

# Green Blue Heart Plan

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LDADesign

for



**“Stockton and Middlesbrough stand together on the brink of a unique opportunity that will benefit the whole Tees Valley”**

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## Executive Summary

### 1 Introduction

The Heart of a New City-Region  
From Study Brief to Green Blue Heart Plan

### 2 Creating a New Sustainable City Region

Tees Valley City Region Business Case  
National Planning Policy Statements  
Draft Regional Spatial Strategy  
Stockton Local Development Framework  
Middlesbrough Local Development Framework  
The Strategic Opportunity for GBH

### 3 Green Blue Heart:

#### A common bond for a new city region

SMI 'Vision for Our Future'  
The GBH Vision  
Urban Structure and Land Use  
New Communities  
A New Environment  
New Business  
Key Development Principles

### 4 Project Portfolio

Tees Barrage  
Princeton Village  
Barrage Village  
Maze Park & Villages  
Hartington Business Village  
Portrack Marsh  
Marston Village  
Lustrum Village  
Estuary Park  
Development Schedule

### 5 Infrastructure

Access & Movement  
Social  
Utilities  
Environmental  
Leisure, Events & Tourism

### 6 Building & Managing the Portfolio

Spatial Planning  
Marketing  
Project Governance & Management  
Project Finance  
Risk Management  
Delivery Schedule



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# Executive Summary

***The GBH area will become one of the most sought after places to live, work, play and visit and in doing so will help transform the image of the Tees Valley in the region and in the UK as a successful city-region.***

The Tees Valley is one of eight city-regions defined in the Northern Way - the government's over-arching strategy for the north of England. The Stockton-Middlesbrough Vision identified that Teesside's "lack of a coherent city-scale presence at the geographical core of the sub-region" must be addressed.

The Stockton-Middlesbrough Initiative (SMI) sees the 'Green Blue Heart' (GBH) concept as crucial to achieving the goal by enabling a transformation in the urban structure and form of Stockton and Middlesbrough that sees the River Tees corridor between them as part of the solution and not the problem. The initiative is being encouraged by the proposals emerging at Middlehaven, North Shore and the Town Centres at either end of the GBH area, which are beginning to change the perceptions of investors and communities alike of the riverside as a place to live in the 21st century.

This GBH Plan sets out a vision, a portfolio of strategic projects and the infrastructure required to make this a reality over the next 20 years or so. It is not in itself a prospectus for investment though it does highlight the investment potential of the area in the future. Nor is it intended to shape the current RSS or LDF strategies – they all already identify the future importance of the GBH area to delivering their strategies.

The GBH Plan shows that this area could deliver 4,370 new houses and 20,000 sq.m. of modern business space in a series of new mixed developments across the area to be built out in 2011 to 2031 on entirely brown field sites. It will create over 30Ha of new, accessible, multi-purpose parkland and create a comprehensive network of social infrastructure – schools, local shops, health services, community centres.

It will also deliver a new secondary road network to serve the needs of the new communities and resolve problems elsewhere on the primary road network. And it will make a significant contribution to sustaining the viability of the planned strategic public transport proposals (the Metro and bus network) by increasing patronage.

In order to build and maintain the momentum and investor confidence in the Plan over the next twenty years, it is vital that this statutory policy framework is consistently adhered to as plans are reviewed and rolled forward. The financial and non-financial value of the GBH plan will derive from the whole being greater than the sum of its parts. It is clear that no single component of the plan will create and sustain its long term value alone. By its very nature, the plan demands a series of mutual relationships in financing and operational terms between schemes if they are to be built in the first place and then succeed.

The plan recommends the commissioning of a variety of masterplans, development briefs, infrastructure plans and feasibility studies in the coming three year period. The SMI is best placed to lead, co-ordinate and seek cost synergies between these commissions and it should seek contributory funding from landowners for this purpose. In the longer term, this responsibility should probably pass to Tees Valley Unlimited, as it will have a unique blend of private and public governance and an appropriate political mandate to see through a project of this scale and duration.

The regeneration development model underpinning the GBH Plan should create a critical mass of development to secure a viable portfolio of schemes. The development scheme components of GBH have been designed in such a way to ensure each is sufficient scale to meet its own immediate needs in terms of access and movement and social infrastructure as well as being able to properly contribute to the wider utilities and green infrastructure.



# 1

## Introduction

### The Heart of a New City Region

The “Stockton-Middlesbrough Initiative: A vision for our future” sets the goal of creating a new city-region within the Tees Valley that will:

- Be more competitive than Stockton and Middlesbrough acting separately; and
- Aim to perform at the national average rate of economic performance within a 20 year period and deliver a city-region as competitive as the rest of the Northern Way.

The initiative sees the ‘Green Blue Heart’ (GBH) concept as crucial to achieving the goal by enabling a transformation in the urban structure and form of Stockton and Middlesbrough that sees the River Tees corridor between them as part of the solution and not the problem. The initiative is being encouraged by the proposals emerging at Middlehaven, North Shore and in the Town Centres at either end of the GBH area, which are beginning to change the perceptions of investors and communities alike of the riverside as a place to live in the 21st century.

This GBH Plan sets out a vision, a portfolio of strategic projects and the infrastructure required to make this a reality over the next 20 years or so. It is not in itself a prospectus for investment though it does highlight the investment potential of the area in the future. Nor is it intended to shape the current RSS or LDF strategies – they all already identify the future importance of the GBH area to delivering their strategies.

Rather, it is intended to inform land owners, policy makers and local communities of what could lie ahead and how best to prepare to realise the vision and its many benefits for the future communities of the Tees Valley. It focuses on defining a portfolio of mutually beneficial projects and their supporting infrastructure. Many are seen as long term prospects; some should be developed and delivered more quickly to respond to more immediate opportunities and to begin the process of long term transformation.

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None of this is likely to happen by accident. The GBH Plan requires a consensus to be built amongst policy makers and other stakeholders now that can be translated into action through firm and consistent project leadership and management over many years. The projects in the portfolio are mutually dependent on each other for their long term economic, social and environmental success – ‘cherry-picking’ should not be an option. Stakeholders must therefore expect and want to be bound together as a mutual partnership if they are to accrue their benefits – the cost of attempting to go it alone must always be greater than the benefits of working together.

The Plan therefore makes a series of recommendations for its governance in the short and long terms and as well as setting out the actions required to bring forward the ‘quick-win’ projects. It does not attempt to set out a detailed implementation plan for projects that may be 20 years ahead. It does however put the right markers down for how such projects should be brought forward.

## From Study Brief to the Green Blue Heart Plan

The initial Stockton-Middlesbrough Initiative (SMI) Report by Gillespies in 2004 proposed the concept of a ‘Green Blue Heart’ as a means of exploiting the substantially unrealised asset of the River Tees. The Report calls for a “Radical 21st Century landscape that will provide the unique signature to the city zone and the wider Tees Valley city region, setting it apart from its competitors and ‘adding value’ at all levels”. This new focus for the city-region would turn current perceptions of the place “on their head” and help to deliver a sense of “cityness”.

It saw the ‘Green Blue Heart’ as central to the social, economic and environmental regeneration of the city region. Converting largely derelict and underused tracts of land into multi-functional parkland will turn a negative asset into a positive one. It will provide the focus and impetus for development around which Stockton and Middlesbrough can develop. It will be “both environmentally and visually attractive” generating “interest and activity through the uses and opportunities that it contains”. It will merge landscape and water providing for leisure, sports and recreation, and extending the benefits of waterside locations.

The SMI brief for this project sought the preparation of a preferred framework that reviewed baseline data; the engagement of key partners and stakeholders; the development of and consultation on strategic options; and the outlining of a preferred framework and a strategy for delivery.

LDA Design was commissioned by SMI in early 2006 to deliver this brief. It built a project team comprising Peter Brett Associates, Pan Leisure, Davis Langdon, Storeys SSP and SQW to develop a framework the Green Blue Heart Vision.



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An interim report was published in September 2006 and further workshops were held with local stakeholders in the Spring 2007. The period since last Autumn has seen a considerable evolution of local, regional and national planning, housing and environmental policy. The final report has attempted to capture the key issues and reflect their implications (in so far as they can be determined at this stage) for the proposals contained within the interim report. Some elements of the Preferred Framework have therefore been deleted as they no longer fit or are not now considered realistic. Others have seen their importance reinforced.

This final report – the GBH Plan – is more concise than the interim report as it focuses on defining the key features of the preferred framework strategy, its component parts and the means for taking it forward.





# 2

## Creating a New Sustainable City Region

### Tees Valley City Region Business Case & Development Programme



This important document submitted to the Government in September 2006 presents a compelling case for building and investing in a new Tees Valley City Region around the five towns of Darlington, Hartlepool, Middlesbrough, Stockton and Redcar. The region has a population of 650,000 but its sphere of influence stretches further to embrace almost a million people.

The Tees Valley economy is based on the largest integrated heavy industrial complex in the UK. A combination of its petrochemical cluster, Redcar Steel Complex and Teesport employ thousands in the city-region. It also has a strong logistics sector and growing financial and business services.

Its economic performance in recent years has been behind the UK average with GDP now at 88% of the EU average. Much of this is due to structural economic weaknesses exposed by globalisation that have proved difficult to overcome in creating a modern economy. However, there are positive signs in job creation, economic activity rates, learning standards and capital investment within the key industrial sectors. Crucially, these improvements have led to a turn around in migration trends with net in-migration forecast in coming years.

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The challenge for the city-region is how to consolidate recent economic improvements on both the supply and demand sides and to use them as the basis for significant ongoing change in future years. The consensus is to seek to develop those existing economic assets best positioned in relation to future international trade and, in parallel, to improve its competitiveness as a business environment and as an aspiring place to live. Of course, they are two sides of the same coin: economic growth cannot be sustained without a modern labour force; people will not be attracted to the city-region if the quality of employment and opportunity are not there.

The Business Case acknowledges that the SMI will play a major role in addressing this urban competitiveness challenge but that it can only work if planned at a city-scale to transform the heart of the region. This is not about incremental change but a step change in urban form and structure and economic development of the kind proposed in the 2004 SMI report. Such a step change will occur only with sustained, co-ordinated efforts and mutual co-operation between the private and public sectors to align housing, business, transport, retail, green space and leisure plans and investments over at least a 20 year period.

## National Planning Policy Statements

National planning policy is evolving rapidly as the Government attempts to respond to fundamental social, environmental and economic challenges. Since the beginning of this study alone, there have been some significant policy developments. Importantly, all appear to strengthen the SMI strategy generally and the GBH Plan specifically – the draft RSS is now seeking to respond accordingly.

## PPS1: Sustainable Development and Climate Change

PPS1 has already established the importance of sustainable development principles across the planning system. It provides essential context and a rationale for city-region planning in locations like, and at a scale of, the GBH Plan. The focus on building social cohesion, genuine regeneration, high quality development, a prudent use of resources and sustainable economic development has driven the GBH Plan, both in its infancy in the 2004 SMI report, through the Interim GBH report last September and now in the GBH Plan.

The draft PPS1 Supplement on Climate Change in December 2006 will make a profound mark on UK planning policy if and when its main policy proposals are adopted in due course. It recognises the role of development in securing a more carbon efficient future through energy generation, the improved environmental performance of new development and patterns of urban growth that support sustainable transport.



Key development criteria will be:

- the location and whether there is, or the potential for, a realistic choice of access by means other than the private car and for opportunities to service the site through sustainable transport

- the capacity of existing and potential infrastructure (including for energy supply, waste management, water and sewerage, and community infrastructure such as schools and hospitals) to service the site or area in ways consistent with cutting carbon emissions and successfully adapting to likely changes in the local climate
- the ability to build and sustain socially cohesive communities with appropriate community infrastructure so as to avoid social exclusion, having regard to the full range of local environmental impacts that could arise as a result of likely changes to the climate
- the effect of development on biodiversity and the capacity for adaptation, having regard to likely changes in the local climate
- the contribution to be made from existing and new opportunities for open space to urban cooling
- known physical and environmental constraints on the development of land such as sea level rises, flood risk and stability, and take a precautionary approach to increases in risk that could arise as a result of likely changes to the climate.

The GBH Plan aligns with the cascading of these principles through the draft RSS and LDFs.

### PPS3: Housing

A month earlier, the Government published the new PPS3 on Housing and again the draft RSS and LDFs have responded accordingly. It increases attention on securing housing land supply and delivering development through the planning system and on getting the right mix of housing in the right locations.

Importantly, the PPS stresses that future housing development must achieve quality standards, be suited to its location but fit with the market, deliver a mix of housing types and tenures and make an efficient use of the land resource. Though doing away with previous density targets, it does continue to promote higher than traditional densities, particularly in urban areas, and seeks a minimum of 60% of new development on 'brown field' sites. The more recent Housing Green Paper takes this agenda further. It proposes further initiatives to increase housing supply, especially affordable housing, and acknowledges that supply and demand challenges are not faced by the South of England alone. It also restates the importance of development schemes securing the proper supporting social, green and transport infrastructure to create places where people want to live.

Interestingly, alongside the Green Paper, the Government published a prospectus for 'eco-towns'. Though its objectives are focused on new town settlements (though this may



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change following consultations), the essence of the prospectus aligns closely with the SMI principles and particularly those of the GBH Vision, i.e.:

- places with a ... distinct identity (and) good links to surrounding towns ... in terms of jobs, transport and services
- the development as a whole to achieve zero carbon and to be an exemplar in at least one area of environment technology
- a good range of facilities within the town including a secondary school, shopping, business space and leisure;
- between 30 and 50 per cent affordable housing with a good mix of tenures and size of homes in mixed communities
- a delivery organisation to manage the town and its development and provide support for people, businesses and community services.

This might be a short term initiative to raise awareness and interest among local authorities and developers but its core principles are going with the grain of recent planning policies and it is likely that such principles will be mainstream within the next ten years.

