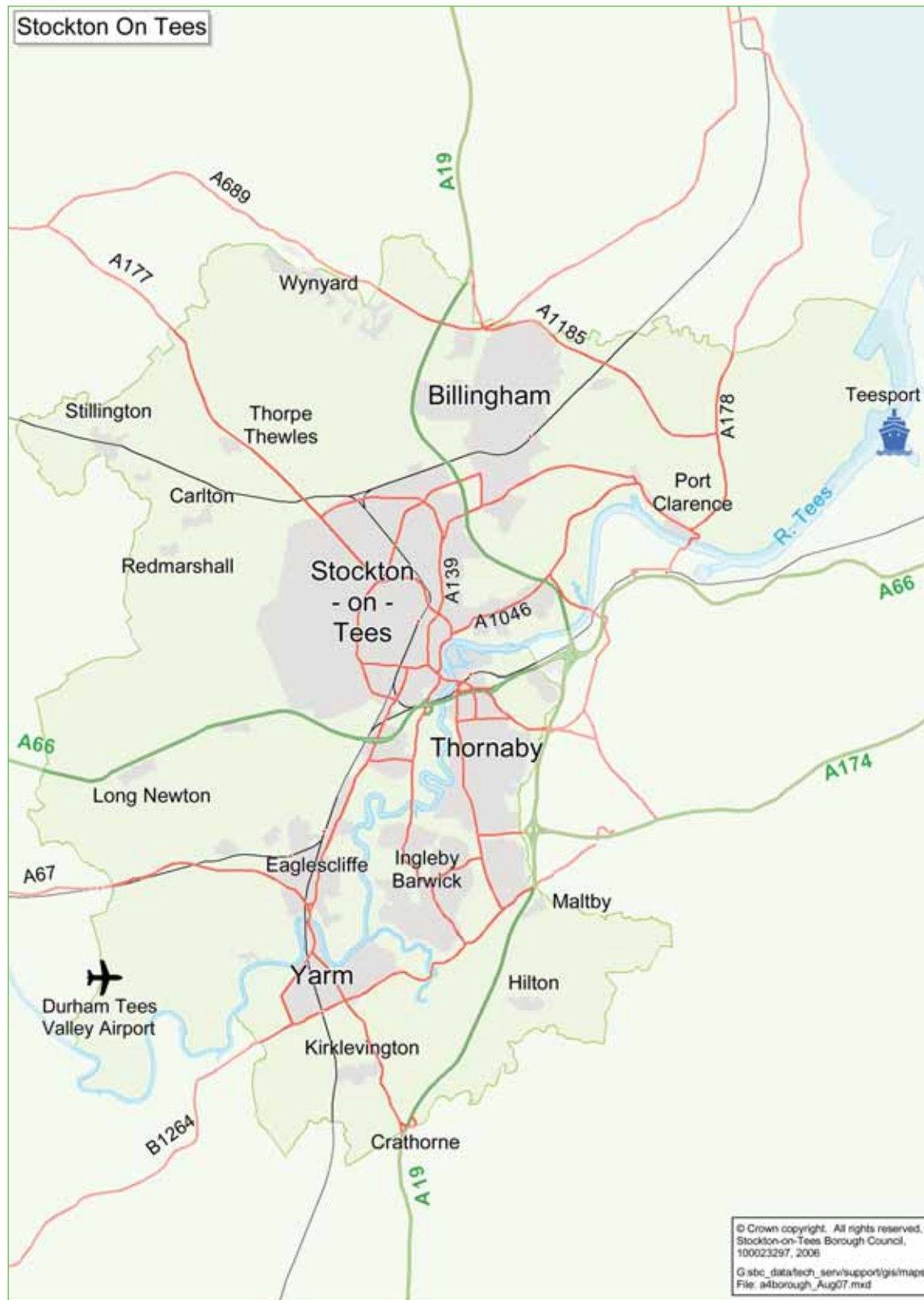
Yarm Bridge



Millennium Bridge, Stockton

Strategic Alignment





Stockton-on-Tees is one of five Local Authorities that make up the Tees Valley City Region, one of eight City Regions charged with improving economic performance in the North of England as part of the Northern Way Strategy for Economic Growth. At the regional level the regeneration priorities for Stockton are captured in the Regional Economic Strategy and the Regional Spatial Strategy. At the sub-regional level the Borough's development priorities are linked to the Tees Valley Investment Plan which will be delivered by the new Tees Valley Unlimited partnership structure, with its focus on economic development, planning, transport and funding.

To reinforce this strategic alignment, the Council is working with its partners to develop its specific strategies. The Stockton-Middlesbrough Initiative (SMI) is the most significant of these in terms of the strategic positioning of the Borough.

The SMI is a partnership between Stockton and Middlesbrough Councils to regenerate the urban core of the Tees Valley encompassing the two Town Centres of Stockton and Middlesbrough and the river corridor that links them. The vision is to create a city scale environment at the heart of the City Region that will radically transform the environment, economy and image of the place, bringing major benefits to the city region as a whole.

The urban core runs from Stockton town centre in the west, to Middlesbrough town centre and Greater Middlehaven in the east. In Stockton it includes key sites such as North Shore, Portrack Lane, Maze Park, Tees Marshalling Yards, Portrack Marshes and Haverton Hill.

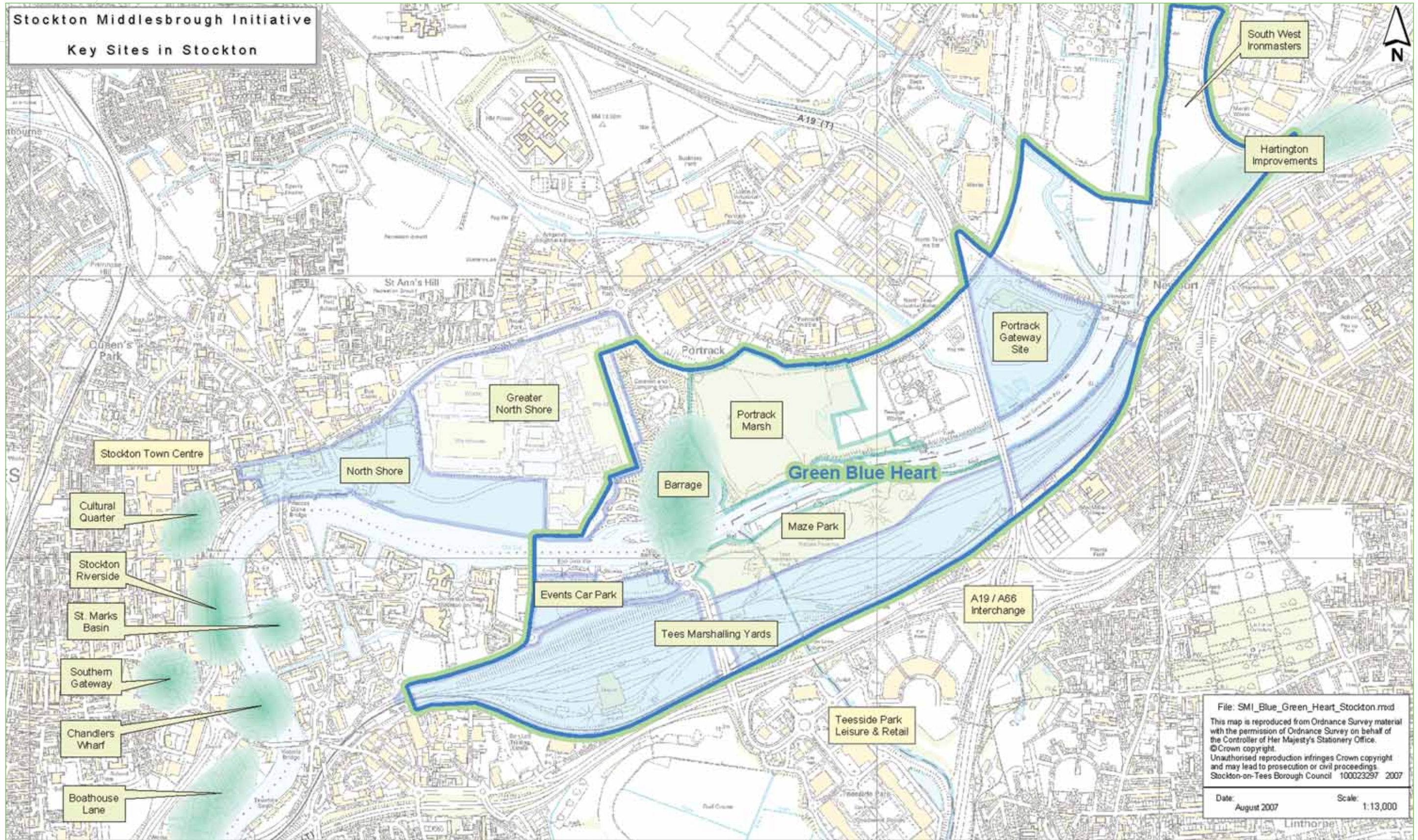
The SMI vision is one of an area that is more competitive as a result of Middlesbrough and Stockton acting together rather than separately to become an area that performs at the national average rate of economic performance, has an outstanding city-scale environment, with a productive confident workforce.

The Regeneration Strategy sits within the context of the Borough's Sustainable Community Strategy 2007 to 2021. This forms the top-level plan for improving the borough and local services.

Beneath this, the Council has in place its Local Transport Plan and Housing Strategy, and is bringing forward its first Local Development Framework to replace the Stockton-on-Tees Local Plan. Each of these sets out the detailed policy approach for transport, housing and spatial planning respectively. Moreover, the Council also has related plans for the use of its assets, and the delivery of new education, leisure and community facilities, which need to be co-ordinated with the strategic physical regeneration, to ensure the sustainable development of the Borough.

The Regeneration Strategy distills all this work to set out the core place shaping priorities, highlighting the policy linkages, the delivery challenges, and the funding alignment required to bring about the required scale of change.

Strategic Alignment



Over the last 30 years employment in the Borough has declined in traditional industries such as manufacturing and engineering. In 1991 24,000 people were employed in manufacturing in the Borough, against a figure of 10,000 in 2005. Set against this there has been a 50% increase in service sector jobs over the same period.

