



# Stockton-on-Tees EOI

Great British Railways National Headquarters Competition

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## Foreword

Birthplace of the modern railway and the economic powerhouse of the Tees Valley, Stockton-on-Tees would make an iconic choice as the home of Great British Rail.

Our Borough boasts a proud industrial and railway heritage that is very hard to match, and the timing of this opportunity could not be better.

Because this is a time of a once in a generation transformational change in Stockton town centre, and our railway heritage is at its very heart.

With support from the Government's Future High Streets Fund, we're levelling up the town.

The demolition of the 1970s Castlegate shopping centre and Swallow Hotel – which occupy a riverside site three times the size of Trafalgar Square – will start this year.

In their place we're creating a new office development alongside a superb railway heritage-themed waterfront park.

Better still, this is all set for completion in time for the 2025 celebrations marking the bicentenary of the first passenger journey on the Stockton & Darlington Railway.

Across the road from the park and offices is Stockton Town Hall, where in 1810 it was first proposed that such a railway be built.

And a stone's throw away is our Stockton Flyer automaton, a life-size parody of early steam locos, which emerges noisily from a plinth at 1pm every day to crowds of onlookers.

So, come 2025 we'll have a fantastic new office space in a town centre steeped in railway tradition and heritage, amid bicentenary celebrations.

What a fitting moment it would be if the stars aligned, and the Great British Rail national headquarters set up home here.

It would signify the start of a new chapter in our famous railway heritage.

Our bid is supported by our two MPs, Alex Cunningham and Matt Vickers, and none other than Michael Portillo.

We'll leave you with this quote from Michael himself...

*"Let Great British Railways establish its national headquarters there. It could not find a more iconic name than Stockton – a name that resonates through the history of the railways."*



Cllr Bob Cook



Leader of Stockton-on-Tees Borough Council



# Introduction

## Vision for Stockton-on-Tees and the needs of Great British Railways

### Stockton-on-Tees

The Borough of Stockton-on-Tees has something for everyone. It's no wonder our population is growing, business booming, and residents tell us they are happy to be here. With almost 200,000 people who call Stockton home we have many reasons to celebrate (see Context). Our Council Plan sets out our vision for the Borough for 2024. We want the Borough to be...



## Great British Railways

The new public body, Great British Railways (GBR), is to be established around the core goals set by the Secretary of State for Transport. Whilst most strategic and operational matters will be led by five regional divisions bringing decision making closer to the people and places that the railways serve, the national headquarters will be delivered as a lean business unit focused on supporting the regional divisions. The national headquarters will be home to corporate functions, several network-wide capabilities, and meeting and collaboration spaces.

The national headquarters will be focused on enabling regional and industry wide collaboration with a requirement to be in place for the establishment of this new public body. With a preference identified for the use of existing estate (either publicly owned and/or part of the public sector rail estate) alternative proposals will also be considered.

## Approach to our EOI

Having considered the requirements of GBR we have identified potential options within Central Stockton with our response to this EOI following the selection criteria.



# Context

## Stockton-on-Tees and the headquarters location

### Stockton-on-Tees

Our Council Plan ([here](#)) sets out our vision and hopes for the Borough looking forward to 2024. “We want the Borough to be:

- A place where people are **healthy, safe and protected** from harm
- A place that is **clean, vibrant and attractive**
- A place with a **thriving economy** where everyone has **opportunities to succeed**”

One of the key priorities identified to achieve this vision is the development of a “*new place branding campaign for the Borough to encourage inward investment and development*”. This place branding is ‘Invest Stockton on Tees’ which is tailored around three core aspects recognising investment decisions are multifaceted:

- A great place for business
- Great people
- A great place to live

The place branding campaign has been soft launched through a microsite ([here](#)) with plans to launch a fully functional website in due course alongside marketing campaigns to attract inward investment.



Stockton-on-Tees represents the perfect location GBR national headquarters for a host of reasons including:

- **Railway Heritage**- in 1825 the Stockton & Darlington Railway (S&DR) was opened marking the dawn of the railway passenger age. Locating the GBR national headquarters close to the original S&DR mainline would be a fitting way to commemorate its 200th anniversary in 2025.
- **Great place for business**- strategic connectivity and a skilled workforce. We have strategic sites within the Tees Valley which are heavily reliant upon rail which contributes to the strong links which have been forged with industry and partners.
- **Our Six Towns**- are at the heart of our communities, and we have a large-scale programme of investment across all of them. Locating the GBR national headquarters alongside the Stockton Waterfront Development, which is a flagship scheme within this investment programme, will be complimentary and contribute to broader levelling up.



- **Value for Money-** our options present excellent value for money with various opportunities for sharing of services and facilities.

Compliment ongoing projects the national headquarters will form a further catalyst for inward investment supporting the creation of more jobs in the rail sector and associated supply chains.

### Central Stockton Headquarters Location

Central Stockton is the identified location which fulfils the requirements of GBR national headquarters which covers Stockton Town Centre, Teesdale Business Park (TBP) and Northshore.

TBP is a strategic business location within the Tees Valley with its position adjacent to the River Tees being one of its main selling points alongside its proximity the town centre and Thornaby Train Station. Home to some of Tees Valley's major office employers the business park is the largest office park in the Tees Valley and has the highest concentration of office accommodation.