### PPS25: Flood Risk

This PPS early this year, raised the bar in terms of understanding the impact of, and then planning for, flood risk. It makes new requirements of local planning authorities in preparing LDFs and of developers seeking planning consent to undertake flood risk assessments and, of relevance to the GBH Plan, establishes a sequential test for land allocations.

Almost all the GBH area falls within either Flood Zones 2 or 3a, i.e. the land has greater than a 1% risk of river flooding and a greater than 0.5% risk of flooding from the sea but

is not a functional floodplain (Zone 3b). This requires those implementing the GBH Plan in future to prepare flood risk assessments and sequential and exception tests that demonstrate the relative importance of sites for development (over others not located in these Flood Zones); how development will make provision for flooding; and why their impact will not adversely effect surrounding areas.

This policy development on the face of it has a major influence on the choice of the GBH area to create a new city-scale development. Importantly, though, the plans contained in the GBH Plan are all for developing and reusing previously developed land and they will collectively contribute to the delivery of the Tees Valley Tidal Flood Management Strategy, e.g. the Barrage Village proposals, thus enabling the current flooding risks to those areas outside the GBH area to address their risks of flooding (e.g. A66 and Middlesbrough Town Centre). Further details on this are covered in Section 5 below.

## Draft Regional Spatial Strategy

The draft RSS highlights the SMI as important: “for the (Tees Valley) city region to grow and prosper it is important that priority be given to the regeneration of (the) urban core between and including the two towns (of Stockton and Middlesbrough)” (2.158). It then describes the key features outlined in the SMI Report and relates these to resolving the transport problems along the A19 and A66 corridors (2.171-2.173).

Its Policy 7 for the Tees Valley City Region states that “planning proposals should support the polycentric development and redevelopment of the Tees Valley City Region by giving priority to the regeneration of core areas of the SMI” (7.1a). The same policy supports “the development of ... new city scale leisure, cultural and retail development

in Stockton and Middlesbrough” (7.2c) and then promotes “developing housing to support economic growth strategies (on) previously developed land in areas where it does not undermine existing housing markets” (7.3b). It also encourages “investigating ... a new crossing of the Tees and reducing congestion on the A19 “(7.4g).

## Stockton Local Development Framework

The Core Strategy Preferred Options published in July 2007 acknowledges that a key driver of its strategy is “the potential (of) the River Tees as a key asset of the Borough” and changes in land use creating “significant opportunities for redevelopment and regeneration”. It accepts that there is pressure for greenfield development as the local population and its demand for housing both grow. It highlights the potential “to improve transport infrastructure and public transport provision” and sees the river being increasingly used “for leisure, sports and recreation activities (around) the Barrage”.



Its Vision sees the Borough lying “at the heart of the Tees Valley City Region”. It expects there will be:

- Continued population growth supported by a steady supply of good quality housing in a mix of sizes, types and tenures to meet all needs, pockets and aspirations
- Regeneration of the urban core focusing on the Tees corridor
- Progress towards resolving problems associated with its transport infrastructure

Its spatial strategy sees the GBH area as part of the core urban area, linking the two centres of Stockton and Middlesbrough providing a high quality landscape and parkland centrepiece within the urban landscape (Policy CS1). Its creation will provide more open space for the public, improve water-based leisure facilities and enhance the landscape and biodiversity. This transformation will be underpinned by developments with high environment performance credentials as the provision of housing in riverside locations playing a key role in offering a wide choice of housing options to the community.

The strategy therefore expects the core urban area to meet a higher proportion (60%) of development needs into the longer term and the focus for future housing growth and



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employment provision. It sees the GBH area offering not just the long term capacity for accommodating such development but also in creating a strategic landscape and water-based recreation and leisure asset for the city-region. It also sees the Tees Valley Metro, the Tees Valley major Bus Schemes and the creation of a new secondary highways infrastructure as essential supporting infrastructure for the core urban area (CS2).

Its housing supply strategy provides for up to 1,230 new dwellings in the period 2016 – 2021 with priority given to allocated and then windfall sites within the core urban area (CS7). In employment provision, it allocates up to 235Ha of general employment land and 20Ha of brownfield mixed use land. It also seeks to promote the Tees as a tourist and water sports destination (CS4). It seeks to promote a balanced and socially inclusive cultural sector and 24 hour economy along the Tees, including at the Tees Barrage (CS6).

It translates these spatial policies into more specific proposals for the Central Area, within which the GBH area lies. It places “emphasis on (the) development of leisure, recreation and cultural activities within the GBH, together with flagship projects illustrating what can be achieved through sustainable construction and energy efficiency (and the) use of renewable energy” (7.1). It further places a focus “on the ... riverside area between the Tees Barrage and Victoria Bridge for leisure and recreation pursuits and the development of a restaurant/ café-bar culture”. It also looks to safeguard and improve sites of biodiversity along the Tees and Lustrum Beck.

The Council’s Regeneration ‘Issues & Options’ DPD was also published in July 2007. The DPD will make site specific allocations for development in due course. It raises the GBH as a key issue and outlines the framework set out in the GBH interim report. As such,

it assumes the same strategy proposed at the time, i.e. a waterfront and landscape of international standing supported by sustainable housing schemes.

It therefore does not rehearse the strategy now set out in the GBH Plan that sees GBH as first and foremost a place to live within such a landscape and waterscape setting. It makes only a passing reference (although a supportive one) to housing development (“showcasing best practice and innovation”) but acknowledges the GBH “project is a 50 year vision (which) does not facilitate the inclusion of meaningful options within this paper”. Helpfully, though it does identify the projects in the GBH Plan that should be implemented during the LDF period, i.e. at the Barrage and the TTWT Visitor Centre. It also raises the issue regarding access across the Barrage Bridge and the possibility of extending the (Greater) North Shore site west to Marston Road to include the Caravan Park.

## Middlesbrough Local Development Framework

The Middlesbrough LDF Core Strategy was submitted in May 2007. Its vision sees the town’s future success as being part of the heart of the Tees Valley city-region. Amongst its spatial objectives is recognition of the importance of the SMI, including Greater Middlehaven, Riverside Park, the town centre and the GBH area (described as comprising ‘Middlesbrough West’, ‘South Riverside’ and ‘Portrack Riverside’).

It sees the GBH area “(exploiting) the Tees and hinterland between the urban centres of Stockton and Middlesbrough to provide a focus for the formation of a new service sector environment and waterfront of regional, national and international standing (where) regeneration activity should not damage the biodiversity that is dependent upon the

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River Tees” (Policy CS1). It also refers to the ambitions of the ‘Digital City’ economic development initiative.

The strategy provides for up to 1,960 new dwellings net in the period 2016 – 2023, only 442 of which are expected to be required from non-strategic allocations (CS9). The GBH area is not specifically referred to as offering potential for housing development within the plan period. It also allocates 50Ha of general employment land and 60Ha of brownfield mixed use land in the period 2011 – 2023 (CS7). It does anticipate the SW Ironmasters site and adjoining Marshalling Yards becoming part of an expanding Riverside Park providing new industrial and business accommodation by 2023.

It identifies the GBH area for the “location for major sports and/or leisure development” (CS14) and it “will improve connectivity ... between Middlesbrough and Stockton town centres ...” (CS17). It provides for the GBH area playing a key role in improving the green infrastructure of the town (CS20).

Importantly, its Policy CS21 is dedicated to the GBH. Like its Stockton policy equivalent outlined above, the policy is based on the earlier GBH framework and therefore focuses on the role this area can play in delivering a high quality urban landscape as a setting for “city-scale development” and highlighting the opportunities for sports and leisure uses and for incorporating beneficial biodiversity features.

The Middlesbrough LDF Regeneration DPD has reached its Preferred Option stage (published in August 2006). In its Policy REG16, the DPD seeks to protect the GBH area from development that is inconsistent with the ambitions for GBH set out by the SMI and highlighted in its emerging Core Strategy

(noticeably in Policy CS21 summarised above). Importantly, its commentary restates the “ambition (of the GBH) to become one of the most significant regeneration projects in the UK”. It envisages that the implementation of this “20 year vision” will be detailed in a forthcoming GBH SPD.

However, Policy REG13 already recognises the potential of the SW Ironmasters site in contributing to achieving the objective of a competitive business environment. It allocates the site for primarily B1 and B2 use as an extension of Riverside Park to the north and also for leisure, open space and recreation uses. It sees the prominence of the site offering a landmark location for business development linking Middlehaven and Riverside Park with the main GBH area to the south and across the river. It also expects the implementation of this policy to be delivered through an SPD (‘Riverside Park’).

## The Strategic Opportunity for GBH

Significant programmes are already underway to revitalise inner parts of Stockton and Middlesbrough, particularly focused on the major regeneration schemes at North Shore, Middlehaven and the Town Centres, which will bring in considerable investment. This has been complemented by major improvements and extensions of commercial activity in both Stockton and Middlesbrough town centres. Improved transport infrastructure is already being delivered and there are further proposals for the introduction of the Tees Valley metro.

The opportunities and proposals in the GBH should bring in critical mass of new housing development that will be sufficient to be able to provide capital investment in the development of a wider socio-economic infrastructure which will contribute to

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revitalising inner Stockton/Middlesbrough. Sitting alongside the investment being undertaken on housing market renewals is designed to make inner Teesside a much more attractive place for people to live and work in by generating the environments, housing products and an improved quality of life.

The combination of the renewal work and major new development opportunities aligned with their close proximity to the main hub of economic activity in the Tees Valley City Region are likely to create the conditions whereby economic transformational change is more likely to be successful. The added value of complementary programmes in respect of economic and environmental themes will deliver much greater level of added value and overall return rather than schemes being delivered in isolation.



# 3

## Green Blue Heart: A common bond for a new city region

### SMI 'Vision for Our Future'

The SMI 'Vision for our Future' report highlights how important creating a new urban core between the two towns is to delivering the new city-region vision. It builds on some of the underpinning urban design concepts from the original 2004 SMI report – notably the 'spectrum of cityness' - to promote the new development framework based around a series of 'city zones' and supporting infrastructure.

The development framework looks to expand the existing urban centres, create the GBH, build a supporting infrastructure and then regenerate over 250 Ha of derelict and under-used land.

The developments at Stockton East/North Shore and Middlesbrough West/Middlehaven are soon to be realised, with assets like mima already completed. The core GBH area projects are described as part of its Portrack Riverside and South Riverside 'city zones'. In addition to creating new high quality landscapes and parkland settings next to the water, it notes the potential for "sympathetic but stunning development" in Portrack and for leisure, hotel and retail development alongside a new transport hub at Maze Park.

Its focus for supporting infrastructure is on addressing strategic access and movement problems around and through the SMI area in the short, medium and long terms, recognising that a failure to do so will undermine the potential for success in delivering the vision. It therefore highlights a range of highways schemes and public transport initiatives over a 20 year programme.

However, the 2004 SMI report on reflection was perhaps a little too unrealistic in its aspirations for implementation. The GBH Plan crucially depends on securing a wide range of green infrastructure investments many years before development schemes can create the land value enhancements that will be required in the likely absence of significant public funding. There is little precedent for this means of funding such infrastructure in the UK.

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The report saw the creation of a 'Tees City' brand and implementation team to deliver its recommendations assuming the SMI area could be defined and perceived as a single entity. Such an approach is difficult to resource over such a long time frame and across such a wide variety of projects and initiatives.

The GBH Plan outlined in this report therefore seeks to challenge some of the strategic thinking and the robustness of the 2004 Report in order to help move the SMI on to the next level.

## The GBH Vision

The GBH area will become one of the most sought after places to live, work, play and visit and in doing so will help transform the image of the Tees Valley in the region and in the UK as a successful city-region.

This vision is underpinned by the principles of sustainable development. It provides the opportunity to demonstrate Stockton and Middlesbrough's response to the challenge of climate change. It integrates the needs for social progress, economic development, environmental enhancement and physical regeneration.

A Place to Live – GBH will become a population of 10,000 living in a wide range of homes and locations to meet the needs and desires of all the region's communities. It will offer starter homes for first time buyers, larger homes for families, apartments for single people, all with options for affordable purchasing through RSLs, equity sharing and even mutual housing societies. Homes will be provided in a series of distinctive 'villages' across the GBH area, each reflecting a different relationship to the waterscape and landscape but sharing common, high quality social infrastructure. The new communities will be able to move easily around, between

and beyond their own areas using convenient community transport services that help commuters, school children and visitors.

A Place to Work – GBH will enable the extension of the successful Riverside Park and offer smaller 'live-work' and workshop units as part of all its development schemes. Businesses will want to locate here because of the area's high levels of connectivity, access to skilled and professional labour, proximity to customers and suppliers, access to leading edge fibre-delivered broadband services and the attractiveness of the local environment.

A Place to Play & Visit – GBH will host a number of regional water-based sports and leisure facilities and community events and celebrations and will come to be seen as one of the most vibrant waterfront locations in the North. People will want to walk the Tees Promenades and Barrage Bridge; they will want to use its unrivalled water sports facilities; they will want to visit its many restaurants, clubs and bars; they will want to walk around the well-managed local nature reserves. Leisure and retail businesses will want to locate here.



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## Urban Structure and Land Use

The GBH Plan proposes that the majority of future approved development be concentrated between Stockton and Middlesbrough, wrapping around the Green Blue Heart to the north and within it to the south of the river, joining the urban conurbations to create a new 'city'. This regeneration model is likely to be a twenty year programme from 2011 – 2031 and acknowledges the significant developments underway at North Shore, Middlehaven and the Town Centres and is intended to reinforce their many benefits.

There will be a major shift from redundant industrial to housing, business, sports, leisure and open space uses along both sides of the Tees. This change in land use pattern will achieve the vision of creating the city-region by bringing people and activity to the river on a city scale.

## New Communities

A sense of community derives from a sense of place. People identify with their 'patch'. The GBH Plan provides for a sequence of distinctive new places with character and identity. The GBH Plan will capture and distil elements of Teesside's natural cultural heritage and enhance its identity throughout the process of regeneration. It should provide the focus for remembering the past, instilling a sense of belonging and confidence in the future. People will be proud to live here.