The key industrial sectors remain important sub regionally, but the historic reliance on a number of large employers has left a legacy of a low business start up rate. Lack of private sector confidence meant widespread market failure. In this climate regeneration had to be led by the public sector.

Over the past 15 years Stockton has benefited from significant public sector grant funding, focussed upon regeneration. This has included:

Main Sources of External Funding Used in Stockton

| Funding (£million) | Duration of Funding Programme | Amount Received |
|----------------------|-------------------------------|-----------------|
| City Challenge | 1992-1997 | 37.5 |
| SRB | 1999-2006 | 17.8 |
| NRF | 2001-2008 | 23.8 |
| English Partnerships | 2000-2007 | 51.4 |
| Single Programme | 2002-2007 | 10.2 |
| European Funding | 2000-2006 | 18.6 |
| TOTAL | | 159.30 |

In addition, in 1990 the Government set up the Teesside Development Corporation (TDC) (1990-1996), and Tees Valley Regeneration (TVR) (2002 -), an urban regeneration company, to help manage public investment, and improve private sector confidence. The TDC were responsible for the Teesdale development and the Tees Barrage. The Tees Barrage is one of our biggest assets and has a major influence on the quality of the riverside in Stockton.



Views to the river Tees circa 1900s



The River by Teesdale

What Has Been Achieved

TVR have continued the riverside regeneration of Stockton by bringing forward the North Shore site. They have also led on the expansion of Durham Tees Valley Airport.

The focus has been on a mixture of social, economic and physical regeneration, reflecting the priorities of the Council, its partners and the funding streams. Two key outcomes from this are that, firstly, the Council's partners and its communities are used to working successfully in partnership to achieve results. Secondly, the regeneration agenda in Stockton is very broad based, well understood and based on a track record of delivery evidenced by the 2006 Residents Survey.

The previous Regeneration Strategy 2004 – 08 had four action areas focussing on Business Growth, Image and Environment, Community Empowerment and Workforce Development. Over the last three years, Neighbourhood Renewal funding has been used to pursue community empowerment and workforce development. Business Growth has been supported by the Council with grants and advice, and through Business Link. Image and Environment has been supported through Single Programme investment and lottery funding on environmental improvement and heritage schemes.

While this work has been ongoing there has been a growing recognition that to achieve a step change in economic performance there needed to be a greater emphasis given to physical development. Crucially, land values are now at the point where the private sector is looking to invest more readily in Stockton. This is increasing the pace of change and generating the tipping point this strategy addresses.



Tees Barrage



University of Durham, Stockton Campus, Teesdale



Stockton Market

What Has Been Achieved



Wellington Square, Stockton



Stockton Market Trader

£18m has been spent reclaiming North Shore since 2000, producing one of the best development sites in the North East. Building will commence in 2008. North Shore is a catalyst for the continued development of the Riverside. Following on from Teesdale, North Shore is the first of the north bank of the Tees sites. The Council and its partners now have plans for all the remaining sites as far as Bowesfield, south of the A66.

Stockton has had significant investment (£30M) in pedestrianisation in 1996 and the development of Wellington Square in 2001. Plans are now in place to secure the Southern, Northern and Eastern Gateways to the town centre with new development to enhance its vitality and viability; linkages to the riverside, and to maximise its niche market as the North East's premier riverside market town.

The town centres of Billingham, Thornaby and Yarm are equally important particularly to their local communities. Plans are in place for the redevelopment of Thornaby after five years negotiation. Billingham is also gaining private sector investment with new proposals to follow. Yarm has prospered as one of the most desirable locations in the region and was recently voted 'Best High Street in Britain'. The quality of the environment, mix of uses and proximity to the river all contribute to its reputation.

The nature of the housing stock is changing as people's needs and aspirations change. 6,500 new homes have been built at Ingleby Barwick since the late 1970's creating a settlement of 15,000 people. In the South of the Borough another 1,500 homes will be added in the next 10 years. The private sector has concentrated here on the conversion of larger homes into flats and on a limited number of larger brownfield sites. The riverside sites have been slower to come forward.

In 2002, the Council established Tristar Homes, an Arms Length Management Organisation (ALMO) to manage, improve and maintain its housing stock. The ALMO brought with it substantial additional investment to bring the Council's housing stock up to the Government's Decent Homes Standard.

In the public sector, 8,500 homes have been brought up to Decent Standard. More than 1,000 homes have been demolished and 650 residents re-homed. The review of the public sector stock has been at the forefront of the Council's approach to sustainable communities. At both Mandale and Hardwick the Council and its private sector partners have developed proposals for major demolition and re-development that will regenerate the housing and the surrounding community.

What Has Been Achieved

At Mandale more than 300 properties have been built and sold and a new park provided since 2004. There are a further two phases to be developed which will lead to in the region of 600 new homes. Hardwick is approximately 12 months behind Mandale. A £6m Extra Care scheme has been completed providing 50 units, and 40 general needs units with the Registered Social Landlord partners. The Development Agreement is completed and our private developer partners have started on site. Again, in the region of 600 new homes will be completed on this scheme in the next 7 years.

A further housing regeneration scheme is taking place in Parkfield. 190 properties have been demolished and are being replaced with a mix of market and social housing. This is the first phase of a three-phase development that will have a mixture of targeted demolition and renewal in a predominantly private housing area. The pace of regeneration in these housing areas over the last 5 years has been critical to bringing more confidence to the housing market across the Borough. A number of major schemes are now moving forward and the role of housing in driving regeneration is increasing.

There are clear signs that our economy is improving. The level of Gross Value Added (GVA) and the number of VAT registered businesses in the Borough have increased. Overall the level of employment in the Borough has also increased, by 15.4% between 1995 and 2005, and the employment rate is now much closer to the national rate. Multi-million pound inward investments have already been made in to industries like chemicals and financial and business services and in to emerging sectors like energy creating new jobs. There has been an increasing amount of investment made in the speculative development of new business accommodation, such as that at Preston Farm and Wynyard, and 87% of businesses are satisfied with Stockton as a business location, showing a high level of business confidence in the Borough. The first Business Improvement District in the Region has been established in Billingham.

An increasing number of start-up businesses have been created. Business support programmes helped 692 businesses start in 2006-07 compared with 340 in 2004-05. Through Stockton Business Centre, which has been expanded to offer over 100 small units, more than 400 new businesses have been assisted over its lifetime. 75% of the recent new businesses in the Centre are still trading after two years. Through working with the private sector, larger move-on accommodation has also been provided giving businesses the space to grow. In partnership with Middlesbrough Council and Middlesbrough Football Club, an Enterprise Academy has been established to encourage more enterprise among young people, with over 4,000 from Stockton having so far benefited from the support and training provided. This model for providing enterprise education is being considered for a national roll-out linked to other Premier Football League Clubs.



What Has Been Achieved

Over the past five years the role of transport in delivering urban renaissance in the Tees Valley has become pivotal. The Tees Valley has been characterised as having a lower rate of car ownership than the UK average, inadequate bus services and poor rail links to the East Coast Main Line. Both the A66 and the A19 provide good road access to the Tees Valley, but traffic growth has meant that they have become a throttle on the future development of the area.

The Council and its partners have recognised the importance of tackling the transport issues and the economic benefits that it can bring. In 2004 the final phase of the £20m South Stockton Link Road was opened. This provides a high quality link to Ingleby Barwick which in turn means that the 18,000 residents of that settlement now have convenient access to the shopping leisure and work opportunities in Stockton Town Centre. Similarly the new £4m urban one-way system providing access to the North Shore Development opened in 2005, and will cater with traffic growth from that site over the next 10 years.

In terms of public transport new station facilities were opened at Thornaby Station in 2003. The Council also operates subsidised bus services and a concessionary fares scheme for residents over 65 to enhance mobility and quality of life.

Cultural activity and events have contributed to shifting perceptions of the area. Stockton International Riverside Festival (SIRF), voted best cultural event in the North East 2006, attracts considerable visitors and media coverage with 82% of visitors saying it has a positive impact on the image of the town.



What Has Been Achieved

| Indicators | 1990/ 91 | 1995/ 96 | 2000/ 01 | 2005/ 07 | Source |
|--|-------------------|-------------------|------------------------------------|------------------------------------|--|
| Population | 175,200 (1991) | 177,700 (1996) | 183,800 (2001) | 187,300 (2006) | Tees Valley JSU |
| GVA per head (based upon Stockton and Hartlepool as a combined district) | ***** | £10,677 (1995) | £11,675 (2000) | £13,197 (2004) | Tees Valley JSU |
| Unemployment | 8,900 (1991) | 9,261 (1996) | 5,165 (2001) | 3,848 (2007) | Tees Valley JSU |
| Overall employment rates Stockton UK | ***** ***** | ***** ***** | 68.0% (2001) 73.4% (2001) | 74.3% (2006) 74.2% (2006) | Tees Valley JSU |
| Employment in Manufacturing | 24,138 (1991) | 18,297 (1996) | 14,214 (2001) | 10,430 (2005) | Annual Employment Survey, NOMIS, Tees Valley JSU |
| Employment in Services | 40,865 (1991) | 47,480 (1996) | 55,816 (2001) | 62,925 (2005) | Annual Employment Survey, NOMIS, Tees Valley JSU |
| Average Full-Time Weekly Wage | ***** | ***** | £342 (2000) | £420 (2006) | Tees Valley JSU |
| Claiming key benefits Stockton UK | ***** ***** | ***** ***** | 19.6% (2000) 14.6% (2000) | 17.1% (2006) 13.6% (2006) | Tees Valley JSU |
| Office Floor Space (average price per sq ft) | ***** | ***** | £4.25 (2003) | £15 (2007) | Weatherall Sanderson, Tees Valley Regeneration |

| Indicators | 1990/ 91 | 1995/ 96 | 2000/ 01 | 2005/ 07 | Source |
|--|----------------|-----------------------------|--|--|-------------------------------------|
| Annual take-up rate of Employment/Industrial Land Sites | ***** | ***** | 14.5 hectares (2000) | 2.9 hectares (2005) | Stockton Borough Council |
| Number of VAT registered businesses per 10,000 resident population Stockton UK | ***** ***** | ***** ***** | 16.3 (1999) 30.4 (1999) | 16.9 (2005) 29.7 (2005) | Tees Valley JSU |
| Average House Price Stockton UK | ***** ***** | ***** ***** | £54,449 (2000) £82,251 (2000) | £149,677 (2006) £173,272 (2006) | Tees Valley JSU, Land Registry |
| Number of Houses built per annum | ***** | ***** | 670 (00/01) | 909 (06/07) | Stockton Borough Council |
| Number of Received Planning Applications | 1368 (1990) | 1320 (1995) | 1413 (2000) | 2076 (2005) | Stockton Borough Council |
| Domestic Burglary Rate | ***** | 2,355 (1998) | 1,757 (2000) | 855 (2006) | Stockton Borough Council |
| Vehicle Crime Rate | ***** | 4,120 (1998) | 3,554 (2000) | 1,733 (2006) | Stockton Borough Council |
| Number of Coronary Heart Disease Related Deaths | ***** | 173.3 (1996-1998) | 123.2 (2000-2002) | 108.5 (2003-2005) | Stockton Borough Council |
| Pupils achieving level 4 or more at the end of Key Stage 2 (end of Primary phase) • English • Maths • Science | ***** | 53% 55% 61% (1996) | 74% 71% 87% (2001) | 81% 80% 88% (2006) | Department for Education and Skills |
| Pupils achieving 5 or more A*-C grades at GCSE or equivalent | | 37.2% (1996) | 44.8% (2001) | 55.1% (2006) | Department for Education and Skills |

The Challenges Facing Stockton

Stockton-on-Tees has a unique social mix with areas of deprivation alongside areas of affluence. Measuring deprivation against the Government's Index of Multiple Deprivation (2004), 40 of our 117 Super Output Areas (SOAs) are amongst the worst 20% nationally, 20 within the most deprived 10% in England. In contrast, 17 SOAs fall within the top 20% of most affluent Wards, and 5 are in the top 10%.

The Borough is on the verge of major economic growth and physical transformation. The national economic growth of the last 10 years has created a more buoyant local economy and a generational opportunity to tackle the key challenges facing Stockton-on-Tees.

The overall employment rate in the Borough is continuing to increase but is still below the national rate. There are significant differences in the unemployment rate between wards within the Borough ranging from less than 1% to over 10% (about four times the national rate).

The changing economic base of the Borough has created an under-utilised riverside, a situation that now gives Stockton both its greatest asset and biggest challenge. From Bowesfield riverside in the South to the industrial areas at Seal Sands the River Tees provides development opportunities which if maximised will change the face of the sub region. One of the biggest assets is the Tees Barrage, which has a major influence on the quality of the riverside in Stockton.

One of the main challenges to developing the Riverside is inadequate transport infrastructure. The development aspirations for the sub region are constrained by the capacity of the A19 and A66. In Stockton there is an under-developed secondary road network to use as an alternative. Public transport is also in need of improvement. This includes both bus and rail services, which are inadequate to serve a sub region of 650,000 people.

In addition to the riverside areas, Stockton also faces a need to improve facilities for people in the main towns and neighbourhoods. Homes, shops, schools, parks and community facilities all influence residents' quality of life. To address this the Council and its partners, as part of a comprehensive approach to regeneration, need to tackle the condition of older housing areas, town centres, and as the age profile of the Borough changes review education and community facilities to ensure they are linked into areas of current and new demand.

To achieve the increased economic growth required to compete with the rest of the country, Stockton Council and its partners will work together to deliver a step change over the next 10 years to achieve their ambitious regeneration plans.



Parkfield



Billingham Town Centre



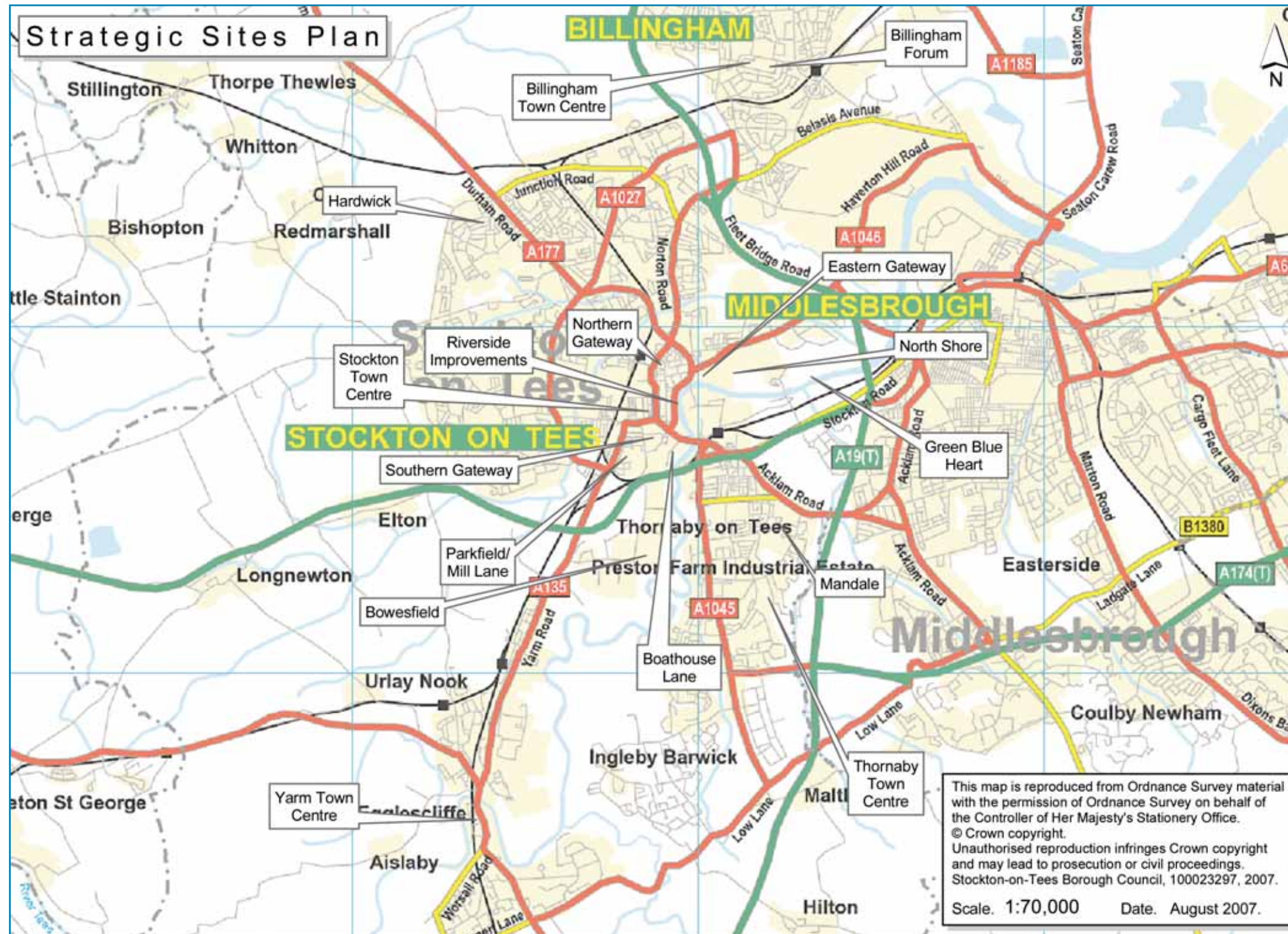
Thornaby Town Centre

Key Ambitions

Key Ambitions

| | |
|---|---|
| Improved city scale facilities | <ul style="list-style-type: none"> • Tackle dereliction of the urban core of the Tees Valley • Maximise economic assets, e.g. river, port, airport • To deliver city scale housing and commercial development |
| Better use of the River Tees | <ul style="list-style-type: none"> • Major development – employment • Quality urban and rural environment with public access • Design quality, • Iconic footbridge • Events – use of the river, SIRF |
| Vibrant and successful Town Centres | <ul style="list-style-type: none"> • Redevelopment improvements to <ul style="list-style-type: none"> • Billingham • Thornaby • Stockton • Yarm |
| A top location for Business and development of growth sectors | <ul style="list-style-type: none"> • Chemicals • Logistics • Offices • Increase in SME's • Tackling worklessness |
| Vibrant and Sustainable Neighbourhoods and Rural Communities | <ul style="list-style-type: none"> • Quality/choice of housing across the Borough • Affordable housing • Tackling deprivation • Local governance and third sector engagement • High quality/safe local environment |
| Improved transport networks | <ul style="list-style-type: none"> • New secondary road network in urban core • Trunk Road Strategy for A19/A66/A174 • Bus Network improvements • Metro – Rapid transport system |





The Borough is building on its major assets, through physical regeneration focussed on the river corridor, the town centres and the redevelopment of the older housing areas. Significantly, many of the major regeneration proposals are located in the most deprived wards, creating local opportunities for residents through jobs, training and housing. In the rural areas there is a conservation led approach to maintaining their character, with a commitment to encouraging economic diversification of an appropriate scale. This approach is being set out in planning policy as part of the new Local Development Framework.

Throughout all of our regeneration schemes we look to incorporate and celebrate our history and culture and this will be a theme that is maintained by this strategy.

Strategy For Success

Ambitions:

Improved City Scale Facilities

Better use of the River Tees

Vibrant and successful Town Centres

Stockton riverside has changed dramatically over the last 10 years. The development of Teesdale has generated approximately 5,000 jobs and has boosted the number of financial, business and professional services. It has established Stockton as the premier business location in the Tees Valley.

North Shore, Southern Gateway and Bowesfield Riverside now provide the sites to continue this trend. Importantly, they will also contain a mix of other uses including housing and leisure, to ensure that the riverside becomes an increasingly vibrant asset to the Borough.

This will produce a comprehensive and planned approach to the development of the riverside in Stockton. High quality development with integrated public access will come forward in a phased way to meet the requirements of local people, businesses and investors. Over the next 10 years the development of the riverside will establish Stockton as a major office location in the region and drive the local economy with new jobs, homes and leisure opportunities.