The GBH Plan promotes new provision for health, education, cultural, leisure and social facilities. A diversity of active and passive sporting, leisure and recreational facilities and uses are integral to the Plan. They are all available within walking and cycling distance of new and existing neighbourhoods. The restorative elements of the environment will

deliver a quality of life that surpasses that available in other comparable towns and cities. This will attract businesses and people back into the area stimulating the local economy and activating the places delivered through the initiative.



## A New Environment

The GBH Plan proposes a new 'environmental infrastructure' for energy, water and waste will be state of the art. The Plan will provide the vehicle for setting ambitious targets for carbon and water neutrality. The environmental infrastructure for the Green Blue Heart will provide the opportunity to combine:

- Land remediation techniques with biomass production with habitat creation;
- Water collection, distribution and cleansing with leisure amenity with aquatic habitats;
- Urban agriculture with education with energy capture; and
- Industrial processes with carbon capture and horticulture.



## New Business

The GBH Plan proposes a dual strategy: promoting larger scale economic development to support local clustering strategies at the 'Hartington Business Village' site and smaller scale 'live-work' units and workshops to support local business development. In both cases, there are likely to be opportunities created in exploiting the commercial potential of the environmental technologies to be deployed in bio-remediation, renewable energy generation and supply, waste management, ICT services, sustainable construction and in productive landscape operation and management.



## Key Development Principles

### Housing

Both emerging LDFs set out in some detail their generic and specific strategies and proposals for housing provision and supply in the coming years. The GBH Plan should align its housing policies and proposals with these strategies in respect of housing type, tenure, density and timing.

However, it is worth restating here the crucial importance of the LDF's in providing the right spatial planning strategy and conditions to help shape the right market response. The plan's vision of creating a genuinely mixed community through a wide variety of housing types and tenures is only likely to be possible if there is restraint of significant proposals for higher-end housing outside the core areas and in particular on the periphery of both towns. Without such restraint, it will be more difficult to encourage the development and then occupation of such types in the GBH area, irrespective of its many locational advantages for those working in the towns.

Stockton and Middlesbrough have closely aligned housing markets, as was demonstrated by the Tees Valley Housing Market Assessment undertaken in 2005. In recent years Stockton has been relatively successful in attracting new house building into the borough, giving it a more balanced portfolio of property against national housing averages. It is also ensured the borough has increased population in this time period. However, Stockton's housing growth has been primarily focused on the periphery of a large district and has marked a problem of major housing market decline in the inner parts of the town, particularly those areas close to the River Tees which was the home of the traditional manufacturing industries.

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Middlesbrough is a more compact urban borough and levels of housing development in recent decades have been much lower and it has been reflected in a significant decline in its population since 1961 by approximately 30,000 people. The town has been very reliant on brownfield land to meet much of its housing need in the past fifteen years. Similarly to Stockton, its urban core has experienced particular problems of falling demand for some types of new housing in some areas.

By 2001/02 both Stockton and Middlesbrough were experiencing considerable problems of housing demand for housing types in the most deprived areas. A shared problem resulted in the establishment of a joint approach on addressing this housing market failure and eventually led to the establishment of the sub-regional Tees Valley Living Partnership initiative that has been looking across the whole of the sub-region at Housing Market Renewal.

Significant progress has already been made in tackling some of inner Teesside's worst housing areas at Mandale and Hardwick (Stockton) and Whinney Banks, North Ormesby and St. Hilda's (Middlesbrough). Further schemes are also in the process of being implemented at Parkfields in Stockton and inner Middlesbrough. Both have received funding from the Regional Housing Board and the Department of Communities and Local Government. This approach to addressing failing housing markets has included major programmes of acquisition, demolition and redevelopment and is also focusing on a wide range of complementary initiatives including housing improvement, neighbourhood management, community safety, landlord licensing.

The fundamental approach of both boroughs is to create a more balanced property market and communities within the inner parts of

Teesside. The housing products available and decline in neighbourhoods resulted in homogenous communities and deprivation which a variety of regeneration initiatives have failed to turn around. Ultimately, if inner Teesside is to be successful as a place where people will want to return to live in, it has to provide both a range of housing products suitable to meet the aspirations of the future community and also the related infrastructure and services. These are not exclusive of each other.

### **Types**

In supply terms, the focus of urban development and urban design policy in this century is rightly on creating mixed communities and the GBH Plan is no different. The barriers to such objectives are cited as a combination of site scale and context, development economics and the use by house builders of traditional housing products and sales strategies. The fact that so few modern development schemes reach even a reasonable standard of design (as reported by CABE in its recent regional reviews) suggests the GBH Plan should not under-estimate the difficulties in overcoming these barriers.

A significant potential advantage that the GBH Plan has in this respect is its combination of scale and variety. The total number of potential new dwellings at almost 4,370 should enable the provision of a wide range of housing types from studio apartments suiting single first-time buyers through to four and five bed detached houses suited to larger families. In total quantum, the GBH Plan will aim to deliver a type mix that emphasises family dwellings (i.e. 3 and 4 bedroom houses) above smaller units.

It should provide variety in respect of design, from apartment block through terrace street to detached houses in parklands and offer a range of environmental features from the

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minimum standards (which in themselves are expected to be much higher in 20 years than now) to very high, genuinely carbon-neutral homes.

And it will be able to offer variety in location – water's edge (and in some places house boats), urban square, parkland, street and avenue, proximity to school, bus stop or Metro station. Such locations will be differentiated by the design coding and branding for each 'village'.

The mix of types in each 'village' will be different (though never uniform) and will be shaped by: location characteristics, development costs (especially remediation), policy constraints (e.g. flood risk, habitat retention) and capacity to accommodate social infrastructure (e.g. schools). These factors will determine net developable areas and development economics (including the availability of public funding) – each 'village' must achieve benchmark profitability and not be cross-subsidised from other projects in the portfolio though it should be recognised that some projects will be more profitable than others.

Consequently, the GBH Plan will enable an implementation strategy that seeks to match the strengths of particular developers and house builders with specific schemes and plots. At the same time, the strategy should seek ways to dissuade developers from selling any significant proportion of housing units to 'buy-to-let' investors. That form of investment has already led to well-publicised problems, including in the Tees Valley, and those symptoms will similarly undermine a lot of what can be achieved in new community development.

In respect of housing demand, although gradually changing the perception of the GBH area as a place to live in the coming years will remain an important element of the strategy,

demand will continue to be driven by housing land supply strategy.

The economic performance of the Tees Valley is expected to continue to improve, albeit gradually, through the next couple of decades and household formation rates will continue to rise. The likely success of the North Shore, Middlehaven and Town Centre schemes, alongside many other high profile regeneration and development initiatives in the North East, will have changed the perception among investors, house builders and prospective occupants of places like GBH. Indeed, if the main GBH development schemes come forward towards the end of the neighbouring schemes then they should themselves reinforce and contribute to the achievement of the city-region economic strategies.

If the RSS and LDFs increasingly restrict housing supply on and beyond the urban edge in future years in favour of the fundamental urban regeneration strategy now proposed, then the GBH area will become the focus of attention. Provided the quality and design of buildings, hard infrastructure and social infrastructure are delivered and if the schemes are brought forward and handled by the key stakeholders in a properly co-ordinated way, then there is no reason to suggest that the GBH will not be a very attractive place to invest to live and work.

### **Tenure**

Like housing type, the scale and variety of development schemes in the GBH Plan should enable a wide range of housing tenures to be offered. The majority of housing will be owner-occupied (up to 70%) leaving the remainder to be divided between a variety of other social housing and intermediate market housing tenures. There is also the opportunity to allocate some sites for innovative housing schemes, e.g. mutual housing societies and self-build co-operatives.

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Again, the mix of tenures is likely to be different in each 'village' to reflect the physical and economic factors relating to each site. As a matter of principle, however, there will be a minimum of 20% non-market housing in each 'village' and a 'tenure-blind' approach will be adopted unless there are clear beneficial reasons for not doing so.



### Density

Housing density has become a sensitive issue in recent years with 'high density' increasingly a term of criticism. This has mostly been due to higher density schemes lacking quality in terms of urban design, build quality and inadequate social and green infrastructure provision.

In urban settings such as the GBH area, development schemes should be designed at an average of 65 dwellings/Ha. In places this may rise to above 100/Ha (e.g. the marina apartments proposed in the 'Barrage Village') but it is not thought appropriate for schemes to be planned at lower than 60/Ha. Not only would lower densities be incompatible with urban development in this type of location but the economics of lower densities will undermine the GBH model for delivering social and green infrastructure. Exact densities will be determined by each design strategy.

### Urban & Landscape Design

There should be a commitment from all the parties that will shape the GBH Plan in future years – landowners, developers, house builders, masterplanners, designers, local planning authorities and statutory consultees – to high standards of architecture and urban design throughout the development schemes. This applies to all housing tenures and buildings, including commercial and community buildings and extends to the quality of the public realm, parks, open spaces, promenades and roads.

Each development site in the GBH Plan should be designed as a distinctive place to help create communities that feel a real sense of belonging, not just to the North or the Tees Valley or Stockton or Middlesbrough but to their own neighbourhood and neighbours. That is why it is recommended in the portfolio that each development has its own 'village' identity.

The strong sense of place should be reinforced by design codes for each village that respond to the character intended for each place and by its landscape setting. The codes should be incorporated into the masterplans and subsequent planning consents covering the arrangement of buildings and spaces, materials, colours etc.



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## Social Capital

Each 'village' should have its own local social infrastructure – community facilities, shops and open space – at its centre. It should also be very well connected to the strategic GBH social and green infrastructure – schools, transport services, health care services.

The social capital created in this way can be strengthened by local community ownership and management of most if not all of these assets and services either at the 'village' level or at a GBH level depending on the nature of the community asset (see 'Long Term Governance & Management').



## Contamination & Remediation

The potential for land and ground water contamination or for 'made ground' on all the development sites is high and site investigations and desk top studies have been carried out across the GBH area in the recent past. The levels and techniques for remediation will depend on the proposed development scheme uses and layouts and there may be opportunities to align remediation with other initiatives like biomass production and habitat creation.

At this stage, it can be assumed that all development schemes will require extensive remediation strategies. All the masterplans

should set out how each scheme will incorporate these strategies into their development proposals and build the remediation costs into the financial plans.

## Flood Risk Management

The majority of the Study area is historically low-lying and, at one time, will have formed part of the natural fluvial and tidal floodplain of the Tees. The banks of the Tees have been artificially raised over the years to provide flood protection to the adjacent low-lying areas, but the bank levels are not consistent and therefore the standard of flood protection is currently variable. In addition the effects of climate change and sea level rise will degrade the protection with time.

Large areas of the GBH area would be subject to flooding on a frequency greater than once in 100 years if there were no defences in place. There are three main tributaries into the river: Billingham Beck and Lustrum Beck on the North and Old River Tees to the South. Only Lustrum Beck is isolated from the tidal regime by a barrier and associated storage wetland. The others therefore provide a path for river levels to be transferred upstream from confluence with the Tees - the GBH area is not required to provide flood storage.

The level of protection against flooding either by embankment (or other barrier) should give an adequate long-term protection at any location giving regard to public safety, environmental needs, asset value and asset lifespan. This will generally result in defences with overtopping levels in excess of 5.0m AOD unless occasional flooding will result in minimal impact or environmental benefits. For assets this will involve setting floor levels of buildings above maximum flooding level and road levels such that safe access can be achieved to and from higher ground. For buildings and roads behind adequate defences it will probably be sufficient to use 5.0m AOD for master

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planning. For assets in front of defences, a level at or higher than the defence should be adopted.

Surface water drainage originating from within the study area and flowing into it will need to be conducted over or through flood defences and into water courses or the river. Because it is unlikely that the lower areas will be able to discharge over a whole tide cycle then there will need to be some provision for storage over the high tide period. This can be optimised by separating those flows originating from higher ground for discharge above high tide levels to reduce the requirement for storage.

Sustainable urban drainage system principles should be adopted wherever practical to return as much as possible to ground and attenuate storm flows at source. Such systems aim to mimic as closely as possible the natural drainage from a site before development and to treat runoff to remove pollutants. They provide a flexible approach to drainage, with a wide range of components from soakaways to large-scale basins or ponds.

Flood defences should, where possible, be passive in nature and not rely unduly on intervention or power to operate. Rainwater harvesting can reduce reliance on drinking water supplies for non-potable use such as flushing of WCs, irrigation of landscaping, vehicle and road cleaning, etc. Locally won material should be used if suitable for flood defences.

Green Roofs are vegetated roofs or roofs with vegetated spaces. Recent technological advances mean that modern green roof systems are highly durable and provide a number of key sustainable and environmental benefits.



### Biodiversity

The GBH Plan provides a great opportunity to build upon the existing wildlife resource, and to create a network of interlinked habitats that are collectively of high ecological value. The Plan recognises the importance of the river and its corridor for commuting and migrating fauna and that there are locally important habitats and species, which would benefit from habitat enhancement and creation. The creation of key habitats could be used to assist with the stabilisation and recovery of local populations of target species.

The only statutory designated site located within 2km of the site boundary is the Teesmouth and Cleveland Coast Special Protection Area and Ramsar site. This site includes a range of coastal habitats, including sand and mud-flats, rocky shore, saltmarsh, freshwater marsh and sand dunes, on and around an estuary which has been considerably modified by human activities. These habitats provide feeding and roosting opportunities for important numbers of waterbirds. There are also four Local Nature Reserves within 2km of the various development zone boundaries.

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In addition to habitat creation (including landscape planting) and management, the use of green roofs and sustainable drainage systems will also deliver ecological benefits. The development of the various component sites using such approaches provides an excellent opportunity for creating a network of linked habitats of high ecological value. For example, the use of structured landscaping can create a network of species-rich grassland, scrub, woodland, and wetland habitats. Creating corridors or 'stepping stones' of habitats can provide links across the urban environment. The enhancement of tributary streams can create corridors with greater habitat diversity and species richness.

Habitat enhancement and creation should seek to improve connectivity with existing green space within the urban areas and in the wider countryside. The river is likely to be an important fly-way for birds so this is where the greatest ecological returns are likely to be gained.



# 4

## Project Portfolio

The GBH Plan comprises a wide variety of single-purpose and mixed used development projects that will come forward through the planning process over the next twenty years or more.

The scope of the projects has generally been defined by a combination of land ownership, current physical structure and future likely land use. This approach will enable masterplans and planning applications to be brought forward in a coherent manner. For each project in the portfolio, the report describes its current circumstances and future potential in strategic terms.

### Tees Barrage

The Barrage is the only part of the GBH area that the people of the city region currently recognise as a positive asset. Together with the surrounding land it provides the potential for a regionally and nationally important cluster of leisure resources and associated retail opportunities. Its early enhancement by owner, British Waterways, and the attraction of events (including the 2012 Olympics) will begin to show the wider area in a positive light, particularly to investors.

#### **The Barrage**

The Barrage provides the single biggest existing draw to the GBH area. Though an attractive structure visually, the Barrage Bridge itself is relatively low lying, and separated from main roads (A66) and local roads by the EWS marshalling yards. From many viewpoints the “Tower of Lights” feature mast is its only visible feature. This low visibility coupled with its isolation from the road network, significantly reduces its impact as a landmark. Cycle and pedestrian connectivity is extremely limited, with few if any dwellings within an easy or safe walk. This should improve with the development of North Shore.



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The combination of low visibility, physical isolation and relative inaccessibility diminishes the Barrage's profile as a destination to the public, and deprives the facilities of 'passing trade'. The development of North Shore is extremely important in order to attract local, repeat business to the Barrage complex, and establish the Barrage as a wider leisure destination. Ensuring good and safe to use connections along the Tees from Stockton is crucial.

The Barrage provides office accommodation in its South Tower and has the opportunity to bring forward a similar amount of space for leasing in the North Tower, which was originally intended for this purpose but never utilised. The space may suit either offices and/or a restaurant, both of which ought to command premium rental values given the excellent river-views from the tower.

The proposals (outlined in the Infrastructure section later) to connect the bridge to the secondary highway network and public/community transport routes will further enhance the attractiveness of its economic uses and as a visitor destination in its own right. BWB will be cautious of such a proposal given its responsibilities for managing and maintaining the facility. However, it has a key role to play in leveraging the full value of its assets at the Barrage and should be persuaded of the advantages of this proposal, particularly as the local highways authority believes it is possible for traffic to be easily directed away from the Bridge in the event it is closed on occasion.

### **The White Water Centre**

The White Water Centre and other leisure facilities are the focus of water-sports and other sport and leisure activity within the city region.

The existing white water course is an excellent facility that is not currently able to fulfil its potential due to the tidal nature of the water supply. BWB will shortly finalise its plans for significantly upgrading the facility with new pumps supplied by renewable energy. These would facilitate use at any state of tide, and provide the potential for far greater use as both a competition venue and training facility (with the 2012 Olympic Games as a short term focus).

Visually the centre is pleasant but the design of spectator or participant facilities does not provide real drama or excitement. Additional water sports facilities are provided by the River Tees Water Sports Centre on the north bank opposite the University, and at Castlegate Quay, Stockton.

There is potential for the Centre to become the 'anchor' leisure use around which a series of other leisure and ancillary uses may cluster as they share the same customer segments, e.g. wet play facilities, extreme sports and water-sports, e.g. windsurfing, canoeing, dragon-boating, triathlon, many of which are increasing in popularity and in which there are few opportunity to participate in the North East. Such uses will create demand for niche retail outlets (e.g. sports gear, clothing), itself one of the retail success stories of recent years, and cafes/bars.

### **Events Arena**

Within and adjoining the White Water Centre course grounds (and therefore in the ownership of British Waterways) is an events arena that has been used to host occasional regional events and concerts. The 'bowl' of grass banked seating can currently accommodate up to 3,000 and this has been achieved on numerous occasions.

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However, British Waterways believes the capacity of the arena can be increased to 8,000 or above through a re-orientation of the stage area, some re-profiling of the banks and temporary seating over the White Water course. This has not been fully investigated yet but as a matter of principle, this location is considered a more favourable location than that on the south side of the river proposed as the 'Teepark Bowl' in the Interim Report. The venue already has most of the important infrastructure to perform such a function and a good reputation for hosting events in the region.



The events arena will be of strategic importance to delivering the GBH portfolio. Not only will it fit well in building and sustaining the critical mass of activities around the Barrage, it will also attract visitors to the area and begin to establish the perception of this part of the Tees Valley as one that has a positive future.

British Waterways, Stockton Council and other relevant agencies should explore this potential in greater detail. The outcome of this work should be scoped into the masterplan to be commissioned for the Barrage development scheme (see below).

## Leisure Facilities

The Talpore restaurant and Premier Travel Lodge Inn offer well established levels of catering though neither the design of the facilities nor the quality or type of offer marks them out as unique or special. A large fitness club features indoor and outdoor swimming pool, courts and gymnasium, restaurant and conference facilities (up to 120 persons). The building is large, modern and distinctive with a dominating undulating roof.

With the Barrage not yet fulfilling its potential as a visitor attraction and the lack of through access, these facilities do not contribute a great deal to the Barrage as a destination, but both provide good ancillary facilities.

Alongside the introduction of through traffic across the Barrage, the new use of the North Tower for office accommodation and a restaurant and an improved event space, the land off Navigation Way to the west of the Barrage up to the Events Car Park offers considerable potential to complete the task of achieving critical development and activity mass. The marina development proposed to the east of the Barrage on the Old Tees River will enable the relocation of the current boat storage area from this site (see 'Barrage Village').

It is proposed that this site is promoted as a location for a mixed use development scheme of flatted dwellings, leisure businesses (e.g. a wet play centre) and small scale retail units, cafés and restaurants.

In summary, the Barrage should deliver the following:

- 1,000 sq.m. of A1-3 retail space in small units on Navigation Way
- 25 dwellings at Navigation Way
- 100 sq.m. of B1a or A4 space at the North Tower
- 1,000 sq.m. of D2 leisure development
- Enhanced white water centre sports facility
- Enhanced 8,000 seat events venue with new ancillary support services

The next step should be for BWB and SMI to jointly commission a detailed masterplan for the Barrage area that examines layout, scale, appearance, access and landscaping of the area with a view to submitting an outline planning application to Stockton Council in mid 2008. The masterplan will incorporate the recent feasibility studies for the White Water Centre.

## 'Princeton Village' (Marshalling Yards West)

This 35Ha site between the A66, the Barrage Approach and the bund south of Navigation Way has been used as railway marshalling yards since at least 1899 and before that was an asphalt works - there is known ground and groundwater contamination. It is understood that EWS and Network Rail, the land owners/occupiers, are considering a major



rationalisation of the operations here that is likely to result in this site becoming available for redevelopment in around 2014.

It is considered that this site is suited to a primarily residential scheme of approximately 1,125 dwellings at 60 dwellings/Ha. Such a density, if designed using contemporary building types of high environmental performance will enable a wide range of accommodation to be offered from detached family homes to starter apartments. The site can be easily accessed from Navigation Way and could provide a 2FE extended Primary School with health/community place and small convenience retail outlets. Importantly, at this scale, the site will be able to make a contribution to the urban park and promenade proposals via a S106 and help create the demand for the new Metro and Bus initiatives, especially if it is possible to locate a Metro stop closer to the site than Maze Park/Teesside Park.

In summary, the 'Princeton Village' scheme should deliver the following:

- 1,125 dwellings
- 5 Ha of new open space plus enhancements to Navigation Way 'bund'
- 1,000 sq.m. of A1-3 retail space in a small community precinct
- New 2 FE 'extended' Primary School
- 1,000 sq.m. of D1/2 community and health use

The next step should be for EWS/Network Rail and SMI to commission a detailed masterplan for the 'Princeton Village' scheme that examines the layout, scale, appearance, access and landscaping of the area and considers modifications to the rail infrastructure to guide the disposal and remediation strategies for the site. In due course, the masterplan can form the basis of an outline planning application to Stockton Council.

## 'Barrage Village'

The land to the east of the Barrage is owned principally by British Waterways but with part owned by the Tees Valley Wildlife Trust (TVWT). Beyond the promenade that extends a short distance, the land is currently laid out as informal open space with a footpath and landscaping to its boundary with the Marshalling Yards and Maze Park beyond.

Both Teesside Park and in extreme rainfall events, Middlesbrough town centre are threatened by a weak point at the confluence here of the Tees and Old River Tees. The Environment Agency aims to facilitate regeneration through its investment in flood defence works and has already allocated a budget for this purpose. It proposes to construct a barrage on the Old River Tees confluence and parapets on the road bridges. Consequently, there is an opportunity to improve the flood defence infrastructure in such a way as to create a new tidal marina and adjoining mixed used development.

At this stage, it is estimated that a 50 berth marina may be constructed as part of the new barrage facility, together with 200 flatted dwellings with 500 sq. m of ground floor A1-A5 uses around its perimeter. It may also be possible to accommodate a working boat yard and associated office, repair and manufacture uses comprising up to 5,000 sq. m of B1/B2 floor space and a 4,000 sq. m boat yard.



The development scheme will be served by a new road off the Barrage roundabout that will extend beyond this scheme to serve Maze Park. The financing of this venture will come from a combination of the private development scheme and the flood defence works.

The marina will enable the relocation of the current boat storage facility on the Navigation Way site and of vessels currently moored on the fringes of the North Shore development site.

The development scheme could accommodate a Visitor Centre for Maze Park operated by the TVWT in line with its recent feasibility study. The study also investigated the possibility for building a 'Business Village' of 6,500m<sup>2</sup>. At this stage, it is considered more appropriate to integrate such B1 business use with the main mixed use development scheme outlined above (at a smaller level of floorspace) that seek to build a stand-alone operation.

### In summary, 'Barrage Village' should deliver the following:

- Tidal marina facility including flood protection measures and 50 marina berths and the Middlesbrough Promenade
- 9,000 sq.m. of B1 space in small units around and including a boatyard
- 200 dwellings around the marina
- 500 sq.m. of A1-5 space around the marina
- 900 sq.m. Maze Park Visitor Centre

The next step should be for BWB, TVWT, Environment Agency and SMI to jointly commission a detailed masterplan for 'Barrage Village' that examines layout, scale, appearance, access and landscaping of the development. The

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partners should use the masterplan to help promote this scheme as a new allocation in this respective regeneration DPD's, with a view to submitting an outline planning application to Stockton and Middlesbrough Councils in 2009.

## Maze Park & Villages

West of the A19 viaduct, the EWS yards expand to occupy a 30Ha tract of flat land screened from the River by Maze Park. The three distinctive conical mounds of the Park are formed from potentially partially contaminated material from the North Shore development site. The grassy mounds offer outstanding views across the Tees and the marshalling yards to the townscape and hills beyond. Much of the context of these views is currently of low landscape and townscape value, and the mounds themselves could have been more boldly designed. It is proposed to sculpt them into exact conical mounds providing prospects across the Tees and the Green Blue Heart. The mounds will be interspersed with rapidly established woodlands.

It is proposed that sites be cleared as required to accommodate the development of the Woodland, Fishermans and Newport Villages and the Metallic Park, all served by a new access road ('Maze Park Lane') from the Barrage Access roundabout with the new Hartington Road scheme beyond the Newport Bridge.

Both the Woodlands and Fishermans Villages will be close to the proposed Metro station at Teesside Park and to the new highways and public/community transport services. These services will ensure that occupants of Newport Village have a speedy and reliable service to the Metro station though those closest to the Newport Bridge may walk to a new Metro station that could be sited to service the 'Hartington Business Village' site.



### 'Woodland Village'

The Woodland Village will comprise 450 dwellings at 75/Ha built around the mounds. The dwellings will be of a range of contemporary styles, types and tenures to attract and support a wide range of occupants and will be carbon neutral.

The village will also be the location of a new 'All-Through' education facility that co-locates a 5 FE Secondary School (to serve the whole



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GBH area), 2 FE Primary School and 96 place day nursery. Facilities here will also provide the village and its neighbouring 'Fisherman's Village' with a community place.



### 'Fisherman's Village'

The 'Fisherman's Village' will be created on the land between the mounds and the Viaduct and on small pontoons that will radiate from coves carved into the south bank of the Tees, providing sheltered moorings for visitors, but predominantly for house boats. Tidal ranges and water conditions do place some constraints on the craft that can use these moorings.

It will be a unique and beautiful place to live. In total, it will accommodate 720 dwellings at 75/Ha, including the houseboat moorings, 250 sq.m. of small local retail/services units and 250 sq.m. of B1c workshop or 'live-work' units. Its character will be defined by its proximity and direct relationship to the River and the pontoons.

### 'Newport Village'

The Newport Village will be located on the narrow strip of marshalling yard land north of the Viaduct up to the Newport Bridge. The 270 new apartments and town houses (at 60/Ha) are oriented to maximise the views up and down the Tees to the adjacent Newport Bridge, and to catch the evening sun. The stepped form of the shoreline reflects the characteristic slipways of the shipbuilding industry on the Tees and creates additional developable land. Facing west, they will provide an attractive and prospect on sunny spring, summer and early autumn evenings. The village will also include 250 sq.m. of convenience retailing and a community place.

### Metallic Park

Metallic Park is a proposed new park - a stunning contemporary landscape carved out of the woodland and derived from the lines and materials of the former marshalling yards and the metal industries of the Tees. It will be a local park for the adjacent villages. It will have park ranger accommodation. Along one side of the Park will be the education centre and community facilities at Woodlands Park.

The TWWT manage and own substantial areas of the Maze Park local nature reserve that sits between the river and the new park. It provides very different habitats and environments, particularly in relation to hydrological regimes - varying from waterlogged and seasonal wetland to arid gravels and scree-like habitats associated with the rail operations.