North Shore will be connected to Teesdale and the University of Durham Stockton Campus with an iconic £14million cycle and pedestrian footbridge which will become a land mark feature of the Tees Valley. TVR are commissioning Anish Kapoor to produce 5 pieces of major public art linked to their five schemes throughout the Tees Valley which will be known as the 'Tees Valley Giants'. North Shore and Stockton will be symbolised by iconic landmarks, which will demonstrate our city scale ambition.

SIRF will continue to enhance the riverside by attracting audiences and media attention, providing world-class street theatre, circus, music and comedy, animating the public spaces and acting as a signifier of a wider programme of urban cultural activity.

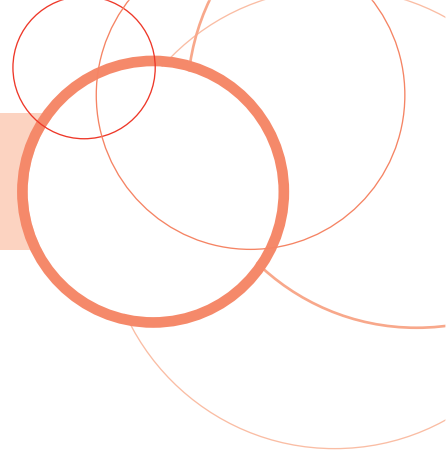
The longer-term development of the riverside is being planned for through the proposals for the Green Blue Heart. This is the environmental and landscape led regeneration of a number of connected, largely derelict, contaminated sites along the Tees Corridor between the core areas of Stockton and Middlesbrough. It is envisaged that it will require a 10-20 year timescale to deliver a transformation of the area on the scale required.



Concept Visual of Castlegate Centre



Concept Visual Billingham Town Centre



Concept Visual of the Southern Gateway

Strategy For Success

In terms of town centres, the Council sees their pivotal role in providing accessible facilities for local people, and is pursuing major redevelopment proposals for Billingham, Thornaby and Stockton. Stockton Town Centre was once one of the North's leading, premier market towns and our ambition is for it to be again. Vibrant town centres are at the core of this regeneration strategy because they can set a tone, and influence the perception of an area for both local residents and visitors. This was illustrated through the Stockton-on-Tees Residents Survey 2006 where the role of town centres was highlighted as a priority for local people.

The Borough also has some of the best river access for industry. East of the A19 the sites at Haverton Hill, through to Seal Sands have the potential to re-establish the Engineering and Chemical industries as a cluster on the North Bank of the Tees. This is the natural move-on location once the Wilton site on South Tees is fully developed. It also has the potential to develop the sub-region's capacity to accommodate renewable energy industries including bio fuels.

The proposals and planned investment in the expansion of Tees Port, a major business transport connection, and Durham Tees Valley Airport, along with the existing logistics facilities at Eaglescliffe and recent investment at Wynyard, all point to the potential for the area to become an excellent location for the logistics sector. We will seek to support the further expansion of this sector in these locations.



Concept Visual of Thornaby Town Centre



Yarm High Street



Concept Visual of Billingham Town Centre

Ambitions:

A top location for businesses

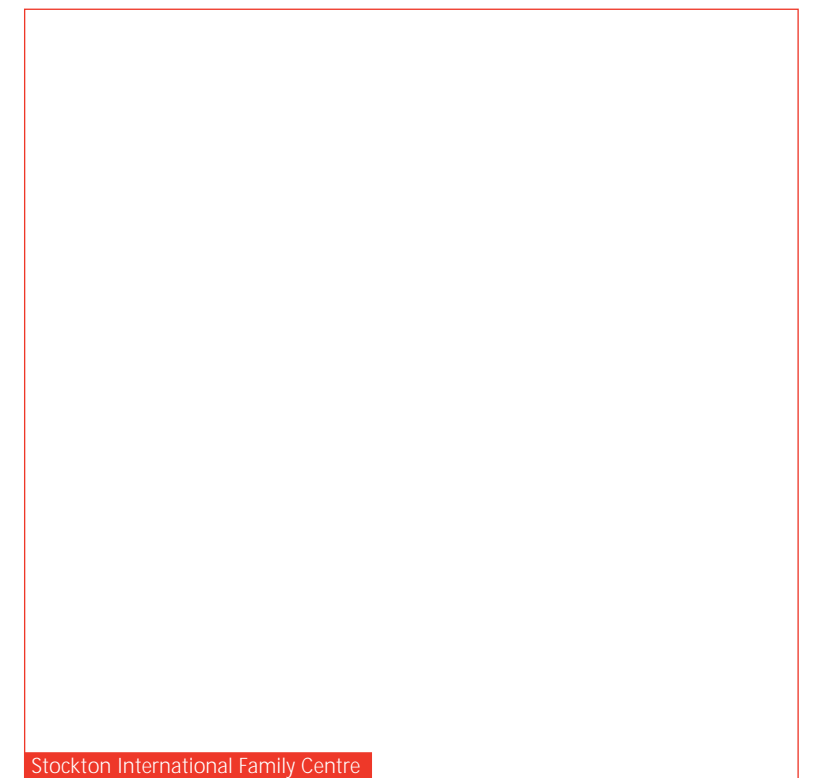
The major regeneration schemes and key growth sectors also represent significant opportunities for employment, enterprise and business growth. We need to ensure that local people and businesses are in a position to benefit from these opportunities. It is important that we have a broad employment base, in terms of industries and occupations, to maximise accessibility by people with differing skill levels, qualifications and experience of work and enterprise.

The Tees Valley City Region Business Case describes the sub-region's economic assets in terms of its existing and emerging key sectors of industry such as chemicals, logistics and energy. We need to support these sectors, amongst others, to maximise the opportunity for further economic and employment growth in the Borough. It is vital that the environment, infrastructure and skills available in the Borough serve to facilitate further investment in the development and maintenance of these industries. Working in partnership with One NorthEast, TVR and the sector specific support organisations such as the North East Chamber of Commerce, Confederation of British Industry (CBI) and the Enterprise Directorate, we will seek to support both previous investors looking to expand and new potential investors looking to establish their business here.

There are clear signs that our economy is growing, but it is not fast enough to narrow the enterprise gap between Stockton and Great Britain as a whole. The level of Gross Value Added (GVA), the number of VAT registered businesses in the Borough and our employment rate are all increasing but we still have a significant enterprise deficit. This is constraining the development of local markets, the productivity and growth prospects of local businesses and the creation of employment opportunities for local residents. We are already tackling some of the barriers to enterprise particularly through enterprise education activities, such as those provided by the Middlesbrough Football Club Enterprise Academy, the provision of business grants and additional supported accommodation at Stockton Business Centre. Neighbourhood Renewal Funds are being used to provide business start-up support in community facilities such as Stockton Internal Family Centre which supports target groups such as Women and those from the Black Minority Ethnic community. However we must generate a much larger pool of entrepreneurs by building on these existing programmes and extending our reach to engage with people who are currently prevented from realising their entrepreneurial potential.

We need to create an environment that also enhances the stock of businesses and encourages economic growth. We already work in partnership with local businesses. We have supported the establishment of Stockton Business Forum and the first Business Improvement District in the North East at Cowpen Lane Industrial Estate in Billingham. We have also worked with the private sector to encourage the development of suitable new units for growing business such as those at Primrose Hill. The Council also already works with Business Link to provide business support that address the barriers to business competitiveness, including the provision of a local access point. We will build on that working relationship to develop more effective ways of providing the support services that deliver new ways to improve business competitiveness at a local level.

The Council will submit a further SMI bid under the 3rd round of the Local Enterprise Growth Initiative (LEGI) with Middlesbrough later this year to promote business growth in the most deprived areas.



Strategy For Success



The levels of worklessness and benefit dependency (especially Incapacity Benefit) are also higher than nationally, the highest rates being in the most deprived wards. Encouragingly the proportion of the economically active working age population in the Borough that are qualified to level 2 and above is higher than the average for England overall. However, more than 1 in 6 of all residents of working age have no qualifications and the proportion with either literacy or numeracy below level 2 is significantly higher than the national average. It is therefore a priority to continue to support people to improve their skills and move from benefit into jobs and so increase the levels of economic activity, especially in the most deprived areas of the Borough.

We will develop a demand led approach to skills development by working with local employers, especially in the growth sectors, to better understand the key skill needs for occupations at all levels. Utilising the results of the Skills Audit carried out in the deprived areas of the Borough, we will identify the types of skills and levels available within the local labour market and the key barriers residents face in accessing the further learning and training needed to improve their opportunities for employment. Working in partnership with the Learning & Skills Council, Job Centre Plus, the Universities of Durham and Teesside, Stockton Riverside College and other training providers will assist in bringing about more targeted skills planning and provision in terms of meeting the needs of residents and employers alike.

The Council and its partners recognise that those who are workless often have to overcome multiple barriers (e.g. health, finance, housing, disability, childcare, etc.) that make it difficult for them to move closer to the labour market or gain sustainable employment. Therefore to meet the needs of local people and specifically those furthest from the labour market, different types and levels of support are needed from a range of agencies, initiatives and funding streams. Through joint working with Job Centre Plus and other agencies we are already improving residents employability. Through a Local Public Services Agreement (LPSA) project 948 people moved from incapacity benefit in to employment in the last two years, double that for the previous two years. Neighbourhood Renewal Funds are being used to support a range of information, advice, guidance and training projects that are accessed through community facilities, with most of the funding going to voluntary community sector organisations. The Deprived Area Fund is also being used to expand the types of support available. The Council is also establishing an Employability Task Group including all the key agencies to ensure a co-ordinated approach is taken to the provision of support services.



Ambitions:

Vibrant and Sustainable Neighbourhoods and rural Communities

New housing development is driving much of the regeneration in the Borough. The draft Regional Spatial Strategy (RSS) has allocated approximately 9,000 homes to Stockton-on-Tees for the 2004-2021 period. This needs to be planned to ensure the appropriate housing mix and choice for current and future residents is provided in sustainable communities across the Borough.

The Council and its partners are taking a comprehensive approach to housing in the Borough. Through the Local Development Framework we will ensure that new housing is of the highest quality and provides a mix of sizes and tenures that meets the needs of local residents. The provision of affordable housing (which includes social rented and intermediate housing) is an increasingly important issue for the Council as local house prices rise. This is particularly acute in the rural parts of the Borough where housing supply is more limited and new build will be constrained.