**In summary, the Maze Park Villages scheme should deliver the following:**

- 1,440 dwellings
- 10 Ha of new or enhanced open space and local nature reserve including the Middlesbrough Promenade
- 500 sq.m. of A1-3 convenience retail space
- New Education Centre comprising 5 FE Secondary School, 2 FE 'extended' Primary School and 96 place day nursery
- 250 sq.m. of D1/2 community and health use
- 250 sq.m. of B1c local workshop units

The next step should be for EWS/Network Rail, TVWT and SMI to commission a detailed masterplan for the 'Maze Park Villages' scheme that examines layout, scale, appearance, access and landscaping of the area to guide the disposal and remediation strategies for the site. In due course, the masterplan can form the basis of an outline planning application to Middlesbrough Council.

## **'Hartington Business Village' (South West Ironmasters)**

This site was originally used for rolling mills and wire works as far back as 1899. There have also been railway sidings and areas of tipping on the site so the potential for contamination to have occurred is high. It is now owned by the council.

The site includes some attractive, grazed (informally) meadows - featuring views across to Middlesbrough and the Transporter Bridge in particular. These contained views and the green outlook contribute greatly to an

environment that feels more attractive and rural in character. Varying riverbank edge conditions and the unevenly meandering footpath offset some the visual quality of the grassy fields. The River also features a range of remnant jetties and mooring posts.



The site is identified in the LDF as suited to business, leisure and open space uses. The new link road across the site to link the Hartington interchange with Riverside Park to the north will increase the attractiveness of this site to extend the business park.

The scheme will provide up to 20,000 sq.m. of B1 and B2 space either side of the new road link and south east to the site boundary. There will be a new green way access through the site linking Middlesbrough Town Centre beyond the A66 with a new park ('Ironmasters Park') located between the new business uses and the river. The park will form the end of the Middlesbrough Promenade as part of the GBH Plan but it may extend around Riverside Park to Middlehaven and beyond in future.

Located beneath the towers of Newport Bridge, a new Heritage Centre could celebrate Teesside's industrial and cultural heritage in the shadow of one of its icons. It will be a focus for the understanding and remembering the social, cultural, economic and environmental

history of Stockton-Middlesbrough. It will have lecture rooms, exhibition and conference facilities.

**In summary, the 'Hartington Business Village' scheme should deliver the following:**

- 20,000 sq.m. of B1 and B2 space
- 5 Ha of new open space including the Middlesbrough Promenade
- 250 sq.m. of A1-3 retail space in a small community place

**The next step should be for Middlesbrough Council and SMI to commission a detailed development brief for the 'Hartington Business Village' scheme that examines layout, scale, appearance, access and landscaping of the area to guide the disposal and remediation strategies for the site. The development brief can be used to attract a developer partner and to inform the GBH JAAP and so should be undertaken in 2008/9.**

## Portrack Marsh

Portrack Marsh is the largest remaining wetland area on the lower River Tees. This area was the old course of the River Tees before it was straightened prior to 1859. Since then the area has been marshland and rough



ground which has been liable to flooding. The tidal outfall at the downstream end of Lustrum Beck was renewed in the 1990s.

The nature reserve is an important strategic wildlife site for species moving along the Tees corridor. It is also used by a range of resident bird species and otter. The wetland acts as an ideal habitat for herons and harvest mice. Migrating birds also use the site as an important resting place. Portrack has a bird hide, interpretation panels, seating and a dipping platform for visiting educational groups.

It is proposed to take a small strip of the Marsh along its northern edge to Portrack to provide the new Parkway highway and to create the new development plots that will make up the 'Marston Village' scheme (see below). It is also proposed to construct the Stockton Promenade along its river frontage (see also below). This small loss of land on the fringe should not reduce the ecological value of the site.

On the contrary, neighbouring development will provide an opportunity to secure the long term proper improvement and management of the Marsh, both to attract and contain visitors (particularly those from the local communities) and to enhance and extend the biodiversity value of the nature reserve, for example by creating reed beds (that will also cleanse run-off and grey water from the 'Marston Village' scheme). It will have a small visitor centre and accommodation for rangers.

Northumbrian Water owns and manages the primary sewage treatment works near to Portrack Marsh. Recent investment in the facility means that its future is likely to be secure into the long term. The works, despite its size, is not particularly visually intrusive, due to some vegetation and as the area is dominated by the influence of the A19.

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The A19 viaduct itself is grand in scale and has the benefit of being so high, good views are possible beneath - maintaining continuity of the site area. However, the elevated position makes the traffic noise travel, and visual influence very strong. The repetitive rhythm of columns and grand scale could be an opportunity for a major arts/lighting feature as a signature component of the Green Blue Heart.

**The next step should be for TVWT, Stockton Council and SMI to commission a detailed Portrack Marsh Improvement & Management Strategy that assesses the optimum land take for adjoining development and examines the likely impact of development and the measures that should be taken. It should also provide a management plan for accommodating additional visitors and site interpretation. This Strategy should be prepared in advance of the 'Marston Village' Masterplan, 'The Parkway' Plan and the Stockton Promenade Plan in order to determine their alignments/boundaries.**

## **'Marston Village'**

The northern edge of the Marshes from behind Portrack Grange Road up to and beyond Marston Road offers potential to create a more suitable urban edge to the new landscape than the current low grade industrial premises. This new development area will link the 'Lustrum Village' site beyond the Viaduct with the Greater North Shore scheme to the east beyond the Barrage.

In total, there is the potential for 560 new dwellings at 75/Ha alongside the Marsh, a scale of development that will support the provision of the necessary social infrastructure, i.e. community place and convenience retail outlets. Given the shape of the site, all homes will be very close to the Marshes nature

reserve and park and to the river and so will enjoy a very high amenity value.

The site will be served by the new Parkway road linking the Newport and Barrage bridges to the wider highway and public/community transport network. The site will also be accessible to Stockton town centre via Portrack Lane.

**In summary, the 'Marston Village' scheme should deliver the following:**

- 560 dwellings
- 250 sq.m. of A1-3 convenience retail space
- 250 sq.m. of D1/2 community and health use

**The next step should be for TVWT and SMI to commission a detailed masterplan for the 'Marston Village' scheme that examines layout, scale, appearance, access and landscaping of the area to guide the disposal and remediation strategies for the site. In due course, the masterplan can form the basis of an outline planning application to Stockton Council.**

## **'Lustrum Village' (Portrack Gateway)**

This site has been extensively developed as steel and iron works since at least 1857. There have also been railway sidings and tipping on the site. The Portrack Municipal Incinerator opened in 1975 and burnt domestic waste from four local authorities. Closed in November 1996 after it failed to meet new emission regulations, the site was subsequently demolished and the Tees Valley Wildlife Trust began to transform the site into an area for recreation and wildlife for the local people to enjoy.

The site occupies a very prominent position in the GBH area on the river bend between the A19 Viaduct and Newport Bridge. Of all the sites in the Project Portfolio, this will be the most widely seen from those travelling through the area. It must therefore respond with distinctive architecture and an excellent edge to the proposed Stockton Promenade.

The site has potential for 1,000 dwellings at 60/Ha with adjoining open spaces on all sides, i.e. Lustrum Beck, Estuary Park and the Stockton Promenade. It will also accommodate a 1 FE 'extended' Primary School to serve this development and pupils from 'Marston Village' and have a small convenience retail, health and community facilities centre. The site will be accessed from the new Parkway highway and Newport Bridge Road.



However, the site has many strategic advantages that may be attractive to other land uses alongside or instead of residential use, for example a Tees Valley Arena or other regional scale leisure or community facility. Should such uses be preferred in due course then this will have an impact on the critical mass of housing development in the GBH Plan

that in turn will affect the delivery and funding of infrastructure. The strategic benefits and costs of alternative uses should be assessed in this context.

**In summary, the 'Lustrum Village' scheme could deliver the following:**

- 1,000 dwellings
- 3 Ha of new open space and Stockton Promenade
- 1 FE 'extended' Primary School
- 250 sq.m. of A1-3 convenience retail space
- 250 sq.m. of D1/2 community and health space
- or a regional facility

The next step should be for Stockton Council and SMI to commission a detailed masterplan for the 'Lustrum Village' scheme that examines layout, scale, appearance, access and landscaping of the mixed use scheme and considers its alternative use for a regional facility (e.g. Tees Valley Arena) to guide the disposal and remediation strategies for the site. In due course, the masterplan can form the basis of an outline planning application.

## 'Estuary Park'

Billingham Beck and its surrounding land are not readily accessible and the low tide appearance is of black mud and slimy rip-rap is not visually attractive. However, it has a wild, rugged natural beauty which contrasts dramatically with the steaming cooling towers and industrial structures beyond.

It is therefore proposed to create a new public park – 'Estuary Park' - using sculpted earthforms to optimise the habitat to favour target species. A small visitor facility could

provide panoramic wildlife viewing and rangers' accommodation, sculptural hides, and pavilions along the riverfront. The park will form the end of the Stockton Promenade in the GBH area but it could extend beyond it to the north.

**The next step should be for TVWT, Stockton Council and SMI to commission a detailed Estuary Park Plan that sets out how the park will be designed , used and funded. This plan should be prepared in advance of the 'Lustrum Village' Masterplan, 'The Parkway' Plan and the Stockton Promenade Plan in order to determine their alignments/boundaries.**



## Development Schedule

The nine sites in the Portfolio total over 120 Ha of brownfield land and can deliver almost 4,500 dwellings over the next 20 years or more. This total quantum of development will support the viability of the local highways and public transport improvements, the provision of social infrastructure, the improvement and provision of new public open spaces and the installation of a viable energy generation and supply and ICT network.

The table below indicates how the Portfolio could be built out to align with the current LDF housing strategies:

### Total New Dwellings by Period

Period	Stockton	Middlesbrough	Total
2011 – 2016	125	100	225
2016 – 2021	1,125	0	1,125
2021 – 2026	1,000	1,440	2,460
2026 – 2031	560	0	560
Totals	2,830	1,540	4,370

# 5

## Infrastructure

### Access & Movement

Current proposals and plans for an improved highway network, bus services, and the LRT, in conjunction with an improved and better connected road network all support the GBH Plan. The plan incorporates the majority of the proposals currently planned and adds more with the aim of achieving a fully connected road network, and public transport network.

#### Highways

The GBH Plan proposes an enhanced highway network of new and existing roads and bridges that will provide much greater accessibility and permeability. It will also increase capacity and avoid incurring Article 14 Notices that are currently threatening regeneration. It proposes five major initiatives:

- Connecting the Tees Barrage Way to the public highway network - both north and south. The road could remain private, limited to light vehicles, and be subject to closure by British Waterways for maintenance or during certain hours
- Creating a new northern highway – ‘The Parkway’ - to provide access to ‘Lustrum Village’ and ‘Marston Village’ and to connect with Greater North Shore and the A1046 to the west, and the A1032 (Newport Bridge) to the east. The Parkway should be connected at regular intervals to the surrounding light industrial and retail areas
- Creating a new southern highway – ‘Maze Park Lane’ – to provide access to the ‘Maze Park Villages’ and connecting the Barrage roundabout to the west and Riverside Park Road to the north
- Creating a new vehicular bridge and access road across the Tees to connect Riverside Park Road to the A1046, north of the Newport Bridge
- Downgrading the A66/A19 interchange and Tees Flyover once the new highway and public transport networks have been established and they have reached the end of their design lives

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Autolink, the Highways Agency and Stockton and Middlesbrough Councils all have road interests in the area. Regeneration opportunities in Stockton and Middlesbrough have been stifled by the threat of Article 14 Notices which effectively prevent development that adds to the already overburdened highway network.

The lack of capacity in the area around the A66/A19 interchange and the Tees Flyover is a particular issue. The creation of a viable secondary highway network in the GBH area and other strategic public transport investments aimed at sustaining a significant modal shift may enable the interchange and flyover to be downgraded in years to come as they reach the end of their design lives.

Such an opportunity is unlikely to be possible without the GBH Plan schemes. In return, such downgrading will achieve a considerable positive environmental impact in improving views along the Tees and the settings to the Maze Village, Lustrum, Hartington and Estuary Park sites. It will also make a symbolic statement about the new role of the GBH area as a place to stay and not pass through at high speed.

Enabling local traffic to cross the Tees in more locations and enhancing the permeability of the local distributor network would avert the threat of Article 14 Notices. It would also take loads off the A19 and A66 and speed the regeneration of the GBH and wider areas including Middlehaven and Teesside Park. The new distributor roads would offer opportunities for the local bus network to function more efficiently and effectively. All the Portfolio Projects should be served by bus services connecting to both Stockton and Middlesbrough, again helping reduce the road traffic burden.

## Public Transport

A Strategic Green Travel Plan should be commissioned for the GBH Plan to guide and co-ordinate the access and movement strategies of the Plan's component schemes. Each development scheme will impact on the existing highway network and public transport services and will require in places significant investments in transport infrastructure within the area. Promoting 'green' travel behaviours with future residents and businesses and with visitors to the Barrage will be an important issue.

## Metro

The development of the Metro proposal is progressing well with the preferred option to convert the existing heavy rail to tram-train operation showing as a good value for money. The latest version of the Local Transport Plan 2 (LPT 2) for all Tees Valley authorities identifies Metro as the solution to the sub-regional transport spine currently missing from the Tees Valley.

The preferred solution will deliver a new sub-regional transit system for the Tees Valley, making more efficient use of the current rail and bus networks to better meet travel needs over the next 20 years. It will operate a 15 minute (working day) service and have at least five new stations along the route, including at Teesside Park to serve the 'Maze Park Villages', 'Barrage Village', 'Princeton Village' and the Barrage and possibly another station serving 'Hartington Business Village' and Riverside Park.