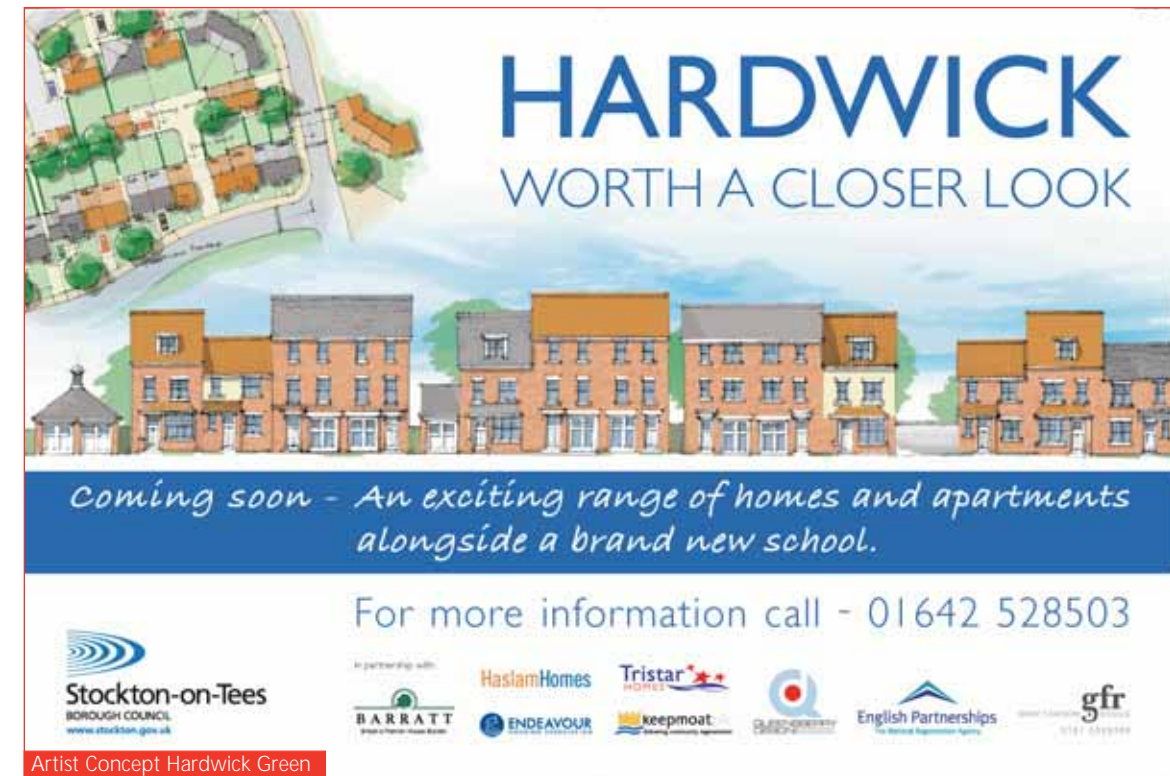
A Local Housing Assessment has recently been completed to provide a detailed picture of current and future housing need and aspiration of the Borough – across all income levels. Our local Housing Strategy is being updated to reflect the outcomes of this study and to ensure that new homes are provided that meet the aspirations of current and future generations which are located across the Borough within vibrant and sustainable mixed communities.

By locating new homes along the river corridor it is intended to create an active and vibrant river frontage. It also means that over the next 10 years 2500 new homes would be built within a mile of Stockton Town Centre. This will place demands on existing Education, Health and Community facilities, which the Council is already addressing by working with developers, service providers and the local community through Area Partnerships, to ensure that the true community impact of new development is catered for through the planning process.

In addition to bringing forward new housing sites the Council is continuing its programme of radically overhauling its existing housing stock. An options appraisal of the Council's general needs housing will be undertaken in 2007 to ensure the long-term sustainability and viability of Council owned housing. Mandale, Hardwick and Parkfield will continue to progress and the Council is already earmarking the next phase of developments.

There will be a new hospital serving the North Tees area. Many services will be provided locally in primary care centres in areas such as Lawson Street, Tilery and Billingham. These centres will bring health care into the communities in modern, state of the art facilities.

A major element of the provision of Education facilities is the Council's programme under Building Schools for the Future. This Government programme, is designed to lift educational attainment through a complete transformation of secondary schools. The 15 year programme will see new schools built and existing schools upgraded to meet the needs of communities in the 21st century. It is likely to bring up to £150 million of new capital investment to Stockton-on-Tees. This ambitious programme will take account of demographic change, sustainability, developments in technology and the extended schools agenda, placing schools at the heart of regenerated communities.



Strategy For Success

At the neighbourhood level the Council and its partners have developed community involvement and governance systems to ensure that local people have a chance to shape their communities.

The geographical based community led Area Partnerships have used devolved budgets to allocate local transportation funds to create safer neighbourhoods along with over £300,000 NRF in 2006-08 to decide on and meet local priorities in deprived communities to achieve sustainable neighbourhoods.

Our deprived neighbourhoods have benefited from the Neighbourhood Renewal programme and Cleaner Safer Greener which funded community safety initiatives, environmental improvements, housing improvements and educational attainment along with a major emphasis on third sector projects to reduce worklessness and improve health delivered in the heart of the community. Tristar, the Arms Length Management Organisation (ALMO), is also establishing Area Panels to enhance opportunities for partnership working with the community to improve neighbourhoods.

The Borough has two community led neighbourhood management initiatives driving regeneration in their neighbourhoods. The Parkfield and Mill Lane Pathfinder and the St. Anne's Development Board are working in two of our most disadvantaged areas to increase the quality of life of residents through a mix of physical development and socio-economic projects funded through our Local Area Agreement. At Parkfield/Mill Lane we will explore the feasibility 'world mile' concept which could provide an exciting multi cultural attraction for the Borough and sub region.

Stockton is moving forward with its Neighbourhood Policing agenda, which will improve local resident access and influence over the Service. 43% of Stockton District Police resources will be invested in to the Borough's approach to community policing.



Concept Visual of Parkfield Phase 1



Stockton in Bloom 2007



NMP Good Grub Club in local schools

Ambition: Improved Transport Networks

Transport is absolutely crucial to the delivery of Stockton's Regeneration Strategy. Without substantial improvements across the board the pace of change and the quality of development will be affected. A major review of transport provision and infrastructure is underway to ensure that it is fit for purpose across the Tees Valley. The aim of the City Region Transport Strategy is to provide a transport network that:

- helps deliver sustainable development and reduced CO2 emissions
- meets the movement needs of the City Region, its residents, its workers and its visitors
- operates across all modes and boundaries
- recognises the assets that we have and to use these assets in the most efficient manner possible
- has a clear accountable structure for the delivery of service at all levels

The Council and its partners are fully engaged in moving this agenda forward, and have taken the lead in some aspects. In particular, the Council, working with Middlesbrough, has been keen to resolve the issues around highway capacity on the A19/A66/A174 by working with the Highways Agency on adopting a more flexible approach to future development proposals. This involves taking a co-ordinated approach to the impact new development will have on the network, and ensuring that major new development is 'planned' and pays its share of required improvements.

In addition to new highway capacity, major public transport improvements are in the pipeline. A major bus review is underway in partnership with the operators. From 2008/09 £33m will be spent on infrastructure improvements, new vehicles and intelligent information systems across the Tees Valley.

A full investigation is also being undertaken into establishing a 'metro' light rail service for Tees Valley, which is being led by TVR. It is anticipated that this could use the existing heavy rail line and dramatically improve access within the Tees Valley and to connections on the East Coast Main Line. The scheme would require £141m investment and implementation could commence by 2013.

A final element to transport provision is ensuring that attractive, safe high quality pedestrian and cycle facilities are available. Good progress has already been made along the River Tees, so new businesses in this area will be able to provide cycle parking and changing facilities for employees to encourage them to use these modes of transport.



A19 Ariel View



Thornaby Train Station



Durham Tees Valley Airport

Strategy For Success

Underlying Ambition: Delivering Design Quality

The quality of the built and natural environment is an important economic driver and opinion former. The Council recognises that the provision of green infrastructure, like parks and public spaces, will make a major contribution to livability issues. Ultimately, improving the livability of places is key to attracting and retaining people to live in those areas. Green infrastructure should provide for multi-functional uses (wildlife, recreational, cultural etc.) that contribute to the high quality natural and built environment required for existing and new sustainable communities. It consists of both public and private assets, with and without public access, in both urban and rural locations. New parks are planned as part of the developments in Mandale and Hardwick. In Billingham proposals are being developed to upgrade John Whitehead Park. Along the riverside, south of Bowesfield, proposals are being developed for a linear country park which once completed will provide public access from Yarm to the Tees Barrage and beyond. Preston Park & Hall will benefit from considerable investment, revitalising the museum, improving the landscape and enhancing the visitor facilities. Preston Park will become an increasingly important point of access to the river and the linear park.

Addressing design quality issues is especially important to Stockton given its priority to increase investor confidence in town centres and the need to address issues of dereliction along the River Corridor. Already, major applications for new development are being assessed using acknowledged best practice and advice from the Commission for Architecture and Built Environment (CABE). Consideration will be given to social impacts and the potential for public space to create chances for face-to-face communication and interaction. Development briefs are being prepared for all the key sites to ensure that design quality is addressed at an early stage with developers.

This Strategy, in emphasising design quality and green infrastructure issues, should enhance land values through investment and improvement of open space; encourage high value, high quality development; and establish the economic value of environmental investment.



Preston Park & Hall



Ropner Park

Performance Management

The Regeneration Strategy sets out the framework for the physical regeneration of Stockton-on-Tees. It builds on the progress made over the last 15 years, and sets the priorities for the next decade. Crucially, it provides a realistic and comprehensive assessment of development opportunities based on the key transport, planning and housing strategies of the Council.

The Regeneration Strategy has been prepared by the Council and is owned by the Council and the Local Strategic Partnership. It is a delivery focused document. All of the individual projects have their own project plans, which will be used to monitor progress on a quarterly basis, as part of the Council's performance management framework. The success of the Regeneration Strategy will be measured against the following key measures, and reported to Cabinet and Renaissance annually. These are the most appropriate targets for now but we will continue to review them as national approaches to indicators improve for regeneration.

* This performance measure is considered to be weak but is the only measurable and accurate indicator that can be provided at this time. To strengthen this we intend to commission and undertake research into chemical industry growth and the direct and wider impact this will have on the Boroughs' economy. This research will be undertaken in partnership with NEPIC and the JSU.

Performance Measures by 2012

| Performance Measure | Base Line | Data Source |
|---|---|--|
| Increase GVA by 15% by 2012 thus narrowing the gap with the UK average | £13,197 average per head of population (2004) (Indexed UK=100, Stockton = 77) | Tees Valley JSU ONS |
| Maintain national average position for employment levels | Stockton = 73.4% (2006) UK = 74.2 % (2006) | Tees Valley JSU Annual Population Survey Note: statistics allow accuracy variance of +/- 1.5 |
| Grow North Tees chemical cluster to maintain world-class status by 5% | 4,900 Stockton chemical & associated industry jobs (2005) | Tees Valley JSU Annual Population Survey |
| Continue to reduce the gap with the UK average for the number of VAT registered businesses per 10,000 resident population | Stockton = 16.9 (2005) UK = 29.7 (2005) | Tees Valley JSU SBS/ONS |
| Increase occupied space for businesses by 1million square feet by 2012 | Baseline = 0 (2007) | SBC |
| Reduce the disparity in average house prices between the housing regeneration areas and the Borough average | Parkfield North = £66,700 Parkfield South = £62,100 Mandale Park = £87,300 Hardwick = £63,100 Stockton average = £149,677 (all figures 2007) | TVL Vitality & Viability Index (Tees Valley JSU) Tees Valley JSU Land Registry |
| Increase by 5% public satisfaction with the bus service | 52% (2006) | BVPI Satisfaction Survey (BV104) |
| Continue to reduce the gap with the UK average for the percentage of working age people receiving key benefits by 1% | Stockton = 17.1% (2006) UK = 13.6% (2006) | Tees Valley JSU Nomis |

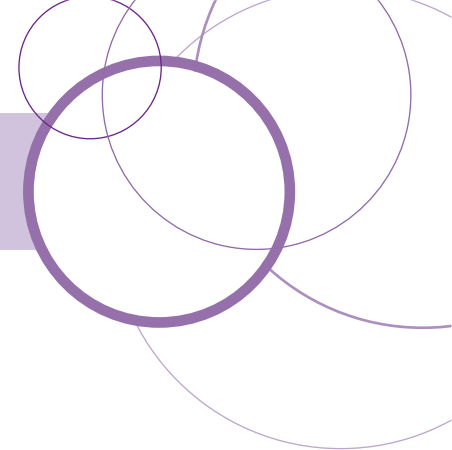
Managing The Strategy

Delivery

In order to deliver the Regeneration Strategy, the Council and its partners need to align policy, determine phasing, secure funding, and maintain private sector commitment. The Council has already aligned its Capital Strategy and Asset management Plan to maximise use of its land and financial assets for regeneration. In addition, by establishing clear priorities through the Local Strategic Partnership and by working with Middlesbrough Council the Council has established the Stockton Middlesbrough Initiative as a key regional priority for One NorthEast.

| | |
|--------------------|---|
| Project Management | <ul style="list-style-type: none"> A lead project officer from the Council's Development and Neighbourhood Services Group will manage and drive the projects, including the establishment of project teams and Boards Project plans for all projects have been prepared and will be monitored quarterly |
| Policy Alignment | <ul style="list-style-type: none"> All regeneration schemes are or will be embedded in the appropriate policy documents, in particular the Local Development Framework, which establishes the spatial strategy for the Borough, and the Housing Strategy because of the major programme of housing regeneration planned Where infrastructure and community facilities need to be provided to deliver sustainable development, these will be set out in the relevant plans and strategies, e.g. Local Transport Plan, Building Schools for the Future |
| Raising Awareness | <ul style="list-style-type: none"> Detailed development briefs, developer competitions, market testing/economic appraisal will be considered for all schemes depending on their place in the development cycle |
| Securing Funding | <ul style="list-style-type: none"> The resources needed for delivery have been identified and will be reviewed regularly. The Council has aligned the Regeneration Strategy with its emerging Capital Strategy and Asset Management Plan. £2m is allocated to Stockton Town Centre, and £40m is being recycled to deliver Mandale and Hardwick One NorthEast funding is now aligned with the Stockton-Middlesbrough Initiative as the Borough's major strategic priority. This means that Stockton Riverside and Town Centre is their priority for funding Use of Council and One NorthEast funding will be used as a catalyst for exploring joint venture funding with the private sector Private sector investment continues to bring forward sites without public sector involvement (e.g. Boathouse Lane). It is crucial that |

| | |
|----------------------------|--|
| | Section 106 contributions are secured towards the funding of community infrastructure. This approach is embedded in the Local Development Framework |
| Land Issues | <ul style="list-style-type: none"> The Council will use its land assets to bring forward regeneration, as it has at North Shore and Mandale. It will also look to acquire land to help land assembly and facilitate development, as it has at Southern Gateway |
| Phasing Development | <ul style="list-style-type: none"> By taking a comprehensive approach to regeneration the Council and its partners are clear about the bigger picture. As part of this a realistic market assessment of potential development will be used to phase the release of sites, and this approach will be embedded in the Local Development Framework As part of the phasing of development a degree of flexibility must be maintained to allow for 'quick wins' and 'new opportunities' which will maintain momentum and inspire confidence |
| Performance and Evaluation | <ul style="list-style-type: none"> Annual assessment of progress needs to be reported to the LSP and Cabinet. Opportunities to adapt to circumstance and if required change direction need to be considered Quarterly assessment of projects via performance clinics Successes need to be celebrated. All proposals need a public relations strategy as they move forward |
| Consultation | <ul style="list-style-type: none"> This Strategy has been prepared in consultation with stakeholders and written collectively by the Councils Heads of Service Increasing awareness of the Borough's regeneration priorities to ensure a strategic joined up approach is essential so the Strategy will be presented to the Boards within the LSP structure and circulated to key Government agencies The individual schemes within the strategy have been subject to ongoing public consultation and publications like Stockton News are regularly used to ask the public what they want to see in their Borough |



All schemes have individual project plans and are at various stages of progress. The project plans below provide details of key milestones, but this is just a sample, and a comprehensive project management approach is applied to all schemes. Several of the projects are still at the early planning stage and consequently no key milestone information is presented.

North Shore

| Key Facts | Milestones |
|---|---|
| <ul style="list-style-type: none"> • 56 acre riverside site • 650,000 sq ft office accommodation • Proposed 180,000 sq ft of new residential and conference facilities for The University of Durham • 25,000 sq ft of leisure space • 480 residential units • New iconic pedestrian and cycle bridge • Creation of more than 2500 permanent jobs | <ul style="list-style-type: none"> • Development Agreement signed with University of Durham by July 2007 • Master Plan completed by November 2007 • First phase development on site by August 2008 • Start on site for bridge July 2007 • Bridge open March 2009 |

- To support Tees Valley Regeneration in the development of the flagship North Shore site, incorporating research based business park, Durham University Campus expansion, commercial office space, high quality waterfront living, restaurants, bars, hotel and new iconic footbridge linking the south side of the River Tees

Green Blue Heart (GBH)

| Key Facts | Milestones |
|---|--|
| <ul style="list-style-type: none"> • 10-20 year vision • Estimated £100 million public and private investment • 2000 Eco-homes • First fully sustainable white water course | <ul style="list-style-type: none"> • Masterplan complete October 2007 • Commence works to Tees Barrage White Water Course January 2008 • Commence further site investigations January 2008 • Site Acquisitions 2010 onwards • Infrastructure enhancements begin 2015 • Site development 2015 onwards |

- Environmental and landscape led regeneration of a number of connected, largely derelict, contaminated sites along the Tees Corridor between the core areas of Stockton and Middlesbrough.
- Focus on creation of leisure assets and increasing activity through new and improved facilities and landscaping with a focus on sustainability and enhanced environment
- Enhancements to Tees Barrage White water Course to attract international sporting events
- Creation of new areas of living with a focus on sustainability and eco-housing development
- Improved infrastructure and access
- 10-20 year timescale to deliver transformation of the area on the scale required

Regeneration Schemes

Southern Gateway

Key Facts

- 38,000m² commercial floor space
- 1000 gross jobs
- 225 riverside dwellings
- New 60,000 sq ft food store creating 240 new jobs

Milestones

- Masterplan complete June 2007
- Site assembly complete 2010
- New foodstore opens 2010
- Development of Chandlers Wharf and Southern Gateway 2012

- Delivery, in partnership with the private sector the regeneration of a number of key gateway sites to Stockton Town Centre
- Construction of new 60,000 sqft foodstore to anchor the southern end of Stockton High Street
- Delivery of high quality commercial office space and riverside housing
- Enhancements to Riverside Road/Bridge Road junction to facilitate development
- High quality architecture and public realm throughout the development

Stockton Townscape Heritage Improvements

Key Facts

- £2,500,000 5-year scheme
- 10 Listed buildings Improved
- 20 Buildings improved
- 2 Gap sites re-developed
- 2 Cultural businesses accommodated / attracted
- 500m² Streetscape improved

Milestones

- Stage 1 PS Application Submitted August 2007
- Stage 1 THI Application Submitted September 2008
- Commence PS Delivery April 2008
- Stage 2 THI Application Submitted December 2008
- Commence THI Delivery April 2009
- PS Scheme completed March 2013
- THI Scheme completed March 2014

- Target funding on the preservation and enhancement of the built heritage, as a form of catalyst for the regeneration of the area.
- Partnership between Heritage Lottery Fund, English Heritage, Stockton Borough Council and private sector to improve the built heritage of a key area of Stockton town centre.
- Grants support provided for the repair and restoration of the built heritage and improvement to the historic streetscape, in order to bring buildings back into use and increase vital footfall in the area.
- Creation of an axis of cultural activity from the performance space on the Riverside, through the Cultural Quarter towards Arc on the west of the High Street.
- Partnership with Stockton Borough Council and owner of Stockton Globe Theatre to restore and bring this land mark building back into use.