The GBH Plan should significantly strengthen the case for the Metro proposal. It will create a new population of 10,000 living, a large proportion of whom will live and/or work within walking distance of a Metro station. The remainder will be well linked to the stations via the local bus network and the proposed GBH community transport scheme.

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## Buses

Improving accessibility and permeability is a core principle of the GBH Plan. Stitching into the surrounding communities and infrastructure of Stockton and Middlesbrough is essential to getting residents, workers and visitors to and through it. It will counter the site's isolation, reduce pressure on the strategic road network, and create cleaner, greener, safer places for people.

Bus patronage in the Tees Valley has fallen slightly in recent years. The existing bus network is largely based on the network created 50 years ago. There are new initiatives - a real time information system, improvements to marketing, ticketing, routes and infrastructure – and others planned that will complement and be supported by the GBH Plan. It is proposed that existing services crossing the GBH area be re-routed and re-timetabled as necessary to reflect the new patterns of development and key community and other transport nodes.

## Cycle and Pedestrian routes

The GBH Plan proposes a network of high quality pedestrian, cycle and bridle path routes linking existing and new communities to and through the GBH area and to the countryside beyond; and Stockton to Middlesbrough. It will be at the centre of a network of existing green corridors connecting people from their doorsteps to the GBH area and to the countryside beyond. The Stockton and Middlesbrough Promenades will connect the two town centres via the river.

The Plan proposes:

- Connecting to and/or extending existing bridges over the A66 and the rail corridor connecting into the GBH area;
- Connecting all the plan's key attractions, schools and community places;

- Creating the Stockton Promenade and the Middlesbrough Promenade as the spine of a new pedestrian and cycle network connecting Stockton/Middlesbrough/Billingham Beck Country Park, and other green corridors; the Promenades are intended to become leisure and recreational destinations in their own right;
- Connecting to the new Middlesbrough Cannon Park developments, the University, the North Shore development and Riverside Park (and the Transporter Bridge and Middlehaven beyond)

## Community Transport Scheme

The Travel Plan should also set out how a Community Transport scheme should be controlled, managed and financed. At this stage, it is envisaged the scheme will comprise:

- School bus services linking all the new schools in the GBH area
- A loop mini-bus service using the new perimeter road network and connecting all the key community places, co-ordinated with cross-GBH bus services to the surrounding areas
- A car pooling scheme
- Real time information service to community TV subscribers
- Local food delivery service
- Management of promotional vouchers for new residents to encourage public transport use

The scheme may best be operated by a social enterprise on a mutual or co-operative structure using S106 funding to support its set up and early operations.

**The next step should be the commissioning by SMI and the Tees Valley Joint Strategy Unit (TVJSU) in 2008 of a Strategic Transport Impact Assessment to assess the combined impact of all the proposals contained in the GBH Plan. This will lead to the preparation of a Strategic Travel Plan that will inform the masterplans.**

## Social

### Education

The total estimate of new housing provision (4,370 units) will generate in the region of 900 primary school age children and 800 secondary age children. It will also create additional demand for day nursery places (i.e. 0-5 year olds) and special needs places.



The GBH area is served by a number of primary and secondary schools in Stockton and Middlesbrough. The Macmillan Academy, Thornaby Community School, St.Partick's Comprehensive School, Norton School Humanities College and Acklam Grange School are the closest secondary schools. Tilery and Harewood are the closest primary schools. Policies CS6 and CS16 in the Stockton and Middlesbrough (LDF) Core Strategies respectively provide the direction for the provision on new education facilities. Their respective Regeneration DPDs outline in more

detail their 'Building Schools for the Future' programmes, which are likely to alter some of the school services currently provided in the areas surrounding the GBH area.

Not surprisingly given there is no housing currently in the GBH area, these schools are not well connected to it. In fact, there are many considerable physical barriers between the schools and the area that are not likely to be possible to overcome. Irrespective therefore of the future availability of the schools to accommodate the pupils generated by the proposed new housing developments, the GBH area requires its own education provision at both secondary and primary levels.

Schools play the most important role in building and sustaining successful new communities. It is therefore crucial that the GBH Plan creates sufficient residential mass to deliver the viability for such provision. The estimates above translate into the need for 5 form-entry primary school and 6 form-entry (plus a 250 place Sixth Form) secondary school provision.

This means three new primary schools (i.e. 2 x 2FE plus 1 x 1FE) and one new secondary school that will form a new admissions area in the Stockton and Middlesbrough LEA areas. As such, each of the schools will be at the heart of community life.

The GBH Plan proposes that the new secondary school is best located as part of Maze Park's 'Woodland Village' and that the new primary schools are best located at the Woodland Village (2FE), at 'Princeton Village' (2FE) and at 'Lustrum Village' (1FE). At the Woodland Village site, there could be an 'All Through' education facility built comprising the secondary and primary schools and day nursery (and associated health and other community places). The other two primary school sites should be 'extended schools' to

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include day care services and again may be co-located with health and other community facilities. The schools will also benefit from linkages to the sports and leisure facilities planned around the Barrage.

A joint School Travel Plan should be adopted to cover all the schools and setting out the range of arrangements that will be made collectively for managing access and movement to, from and between them. For example, there should be a dedicated school bus service connecting all the residential areas with the schools that will also enable the schools to co-ordinate their facilities and activities in a complementary way.

## Health

Similarly, whilst there is a wide range of GP surgeries, pharmacies and dentists surrounding the GBH area, none will be convenient to new housing schemes in the area. There should therefore be provision made at each of the main development schemes for a health facility comprising one or more of these services. Wherever possible these facilities should be co-located with other community facilities, e.g. schools, retail centres.

There are a number of changes expected in the organisation and delivery of health services in the coming years in the Tees Valley as a result of population growth, an aging population, medical advances enabling less invasive and more effective treatment, new technologies supporting new and improved models of care and an increase in the provision of primary and community services, particularly in areas which are experiencing the poorest health.

The North Tees PCT intends to deliver its services in 'tiers':

- Tier 1 - in communities with a focus on self help and self care for good health, and management of chronic conditions.
- Tier 2 - in primary care with a focus on diagnosis, assessment, and clinical support for the management of chronic conditions and recovery from acute episodes or relapses.
- Tier 3 - in certain primary care centres, which are commissioned to provide enhanced diagnostic and treatment for wider range of patients.
- Tier 4 - in hospitals (and Diagnostic & Treatment Centres) for brief treatment and/or interventions of acute episodes or specialist advice for some conditions.

There will be an increasing emphasis on providing care closer to home and the development of services focused around Tier 3 services to balance the planned move of the acute hospital site. This facility would link to smaller primary care resource centres which may be in Thornaby, Billingham and central Stockton which would host core primary care services, some outpatient and outreach services (either locally or borough-wide) and other community, voluntary and council services as appropriate. Secondary and tertiary services will be delivered in a new hospital setting/s, for brief treatment and/or interventions of acute episodes or specialist advice for some conditions. The focus on independence will place an emphasis on a range of services and support that enables people to live independently with health or social care support. The development of extra care housing and telecare services may move away from the traditional estate requirements for nursing and residential care homes.

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The GBH Plan takes these principles into account in allocating space at each community place for Tier 2 and 3 service delivery.

### Community Places

High quality schools and health services will go a long way to helping create the social capital that will come to define the new city region. However, a range of complementary facilities will also be required to meet other community needs. These will comprise meeting rooms, cafés, pubs/bars, library services for example. Most will be small scale to meet local housing area needs and will be co-located with other such services. Others will have a wider catchment – the GBH area or beyond – and so should be located close to the new transport network, e.g. The Arts & Events facilities at the Barrage.



Community places should also include convenience retail units to meet local needs. Provision has been made at or close to each development site for this purpose. It is not however intended for retail uses to be anything other than for this purpose as the GBH area will be well connected to the two Town Centres and to Teesside Park.

**The next step should be the commissioning by SMI of a social infrastructure assessment of the GBH Plan covering all the above services, to tie in with local ‘Building Schools for the Future’, PCT and other related investment programmes. This should be undertaken in advance of the first major masterplans to guide service provision and funding via all the GBH Plan projects.**

### Utilities

#### Energy & Water

The new development schemes will require a new energy and water utilities infrastructure to be provided to serve the new population of 10,000 people. Emerging and long term planning and energy policy will require such provision to be made in as carbon-neutral a way as possible.

The Stockton LDF Core Strategy (DMP2) is already proposing that developments of the scale envisaged in the GBH Plan should meet at least 50% of their predicted energy requirement to be sourced from on site renewable energy generation. There is no specific target set in the Middlesbrough LDF Core Strategy but it is likely such an approach will be adopted in future. Both LDFs are consistent with emerging Government policy, most notably the Draft PPS1 Supplement on Climate Change.

Such an approach to energy and water infrastructure will be considerably more embedded in development schemes, the technologies better developed and the business models better established by the time the main GBH Plan development schemes are built out. At this stage, it is anticipated that the following infrastructure will be delivered to support all the schemes:

- Biomass resourced CHP plants provided all heat and power supplies to households, businesses and other organisations that want them in the GBH area via a private network
- Water supplies delivered by Northumbrian Water via integrated water management systems using rainwater harvesting etc
- The delivery of services co-ordinated with the provision of ICT services to provide consumers will real-time consumption and billing data

In delivery terms, a Multi-utility Service Company (MUSCO) business model may be best suited to these circumstances – including the ICT network below - where the infrastructure is complex and large scale and where the incumbent suppliers have little in the way of suitable current services.

## ICT

The UK is slowly moving towards a ‘broadband’ economy though continues to lag well beyond other world-leading ‘knowledge economies’. The next frontier will be the delivery of genuine high bandwidth ICT solutions provided by fibre optic networks rather than the traditional copper wires.

It is expected that all the developments in the GBH area will be served by a fibre optic network sharing the common infrastructure ducts of the energy and water services. This network will measure bandwidth in gigabits not megabits and enable occupants to benefit from the ‘triple-play’ services of phone, internet and TV. The network will also connect homes with schools, businesses, transport and sports/leisure services in the GBH area and enable community broadcasting, further enhancing social capital.

The ‘Digital City’ initiative outlined in the Middlesbrough Core Strategy is intended to

build on the University of Teesside’s expertise in digital technology, media and applications as a distinctive economic development objective. Connecting people and businesses in the GBH area via high speed broadband infrastructure to the wider initiative will leverage the benefits to both plans.

**The next step should be the commissioning by SMI of a feasibility study of the specification, financing, delivery, governance and operation of utility and ICT services. This should be undertaken in advance of the first major masterplans to guide service provision and funding via all the GBH Plan projects.**

## Environmental

The GBH Plan proposes landscapes that will provide beautiful settings for access and movement, mixed use and residential development, active and passive leisure and recreation, cultural facilities, biodiversity, flood risk management, water capture, cleansing and distribution, biomass, food production, events, etc.

Signature leisure and recreational uses are proposed but will not drive the longer term regeneration process. The GBH Plan comprises a series of contrasting natural and designed landscapes. The Stockton and Middlesbrough Promenades will provide a strong curvilinear edge to the Tees contrasted with naturalistic banks opposite. The wildness and expanse of Portrack Marsh will contrast with the formality of the Stockton Promenade and The Parkway. The closed landscape of the woodlands in Maze Park will contrast with the panoramic views from the tops of the conical hills. The closed views along the A19 Boulevard will contrast with the expansive panorama as the viaduct crosses the Park. The old industrial landscapes of Teesside will contrast with the new, diversified landscape of the GBH area.

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## Parks & Promenades

A series of new promenades and parks are proposed in the Plan. The promenades are key elements in linking Stockton and Middlesbrough, in providing pedestrian and cycle access to the river, and in defining the GBH area as a place to live and visit.



The Stockton Promenade is proposed as a formal, highly maintained tree lined walk elevated above the level of the river and marshes. The Promenade will provide prospects across the Tees and marshes and leads to a series of sculptural pavilion follies. It will also feature a formal boulevard of colourful wind turbines along its whole length. The promenade will provide a colourful, simple and continuous broad walkway north from the Newport Bridge to the new Tees crossing. The entire promenade will be illuminated at night, with colour and intensity varying with the wind speed and tidal conditions.

The Middlesbrough Promenade is proposed as a formal and highly maintained walk along the west facing bank of the Tees complete with pavilions, wind turbines and dramatic lighting. The Promenade will provide prospects across the Tees. It will provide a simple and continuous broad walkway north from the Newport Bridge to the new Tees crossing.



The Promenades will connect the various new parks on both sides of the river – Maze, Ironmasters, Estuary and Portrack Marsh. The parks will each have their own character, ranging from the natural and informal (Portrack Marsh) to the formality of Ironmasters. They will all become destinations of City-Region significance in their own right, but will also act as local parks for nearby existing and new neighbourhoods. All will therefore have excellent interpretation and information for visitors – at centres and on boards around the parks – and will provide adequate car parking and other support facilities.

## Public Realm

The A19 and A66 form the primary routes to and through Stockton-Middlesbrough. It is proposed that they be upgraded as part of the GBH Plan which will transform the area and establish the identity for the wider SMI. Mass plantings of large, semi-mature trees and low maintenance but controlled meadow grassland will redefine their character as boulevards. The A19 viaduct will provide spectacular panoramas across the area. Clear acoustic screens on the viaduct will attenuate noise within the Park. The plan should also contribute to the existing 'A66 Public Art Corridor Programme' as it will become highly visible from this corridor in future.

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The Parkway would also have a tree-lined 'boulevard' character, creating a distinctive edge to the adjoining new urban areas; its landscape treatment will contrast dramatically with the reed beds and open expanses of Portrack Marsh and Estuary Park. Maze Park Lane on the other hand will have a very different character to that of the Parkway. It would be less formal in landscape appearance as it winds around the mounds and new village schemes.

New village squares will be important parts of the public realm. Each village square will fit with the character of that village in its relationship to the surrounding development, its scale and appearance. However, the uses around it are likely to be common to each village, i.e. schools, community places, convenience retail, public transport node.