Riverside Improvements

Key Facts

- 600 new homes plus 300 room student accommodation on Boathouse Lane
- Iconic building on Riverside Car Park site up to 14000m² of development
- Formalised Event Space and café/restaurant development creating 100+ jobs

Milestones

- Infrastructure improvements 2010
- Development commences on Boathouse Lane 2008
- Riverside enhancements complete 2011

- Support private sector partners in delivering riverside regeneration schemes at Boathouse Lane and St. Mark's Basin
- Transformation of Riverside Car Park for high quality waterside development linked to North Shore
- Enhancement to Stockton Riverside including improved public realm and construction of Riverside Cafes/Restaurants to increase activity by the River Tees
- Improved pedestrian linkages between the town centre, riverside and North Shore

Eastern Gateway

- Key area linking North Shore to Stockton town centre, incorporating, Church Road and Car Parks, Municipal Buildings and Splash
- Expansion of Splash Leisure Centre incorporating increased dry sports provision
- Potential relocation of Municipal Buildings creating long term commercial development opportunities that will strengthen linkages between North Shore and Stockton town centre
- Long term aspirational project, anticipated to be taken forward once North Shore is fully developed

Northern Gateway

- Take a comprehensive approach to this important gateway to Stockton
- Bring forward Queens Park North site for residential development
- Advance proposal to provide 21st Century Medical Centre on the Tilery Sports Centre site with the Primary Care Trust
- Major housing renewal
- Improve Norton Road as a transport corridor

Regeneration Schemes

Billingham Town Centre

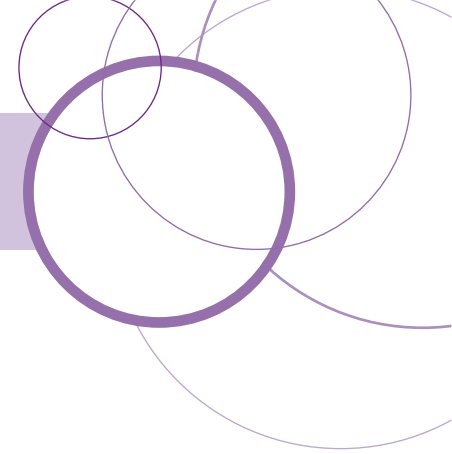
| Key Facts | Milestones |
|--|--|
| <ul style="list-style-type: none"> • £45 million investment in the town centre. • 9,586sqm of net retail floorspace improved. • Minimum 20,000 sqft new foodstore. • Attraction of new national multiples and local traders. • High quality public realm. | <ul style="list-style-type: none"> • Sale of town centre to Stockland UK Development July 2007 • Commence detailed discussions regarding design aspects November 2007 • Public consultation regarding public realm design undertaken Spring 2008 • Redevelopment works commence Autumn 2008 • Billingham Town Centre redevelopment completed 2013 |

- Sale of the Council's freehold of the town centre to development company – Stockland UK Development Ltd to secure the redevelopment of Centre.
- Private sector investment of approximately £45 million is expected to deliver high quality retail accommodation, which will improve the quality and range of shops on offer.
- Construction of a new minimum 20,000-sqft foodstore to anchor the Town Centre.
- Significant improvements to the public realm, including attractive landscaping, improved public toilets, play facilities and secure car parking.
- The implementation of an exciting Masterplan which will deliver a range of landscaping and leisure improvements to John Whitehead Park.

Billingham Forum

| Key Facts | Milestones |
|--|---|
| <ul style="list-style-type: none"> • Modern 21st Century sports facility delivered with improved leisure, sport and cultural facilities | <ul style="list-style-type: none"> • All contingency options and preferred method of procurement finalised November 2007 • PFI credit bid complete and ready for submission (if tenders are invited) Autumn 2007 • Procurement complete Winter 2009 • Redevelopment commences Winter 2009 |

- Redevelopment of Billingham Forum to provide a modern 21st Century facility, which offers a range of sport, leisure and cultural facilities including a multi service centre



Thornaby Town Centre

| Key Facts | Milestones |
|---|--|
| <ul style="list-style-type: none"> • £20 million redevelopment scheme • 9,814 sqm new retail floorspace (gross) with a net increase of 2,415 sqm. • Demolition of dilapidated retail/office and vacant residential blocks. • New national multiples opening including New Look, Wilkinsons, Peacocks and Homebargains. • New discount food store – Lidl. | <ul style="list-style-type: none"> • Demolition of Brus and Meynell Houses completed July 2007 • Transfer of the Centre to Thornfield December 2007 • Main programme of works commences December 2007 • Internal refurbishment of the Pavilion completed and Access to Services opens Autumn 2008 • Completion of Town Centre redevelopment Spring 2009 |

- A £20million redevelopment of Thornaby District Centre in partnership with Thornfield Properties to reverse the major physical and economic decline the centre has been experiencing for over 10 years.
- A new terrace of retail units (9000sqm) will be built on the site of the current car park, creating an open air mall with existing retail units.
- Meynell House will be replaced with a new block of retail accommodation offering 12 smaller and modern retail units at ground floor level and office accommodation at first floor.
- A new car park and large Lidl store will replace Appleby and Brus House, whilst acting as a counter-balance to Asda at the northern end of the town; ensuring increased footfall throughout the whole centre.
- An internal refurbishment of the Pavilion will be undertaken and Thornaby will be the location of the Borough's first 'Access to Services'.
- The town square will be the location of a new glazed café and will be refurbished to become the main entrance to the area's shopping centre where it is hoped the weekly market will thrive with new trade.
- Thornaby will boast an attractive mix of national and local retailers on completion of the scheme.
- Redevelopment of the historic Thornaby Town Hall building.

Yarm Town Centre

- Investigate a Business Improvement District bid
- As part of the Local Development Framework, an Area Action Plan for Yarm and Eaglescliffe area will be prepared. This will strengthen Yarm's role as a commercial centre, thus encouraging inward investment, to enhance and protect the historic environment and to improve the local area.
- Production of a tourism guide to promote Yarm as a prestigious visitor destination.

Vibrant Communities

Mandale and Hardwick

| Key Facts | Milestones |
|---|---|
| <ul style="list-style-type: none"> • Demolition and replacement of over 1500 obsolete low demand homes • New Primary School at Hardwick • New Linear Park at Mandale • Homeownership Toolkit • Extra Care Scheme at Hardwick • Total public/private investment in excess of £100million throughout both schemes | <p>Mandale</p> <ul style="list-style-type: none"> • Phase 1 at Mandale complete 2010 • Linear Park completed July 2007 • Phase 2 site assembly completed March 2010 <p>Hardwick</p> <ul style="list-style-type: none"> • Develop strategy for next phase of scheme March 2008 • Completion of Endeavour Phase 3 over 55's apartments December 2007 • First Barratt/Haslam completions January 2008 • New primary school opens September 2008 |

- Complimenting the broader economic and social regeneration of the Borough
- Demolition of over 1500 obsolete low demand homes and the replacement with modern housing offering greater choice and quality on a mixed income basis
- Added benefits of this regeneration activity include a new state of the art primary school and quality open space (through a Linear Park)
- To assist displaced homeowners in these areas the Council has produced an innovative Home Ownership Toolkit to broaden housing options which includes equity share loans

Parkfield and Mill Lane

| Key Facts | Milestones |
|---|---|
| <ul style="list-style-type: none"> • Demolition and replacement of up to 500 homes • Restoration and refurbishment of 250 dwellings | <ul style="list-style-type: none"> • First Phase 1 properties completed December 2007 • SHIP and HMR allocation confirmed February 2008 • Restoration and refurbishment scheme for Phase 3 developed March 2008 • Development partner selected for Phase 2 July 2008 • Start on site for Phase 2 August 2009 |

- The Council is working with English Partnerships, Tees Valley Living and the Regional Housing Board to demolish unfit housing and replace with quality accommodation
- Regeneration of the area will have a complimentary impact on Stockton Town Centre, which will help bring greater opportunities to local people

Economic Assets

Durham Tees Valley Airport

| Key Facts | Milestones |
|--|--|
| <ul style="list-style-type: none"> Improved Terminal Facilities Delivery of new 20 hectare North Side Business Park, including new hotel and 250,000 sq.ft. office space Delivery of new 100 hectare South Side Business and Distribution Park. | <ul style="list-style-type: none"> Revised Planning Consent South Side Development November 2007 Commencement of Infrastructure works to South Side Development March 2008 Expansion and Improvement of Terminal Facilities 2017 (subject to passenger numbers) |

- Support Peel Airports Group (PAG) in delivering the improvement of the Durham Tees Valley Airport Terminal facilities and the development of new Business Park developments on the North and South sides of the Airport, in partnership with One North East, English Partnerships, Tees Valley Regeneration and Darlington Borough Council.

Tees Valley Metro

| Key Facts | Milestones |
|---|---|
| <ul style="list-style-type: none"> 4 trains per hour. Service between Darlington and Saltburn linking key sites across the Tees Valley Up to 5 new stations along the route serving key employment regeneration sites and Durham Tees Valley Airport Estimated cost £141 million | <ul style="list-style-type: none"> Implementation could commence by 2013 |

- TVR leading on the development of a Tees Valley Metro which will deliver a step change in sub-regional transport across the Tees Valley, providing a high frequency, high quality service, and a 21st Century metropolitan public transport system
- Will bring strong benefits including support for economic regeneration that will deliver a significant uplift in GVA of up to £400million

Growth Sectors

| Key Facts | Milestones |
|--|--|
| <ul style="list-style-type: none"> Over £3 billion of inward investment projects planned by new and expanding companies interested in Tees Valley Potential for up to 10,000 new job opportunities in the Borough Over 3 million sq.ft. potential new B2/B8 units at Wynyard See Durham Tees Valley Airport for further facts Expansion of the work of the Wolfson Research Institute | <ul style="list-style-type: none"> Work with sector specific organisations (e.g. NEPIC, Renew Tees Valley, Tees Valley Engineering Partnership) to review requirements, constraints and opportunities for development – timescales to be agreed Strategic approaches and action plans prepared – timescales to be agreed See Durham Tees Valley Airport for further milestones 30 acre B2/B8 distribution development complete at Wynyard April 2009 |

Chemical Industries

- Identify sufficient development land suitable for speciality chemicals / petrochemicals use, particularly at Billingham, North Tees and Seal Sands in the medium-term
- Support projects with the potential to extend the availability of major feedstocks, improve the competitive energy supplies and provide more integrated infrastructure for the North Tees chemicals cluster
- Encourage investment in workforce skills particularly to graduate/technician level to improve the skills base of the process industry in the area and to attract young people to the sector

Energy Economy

- Work with partners to develop opportunities in the energy sector, particularly in relation to hydrogen, biofuels, wind and waste recovery and recycling

Engineering (including design and specialist manufacture)

- Support the sector to fully exploit the opportunities becoming available and develop new markets
- Work with partners to improve skill levels
- Work with partners to improve perceptions of the sector as a career route so as to increase the number of new entrants

Logistics

- Support the further expansion of this sector in appropriate locations, particularly in relation to the Port, Durham Tees Valley Airport, Wynyard and the existing facilities at Eaglescliffe.

Knowledge Economy

The Universities of Teesside and Durham both provide significant contributions to the local economy and have expertise and carry out research and development in areas that can be exploited for economic benefit including: -

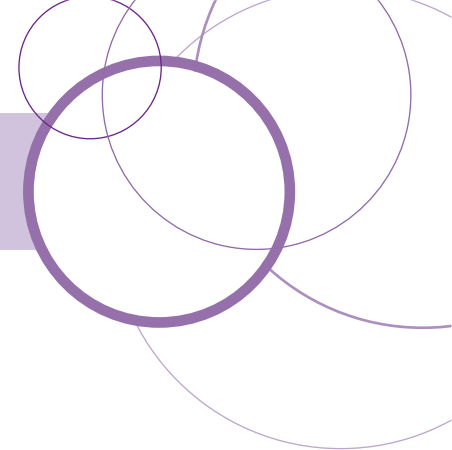
- Through the Digital City initiative the University of Teesside's recognised expertise in the area of digital technology, digital media and their applications will bring new economic opportunities. We will establish strong links and partnerships with the digital city hub to secure the benefits of this sector in Stockton
- Support for the University of Durham during their expansion of the facilities as part of the North Shore development, including the work of the Wolfson Research Institute. Work with the University of Durham to commercially exploit the Institute's work in health and medicine for the benefit of the area

Visitor Economy

| Key Facts | Milestones |
|--|---|
| <ul style="list-style-type: none"> • Over £30M potential public & private investment in attractions and accommodation in the Borough • Expected increase in the number of overnight visitors across Tees Valley – average 3.4% per year • 9,530 people employed in tourism across Tees Valley by 2010 | <ul style="list-style-type: none"> • Saltholme International Nature Reserve complete December 2008 • Preston Park & Hall improvements commence April 2009 • See Green Blue Heart & Stockton Town Centre for further milestones • Improved Stockton Market launch September 2007 |

Working with the Area Tourism Partnership and One NorthEast, we will seek to further promote the Borough to change perceptions and develop our tourism assets including:-

- Saltholme International Nature Reserve, and the proposals for Preston Park and Hall
- Leisure and sporting opportunities based on and around the River Tees including the international canoe course at the Barrage and the potential links to the 2012 Olympics
- Cultural and leisure developments such as the Cultural Quarter in Stockton Town Centre and the proposed Blue Green Heart
- Shopping facilities and Stockton Markets
- Festivals and events including attracting major sporting competitions
- New hotel and conference facilities in appropriate locations



Enterprise

| Key Facts | Milestones |
|--|--|
| <ul style="list-style-type: none"> Improved access to and an enhanced entitlement of enterprise education Close the enterprise gap with the Regional performance Business Improvement Districts established | <ul style="list-style-type: none"> Enterprise in education strategy June 2008 Employment Land Review completed October 2007 Employment land site specific policies approved) as part of the Regeneration DPD) April 2008 Action plan for joint working with Business Link April 2008 Primrose Hill Industrial Units complete April 2008 |

- Provide of high quality enterprise education that will underpin a generational change in attitudes to enterprise.
- Access to support for starting a business and becoming self employed will be improved including tailored approaches which reflect the needs and circumstances of specific target groups.
- Work in partnership with One NorthEast and Business Link North East to ensure that business information, advice and guidance provided through the business brokerage model is accessible locally and meets the needs of our growing enterprises.
- Encourage the provision of a portfolio of high quality premises to meet the requirements of local businesses and other companies wishing to invest in the Borough
- Working through the Local Development Framework to ensure that an appropriate supply of employment land is available in the Borough to meet the needs of our key sectors
- Work with businesses to improve the trading environment on industrial estates and other commercial areas and so increase business activity

Employability

| Key Facts | Milestones |
|---|---|
| <ul style="list-style-type: none"> Targeted training & recruitment clauses in major Council construction contracts secure at least 10% of the new job opportunities Skill levels increased and better than the England average The overall benefits claim rate reduced The employment rate gap between the deprived wards and the Borough reduced | <ul style="list-style-type: none"> Employability Consortium established October 2007 Evaluation of Neighbourhood Renewal Fund Packages March 2008 Employability Strategy agreed September 2008 |

- Seek to maximise the training and employment opportunities that regeneration initiatives, major construction and other public procurement contracts offer through the inclusion of targeted training and recruitment clauses
- Continue to support local people to move from benefits in to sustainable employment by providing clear, locally accessible and seamless pathways to work
- Develop a demand led approach to skills development by working with local employers and Universities and colleges, to better understand the key skill needs for occupations at all levels and so ensure that appropriate skills and competencies are developed to meet the needs of actual jobs.

Affordable Housing – Includes Social Rented and Intermediate housing (housing at prices and rents above those of social rented but below market prices or rents) provided to specific eligible households whose needs are not met by the market.

Building Schools for the Future (BSF) – 15 year Government funded programme to improve educational attainment through building and improving secondary schools.

Business Improvement District (BID) – partnership between a local authority and the local business community to develop projects and services that will benefit the trading environment within the boundary of a clearly defined commercial area.

Business Link – organisation which offers an impartial brokerage service for people wishing to start a business or for existing businesses.

Commission for Architecture and the Built Environment (CABE) – the Government's advisor on architecture, urban design and public space.

Confederation of British Industry (CBI) – The CBI's is a not for profit organisation which works to help create and sustain the conditions in which businesses can compete and prosper for the benefit of all. They are the premier lobbying organisation for UK business on national and international issues.

Deprived Area Fund (DAF) – Jobcentre Plus funded, it supports disadvantaged customers in the most deprived wards to move closer towards the labour market and into employment.

Enterprise Directorate – formally known as the Small Business Service, the new name reflects the Department for Business, Enterprise and Regulatory Reform (BERR) emphasis on enterprise and growth. The Enterprise Directorate continues to be the expert policy unit on small business issues throughout Government.

Gross Value Added (GVA) – the total value of the economy expressed in this strategy as per head of the population.

Joint Strategy Unit (JSU) – Tees Valley wide organisation set up in 1996 by the 5 Tees Valley Council's to provide strategic planning, a sub-regional economic development strategy, strategic transport planning and technical support and an information and forecasting service.

Learning and Skills Council (LSC) – The LSC exists to make England better skilled and more competitive. It has a single goal to improve the skills of England's young people and adults to make sure we have a workforce that is of world-class standards.

Local Area Agreement (LAA) – a simple framework of outcomes and targets agreed between the LSP and Central Government. The LAA is the three year delivery plan for the Sustainable Community Strategy and provides a clear and agreed focus for improvement.

Local Enterprise Growth Initiative (LEGI) – announced by the Chancellor in his 2005 Budget which aims to release the economic and productivity potential of the most deprived local areas across the country through enterprise and investment thereby boosting local incomes and employment opportunities, and building sustainable communities.

Local Development Framework (LDF) – the statutory Planning policy framework for the Borough by which Planning applications will be determined.

Local Housing Assessment (LHA) – An assessment of the housing requirements in the borough across all housing tenures.

Local Public Service Agreements (LPSA) – voluntary agreement between the Government and individual local authorities. The local authority sets out how it will improve local public services and in return the Government sets out how it will reward those improvements.

Local Strategic Partnership (LSP) – strategic, borough wide partnership between the public, private, community and voluntary sectors to promote economic, environmental and social well being.

Neighbourhood Renewal Fund (NRF) – Government funded grant targeted at the most deprived neighbourhoods to improve services and narrow the gap between deprived areas and the rest of the country.

North East Chamber of Commerce (NECC) – an independent membership organisation representing the interests of over 5,000 North East businesses on a regional, national and international level. They provide a comprehensive range of business services, products and expert training to help businesses realise their potential.

North East Process Industry Cluster (NEPIC) – organisation formed by the 200 Pharmaceutical, Biotechnology, Speciality, Petrochemical & Commodity Chemical companies based in North East England, plus another 150 companies in the supply chain of these industries making up this major economic cluster.

One NorthEast (ONE) – North East Regional Development Agency responsible for the Regional Economic Strategy and driving forward economic development within the region.

Regional Spatial Strategy (RSS) – a statutory document, which provides the regional Planning policy framework.

Stockton International Riverside Festival (SIRF) – annual arts and cultural festival presenting street theatre, comedy, music and dance from across the globe which attracts over 100,000 visitors per year to Stockton.

Stockton Middlesbrough Initiative (Smi) – partnership between Stockton and Middlesbrough Councils to regenerate the urban core of the Tees Valley encompassing the two Town Centres and river corridor that links them.

Super Output Area (SOA) – aggregations of Output Areas designed to improve the reporting of small area statistics. There are two layers of SOA: Lower (minimum population of 1,000) and Middle (minimum population 5,000) which have been built from the 2001 Census.

Sustainable Community Strategy (SCS) – top level plan for improving the Borough and local services.

Teesside Development Corporation (TDC) – urban regeneration company that ran from 1990 – 1996 responsible for Teesdale development and Tees Barrage.

Tees Valley Regeneration (TVR) – urban regeneration company set up in 2002 leading on the delivery of Northshore, the Tees Valley Metro and expansion of Durham Tees Valley Airport.

Tees Valley Unlimited (TVU) – Metropolitan Economic Partnership to deliver economic development in the Tees Valley.

Tristar Homes Limited (THL) – the Council's Arms Length Management Organisation (ALMO) established in 2002 to manage, maintain and improve the Council's housing stock.