### Productive landscapes

As part of the informal landscaping that will provide the development schemes with an appropriate setting and buffer, opportunities should be maximised for productive landscape use. This may be for urban forestry, food growing or renewable energy generation (wind turbines or biomass/bioremediation).

Such uses will not only reduce the long term costs of managing these areas but also support wider initiatives to encourage and enable local community involvement in their surroundings and to support local economic development. Part of an allotment therefore could be operated as a business venture supplying the local retail stores with local produce.

### Green Grid

The GBH area will be at the hub of a strategic Green Grid network for the Tees Valley. The Green Grid will help connect the people and

habitats of the GBH area with its surroundings. The Grid will comprise the corridors of the Old River Tees, Billingham and Lustrum Becks and other existing corridors, and will connect important sites for both leisure and wildlife such as Billingham Beck Country Park and Seal Sands. Cycling and pedestrian routes will be aligned with these corridors wherever possible.

The Plan proposes landscapes that will transform the perception and the reality of the Green Blue Heart in the short, medium and long term. Consequently, it is recognised that some of these landscapes will be 'sacrificial'. Extensive areas of woodland will be planted to provide a rapid transformation. The woodlands will create a colourful wildlife habitat for and between areas awaiting redevelopment. Species will be selected not only for their local provenance, but for their colour and form. They will be planted in bold swathes of colour that change with the seasons.

**The next step will be for SMI to commission a Green Space & Public Realm Plan for the GBH area to inform the masterplans of the development schemes. The plan will examine in detail the green infrastructure requirements and their implications for the schemes.**

### Leisure, Events & Tourism

The GBH Plan will depend in part for its success in delivering a range of leisure and event facilities to exploit its Barrage and river assets and to attract visitors and the local community. In an increasingly competitive market place for consumers and investors, the quality of supporting infrastructure is vital.

Aside from the planned leisure uses themselves (around the Barrage) it will be important that they are complemented by other uses, e.g. associated niche retail,

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cafés/bars, accommodation. They should also benefit from adequate and convenient car parking and a high quality public realm.

A number of events are currently promoted at the Barrage (using the dedicated events space as well as the white water), Stockton and Middlesbrough. Based on the existing provision at the Barrage with the enhancements to increase the capacity and improve the quality of the events space, there is the potential for a programme of events to promote and develop events such as the River Festival. This programme should be co-ordinated with those of the wider area.

Some tourism infrastructure will need to be built into the plan and linked to the various phases of development. This includes the following:

- walkways/cycleway both within the site and linking outwith (plus cycle hire);
- signage/interpretation; and
- improved/new events space (land and water).
- serviced/unserviced accommodation e.g. hotels, youth hostels, cabins, camp site;
- interpretation centre; and
- food and beverage (land and water)

Accommodation provision is currently relatively limited in both Stockton and Middlesbrough town centres although there are other properties in the wider areas. However, there are a number of planned developments in both Stockton and Middlesbrough which it is assumed will meet the needs of visitors to the GBH area.

# 6

## Building & Managing the Portfolio

### Spatial Planning

The GBH Plan is a strategic spatial masterplan that indicates how a series of inter-related sites can accommodate development and how each should be supported by a common transport, utilities, social and green infrastructure.

The plan is mindful of the many practical obstacles to delivering such a major scale and long term transformation in land use. Though it is expected that considerable value will be generated by significant housing and commercial development, there will be a wide range of remediation and infrastructure costs – dispersed unevenly across the sites - of such a scale likely to require public investment in order to achieve commercial viability. The variety of land ownerships and the need for a strong and coherent development delivery mechanism are also crucial factors in the future success of the plan.

In this section each of these issues is rehearsed in more detail. However, the plan is not a comprehensive detailed masterplan that will enable the speedy assembly of land and preparation of planning applications. Rather, its focus is on encouraging the two local planning authorities to make appropriate provision in their emerging Local Development Frameworks for land use change in the GBH area and to have the confidence to restrain peripheral development that could undermine market conditions.

The GBH Plan will become a project of regional as well as local scale and importance, hence the references already made in the Regional Spatial Strategy and Local Development Frameworks. In order to build and maintain the momentum and investor confidence in the Plan over the next 20 years, it is vital that this statutory policy framework is consistently adhered to as plans are reviewed and rolled forward.

The issue of the timing of the build out of the GBH Plan is also an important one. The SMI Report highlighted the importance of ensuring future development in the GBH area did not undermine the successful delivery of the North Shore and Middlehaven schemes through over-supplying the housing market and attempting to do too much too soon. The LDFs have both repeated this view.

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Though the 'Barrage Village' scheme could and should be delivered before 2016 (if nothing else given the importance of securing its additional flood management benefits), it is relatively small scale. Similarly, the housing proposed as part of the Navigation Way scheme at the Barrage is also very small scale and important in creating the right development economic proposition to deliver a comprehensive sports and leisure scheme there.

With the exception of 'Princeton Village' its major development components are not likely to come forward until post 2021 as the current LDFs recognise. Both LDFs appear to provide sufficient scope to allow the earlier projects at the Barrage, Barrage Village, SW Ironmasters and a first phase of the Princeton Village scheme to come forward through the planning process in due course. Importantly, this timing fits well with the build out plans of North Shore and Middlehaven, both of which will be complete and almost complete by 2021.

Though both LDFs currently refer to the preparation of SPDs to take forward the implementation of the GBH Plan, it may be more effective for the two local planning authorities to prepare a joint Area Action Plan (AAP). The AAP will enable the comprehensive planning of the GBH area, the proper co-ordination of policies and implementation mechanisms and will carry sufficient policy weight that may be difficult to achieve through the respective future Regeneration (i.e. Site Specific Allocations) DPDs and less weighty SPDs. It will also help reinforce the identity of the GBH area as a successor to North Shore, Middlehaven and Town Centre strategic regeneration projects. In timing terms, the local planning authorities should look to adopt the AAP by 2011.

The projects in the portfolio are all of sufficient scale and complexity to require masterplans to guide their planning and delivery (in

accordance with the AAP). The masterplans will be accompanied by Environmental Statements etc and will be used as the basis for subsequent planning applications and S106 Agreements.

Since the first draft of this plan the Government has published its Housing Green Paper and announced its intentions in respect of supporting new Growth Areas in the north of England. At the same time, it has published a prospectus to encourage local authorities and their partners to bring forward proposals for 'Eco-towns'.

At this early stage it is considered that the GBH Plan is entirely consistent with this policy direction in strategic terms. And, though not perfectly consistent in its current form with all the eligibility criteria for Eco-towns as set out in the prospectus, a case could be built by SMI and its partners. Certainly, the underlying principles of the delivery of quality, 'green' homes, mixed communities, robust social infrastructure and zero-carbon technologies are very much key features of this plan. It is recommended that SMI gives urgent consideration to this opportunity in order to build and present a case to Government during the Autumn 2007.

**The next step is for SMI to submit representations to the relevant RSS and LDF authorities to ensure these future plans remain supportive of the principles of the GBH Plan and, in due course, make the necessary provision, especially in respect of housing supply, for its schemes. The SMI should also encourage the Local Planning Authorities to identify the need for a Joint Area Action Plan in their next Local Development Schemes in March 2008, instead of the current (Middlesbrough) plans for SPDs for the GBH and Riverside Park areas.**

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## Marketing

The interim report promoted a branding of the GBH plan as part of the SMI and created the name 'Teespark' for that purpose. It is now thought premature to undertake this form of marketing exercise as the 'product' remains insufficiently developed and is not capable of being 'brought to market' in any scale for some years to come.

In any event the projects are also of considerable variety, each making a distinctive value proposition to future residential and business occupants and to customers, citizens and visitors. They will each have their own 'brand' that represents their offer. Even the landscape features will be many and varied and not expected to be perceived as a single 'park' entity as they will serve different purposes.

This is not to say that the GBH Plan should not continue to have a distinctive identity as a strategic policy initiative, particularly in respect of spatial planning policy. As projects come forward so they should promote their contribution to the GBH Plan. It should also come to be regarded alongside 'Greater Middlehaven' and potentially 'Greater North Shore' as being at the heart of the Tees Valley city-region.

## Project Governance & Management

The financial and non-financial value of the GBH plan will derive from the whole being greater than the sum of its parts. It is clear that no single component of the plan will create and sustain its long term value alone. By its very nature, the plan demands a series of mutual relationships in financing and operational terms between schemes if they are to be built in the first place and then succeed.

Each of the plan's component schemes also has its own stakeholders – some are unique to that scheme by way of land ownership; others have a stake in all the components. Given the long term nature of this plan and the importance of sustaining investor confidence for its duration, the challenge facing all stakeholders is to determine what governance structure will best guarantee its delivery and an equitable sharing of its rewards and risks.

At the very least, all the statutory agencies should be involved and sign up to the vision and GBH Plan. These would include Tees Valley Unlimited, Government Office for the North East (GONE), The Northern Way, One North East (ONE), English Partnerships, Stockton and Middlesbrough Councils, Environment Agency and Natural England. BWB will also be an important partner. The Royal Society for the Protection of Birds (RSPB), Tees Valley Wildlife Trust (TVWT) and community organisations will all be important to delivery.

At this stage it is possible to identify three alternative governance approaches: public sector-led, private sector-led or joint public-private venture. The key issues for each are summarised below:

### Public sector-led

The genesis of the GBH Plan is the SMI. It is expected the SMI will continue until 2010 as the local vehicle for taking this plan forward. It carries sufficient political weight to influence the necessary policy frameworks and public finance regimes as necessary to pursue its objectives.

However, given the scale, scope and governance structure of Tees Valley Unlimited (TVU) economic partnership then this may become a more suitable 'owner' of the GBH Plan into the longer term. The current

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proposals, reinforced in the Government's recent 'Sub-national Review of Economic Development Regeneration' see this new public-private partnership having responsibility for key aspects of housing, planning, transport and regeneration policy, financing (via the Multi-Area Agreement) and project delivery.

In this case, the SMI then TVU would be responsible for monitoring and contributing to the review and development of relevant spatial planning policies and encouraging the timely commissioning by landowners and/or developers of the necessary masterplans to bring forward development schemes. In some cases, SMI/TVU may wish to stimulate commercial interest in partnership with the landowner by jointly funding these commissions.

### Private sector-led

Alternatively, given much of the GBH Plan assumes delivery through privately funded development schemes and enhanced land values collectively funding social and environmental infrastructure provision through S106s, the GBH Plan may be left to the market to deliver.

This approach will rely upon those with the greatest potential stake in the success of this venture – landowners – to secure development partners to bring forward proposals that will be supported by the local planning authorities.

There are two key problems: the likely requirement for some public funding to contribute to infrastructure costs (e.g. roads and remediation) and the need for a planning policy framework that drives the proper co-ordination of projects. Such an approach is not characteristic of much complex regeneration work in the UK and is unlikely to succeed here.

### GBH-specific joint venture

The other generic alternative is to create some form of joint venture (JV) between those organisations with a direct commercial stake in seeing the GBH Plan delivered. Provided the planning policy framework remains sufficiently robust to strongly dissuade a piecemeal approach to delivery evolving, then such a vehicle can bind together the landowners – EWS, Network Rail, British Waterways, Middlesbrough and Stockton councils and Tees Valley Wildlife Trust – into sharing the risks and rewards for their mutual benefit.

Such a vehicle could operate as a development agency that pools its assets and liabilities and shares the costs and commercial gains in proportion to the contribution made by each organisation. It ought to create the right entrepreneurial spirit to build and manage its asset portfolio of development land and to realise the intangible value of retaining liabilities like parklands.

The agency would be responsible for ensuring its interests are promoted within the LDFs etc, for commissioning the necessary masterplans and for leveraging in public funds to support the delivery of the GBH Plan.

It may also be worth considering the option of structuring this venture under the 1981 New Towns Act, especially if SMI seeks Eco-town status for the plan. Its main advantage as a statutory body will be co-ordinating infrastructure delivery and management and land assembly if more detailed iterations of this Plan (and the site masterplans) highlight these will be major obstacles to development.

The SMI should take the initial lead in encouraging the JV to form. This plan suggests that although the prospect of the largest development schemes are still some years away, the lead-in time for these

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developments will be long and even the earlier, smaller schemes will need to come forward with a clear understanding of how they will relate in planning and financial terms to the other schemes.

Hence, the plan recommends the commissioning of a variety of masterplans, development briefs, infrastructure plans and feasibility studies in the coming three year period. The SMI is best placed to lead, co-ordinate and seek cost synergies between these commissions and it should seek contributory funding from landowners for this purpose. In the longer term, this responsibility should probably pass to Tees Valley Unlimited, as it will have a unique blend of private and public governance and an appropriate political mandate to see through a project of this scale and duration.

### Long Term Governance & Management

There remains the issue of longer term governance and management of much of the social and green infrastructure once the development schemes have been built out. It is assumed that the developers will aim to transfer any remaining responsibilities to others, subject to delivering their S106 obligations. It is also assumed that, given the complex and large scale nature of the scheme that the local authorities will be reluctant to take on responsibility for green infrastructure management.

It is therefore proposed that the scope for a community land trust be investigated and for other services and facilities to serve the new communities – schools, facilities, transport, MUSCO, childcare, allotments etc – to be operated as social enterprises be explored. Provided such a trust and enterprises are not left only with long term, non-productive liabilities, then this model could play a major role in building community cohesion and creating sustainable communities.

The trust maybe formed early in the GBH Plan implementation by the JV (or alternative structures) to grow incrementally as the developments are built out and new communities evolve. The trust, particularly if structured as a democratic, community-owned organisation, may then play a part alongside the SMI/TVU and the JV in marketing the GBH area to prospective residents and businesses. As its asset base and membership grows through land transfers from developers and as occupation increases, so the trust gains more autonomy from its JV founders (and may pay off the likely JV equity share with replacement members share capital and ethical venture capital if the trust sustains healthy surpluses).

The position may be that by scheme completion in 2031 many of the 4,370 new households are members of the trust, place their children in the local school that the trust owns and operates, choose to buy their utility services from their own, consumer-owned MUSCO and use the trust's transport services. Such proposals on this scale – reminiscent of the principles behind the Garden Cities in the UK at the turn of the last century – are now beginning to come forward in the UK. The GBH area could be at the forefront of this thinking in the years to come.

**The next step is for the SMI to consider its options for project management in the short term and to understand the implications for the delivery of the Plan's social and green infrastructure in the longer term. Both issues will inform the way in which SMI commissions the various masterplans and studies in the coming years and the nature of their project briefs. The SMI should seek to determine each landowner's perspective on and future appetite for collaborating to secure these benefits.**

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## Project Finance

The regeneration development model underpinning the GBH Plan should create a critical mass of development to secure a viable portfolio of schemes. The development scheme components of GBH have been designed in such a way to ensure each is sufficient scale to meet its own immediate needs in terms of access and movement and social infrastructure as well as being able to contribute to the wider utilities and green infrastructure.

### Public Funding

However, it is expected that even with this scale of development, the costs of remediation and affordable housing and of installing significant highways, utilities, flood and green infrastructure where none currently exists will require public funding. The key investment programmes are likely to be:

- Local authority capital funds (Multi-Area Agreements etc)
- Local Transport Plans/Innovation Funds/Highways Agency
- English Partnerships/Housing Corporation
- One North East
- Lottery Fund
- Environment Agency

### Public Capital

The model therefore assumes private capital will be attracted to invest in the various housing, commercial and leisure schemes proposed. The neighbouring North Shore, Middlehaven and Town Centre schemes will build investor confidence in this urban location

as a place to invest for long term sustainable returns and the timing of much of the GBH plan will take advantage of the impact of these schemes.

It is also expected that the Stockton and Middlesbrough spatial planning strategies will increase their focus on reinforcing the urban core of the city region in the coming decades rather than promoting development in the urban fringe. This will direct capital towards the urban core. And it is expected that the Tees Valley region will continue to improve its economic performance and urban renaissance, creating increasing demand from a wide range of households – young and larger families, single people, older people – wanting to live in a revitalised urban core that provides all the necessary supporting services and infrastructure within a revitalised riverside and landscape setting.

### Phasing

A crucial factor is the timing of investment. There will be many benefits for securing investment in flood defences, in public transport initiatives and in building the green infrastructure in advance of development for example. Their early establishment will begin the process of transformation early enough to support the first, smaller schemes in the portfolio and, in the case of green infrastructure, enhance its attractiveness to future investors and residents.

To make this happen on any scale will require risk capital and public funding from investors and public bodies respectively that will be prepared to invest in the short term confident that there will be a long term satisfactory return on investment. The JV approach outlined above may provide a means of binding together the key stakeholders (including the local authorities) for mutual benefit that will create such confidence. Of

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equal importance will be the need for strong market signals from local planning policy that the principles of development on this scale in the GBH area are committed to.

### **Innovative Funding**

The Interim Report considered the possibilities of financing much of the advance works, especially green infrastructure, using innovative public bond mechanisms. Though successful in other parts of the world, such mechanisms are not widely understood or used in the UK at present. They are likely to increase in popularity in years to come but only in those areas where demand is healthy and stable with established private investment. For these reasons, this type of mechanism is not now thought appropriate to the delivery of this strategy.

That said, there may be scope to enhance the development economics and deliver advance infrastructure by capturing and capitalising the long term value of utilities and other services, rather than handing over this economic value to incumbent suppliers. Such an approach may be strengthened by forming the MUSCO and other service enterprises as consumer and community mutuals and co-operatives. Aside from their many benefits in securing social objectives, these organisations can attract ethical investment and local equity capital and plan over longer time horizons than the traditional private sector.

### **Pooling**

No matter what sources of capital are used, of critical importance is the co-ordination and delivery of these investments across the various development schemes. Each will make a contribution either within its own site (e.g. schools) or off site (e.g. parks). The masterplans prepared for each scheme must contain clear implementation strategies that

set out how S106 and S278 agreements (and their potential successor regimes, e.g. PGS) will make this contribution through a pooling of funding.

These masterplans will be informed by the Strategic Transport Impact Assessment, Strategic Green Travel Plan, Green Infrastructure Plan and Social Infrastructure Plan, each of which will set out the requirements and costs for the GBH area. These costs should then be apportioned to each development scheme on the basis of its development outputs (and therefore the relative demand it will place on that infrastructure) qualified by its economics (i.e. talking into account its development costs) and timing.

## **Risk Management**

There are inevitable risks associated with a vision of this scale and ambition. The following is an outline assessment of potential risks identified at this stage:

### **Strategic**

The greatest risk to the Plan is that it fails to win and sustain the commitment of the local planning authorities through site allocations in the LDFs through to the timely granting of planning consents.

This should be managed by SMI/TVU continuously engaging with the local planning authorities and promoting the GBH Plan and its benefits to them, particularly during the next likely review of the LDFs in three or four years time. It should also be recognised that the GBH Plan is very much in line with Government and regional planning and regeneration policy.

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## Financial

There is clearly a risk that despite an encouraging planning framework the development schemes fail to materialise from landowners or investment fails to be attracted to implement planning consents.

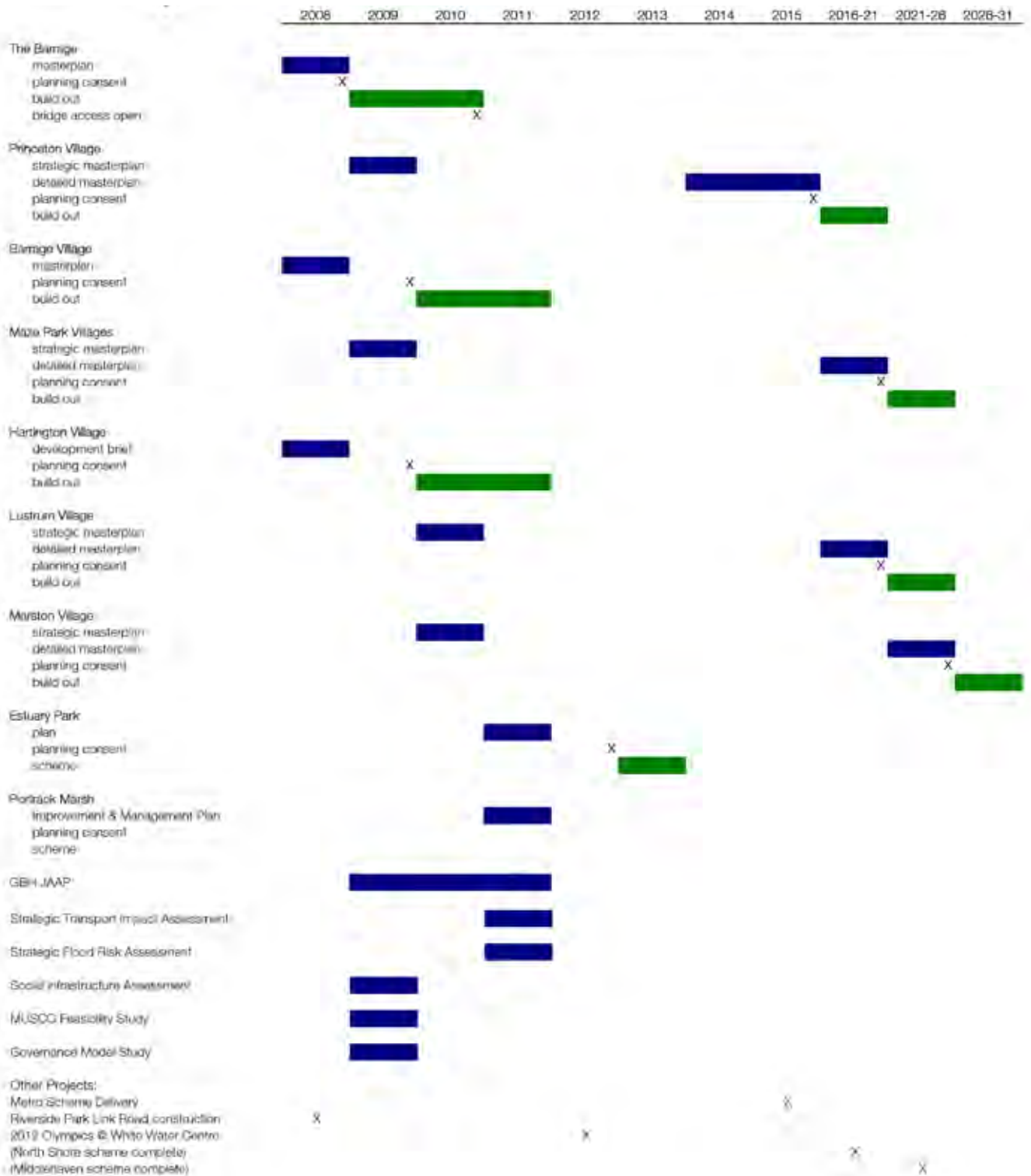
The GBH Plan has been configured to optimise the economic value of the overall plan and its component schemes. Landowners are therefore expected to want to realise considerable economic value that until recently would not have been apparent. The investment risk revolves around the wider economic success of the Tees Valley City-Region. Given the strength of its policy case for support the plan should also receive the backing of public funding agencies.

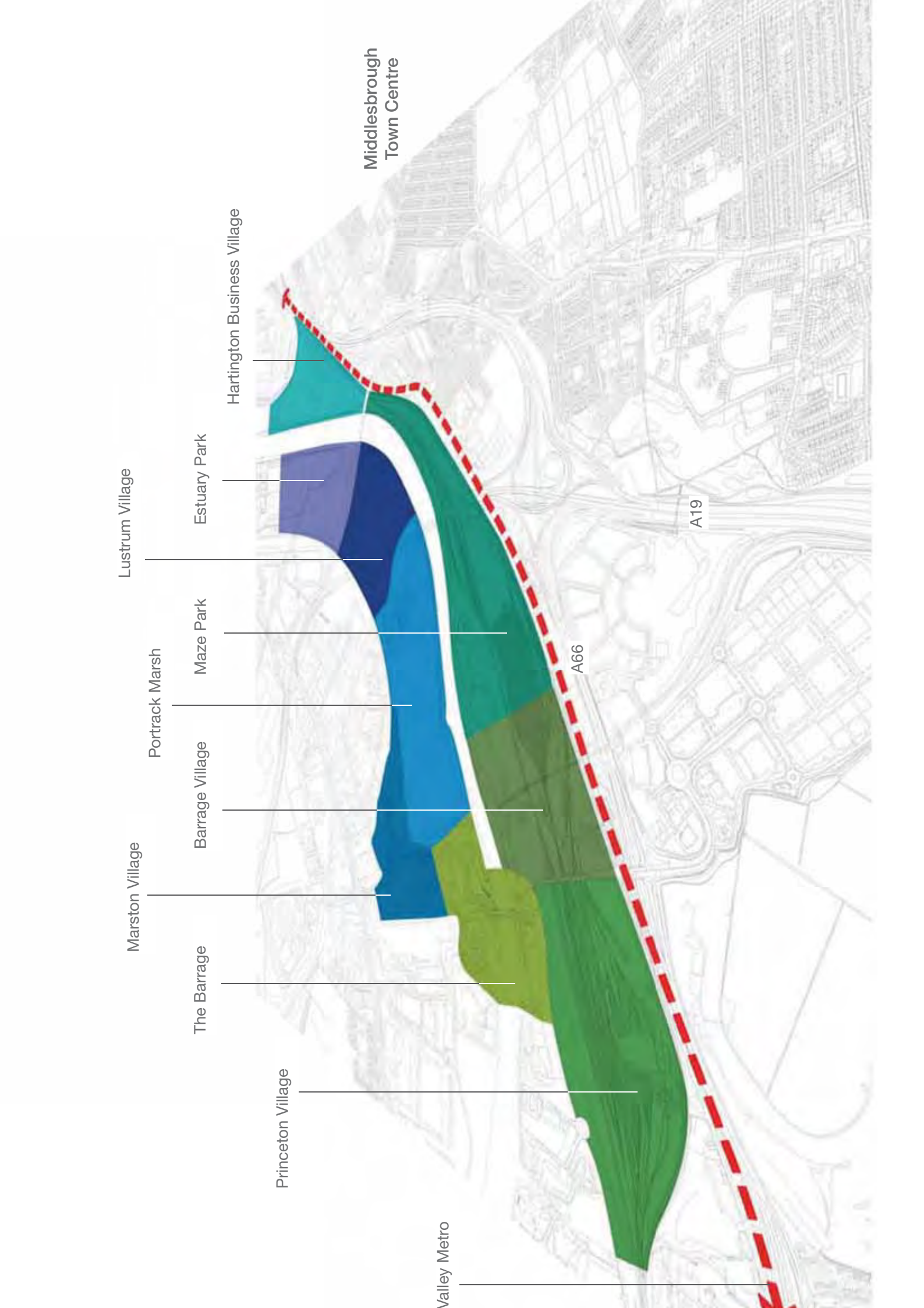
## Operational

There is a risk that despite favourable strategic and financial conditions, the GBH Plan fails to be implemented because of operational issues, e.g. schemes fail to come forward as planned, collaboration between partners becomes difficult to secure.

These risks are best managed through strong, sustained leadership for the GBH Plan. It falls across more than one political boundary and is large scale and complex with many stakeholders. It will also take at least twenty years to deliver. The SMI/TVU therefore have a crucial role to play in consolidating key stakeholders around the GBH Plan and to maintain momentum through the masterplanning phase to delivery. The Plan has deliberately proposed early delivery schemes that will coincide with this phase in the first five years before the larger schemes begin.

# Delivery Schedule





Middlesbrough  
Town Centre

Hartington Business Village

Lustrum Village

Estuary Park

Maze Park

Portrack Marsh

Barrage Village

Marston Village

The Barrage

Princeton Village

Valley Metro

A19

A66

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