There are two proposals which are central to the future transformation of this location which are summarised below:

- **Waterfront Development-** the iconic new waterfront development is a bold regeneration plan which will see Stockton High Street reconnected with the River Tees. Being funded through the Government's Future High Streets Fund, Tees Valley Combined Authority (TVCA) funding and Local Authority finance the scheme will see the demolition of the Castlegate Centre and Swallow Hotel and the creation of:
  - a new urban park, performance spaces, spaces for young people, public realm improvements and the re-alignment and bridging over Riverside Road (A1305)
  - a new facility to support customer contact, library, register office and a new flexible space for civic and public facing business meetings
  - a new leisure facility (replacing the current 'Splash' leisure centre); and
  - potential further development to deliver accommodation which could include a health facility amongst other uses.
- **Stockton Accommodation Review-** in 2020 a desire to reduce our office accommodation from 10 buildings to two was announced. Dunedin House (located on TBP) was purchased which will form a central office building for the Council, following refurbishment, meaning several buildings will become surplus to requirements.

These proposals are far from the beginning of the transformation within this central area with past interventions including:

- **High Street Regeneration-** a £20million scheme in 2015 transforming public spaces to provide an attractive and inviting environment for visitors.
- **Georgian Theatre-** £1.4million refurbishment and expansion in 2017 of our longest-running music venue which is also the oldest surviving Georgian theatre in the country
- **Hampton by Hilton Hotel-** delivered by the Council in 2019 the 128-bed hotel provides high quality accommodation from the famous global brand



- **The Hub-** the UK's first active travel and cycle parking centre relocation to new premises.
- **The Globe-** delivered by the Council the restored art-deco venue officially re-opened in 2021 as a 3,000 capacity live entertainment venue being operated by the internationally renowned operator – The Ambassador Theatre Group (ATG).
- **Heritage Investment-** successful and continual invest in our town centres historic buildings

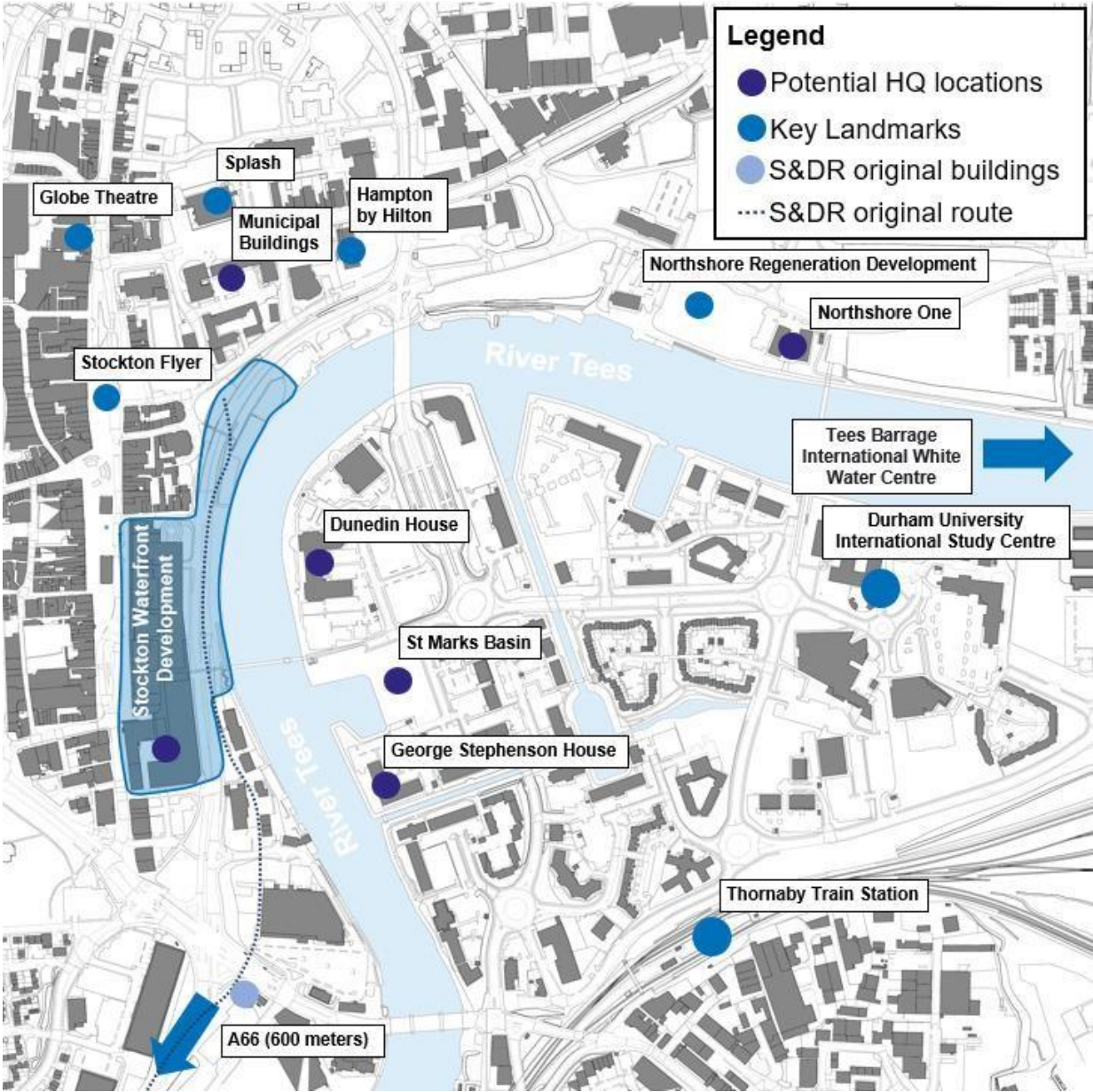
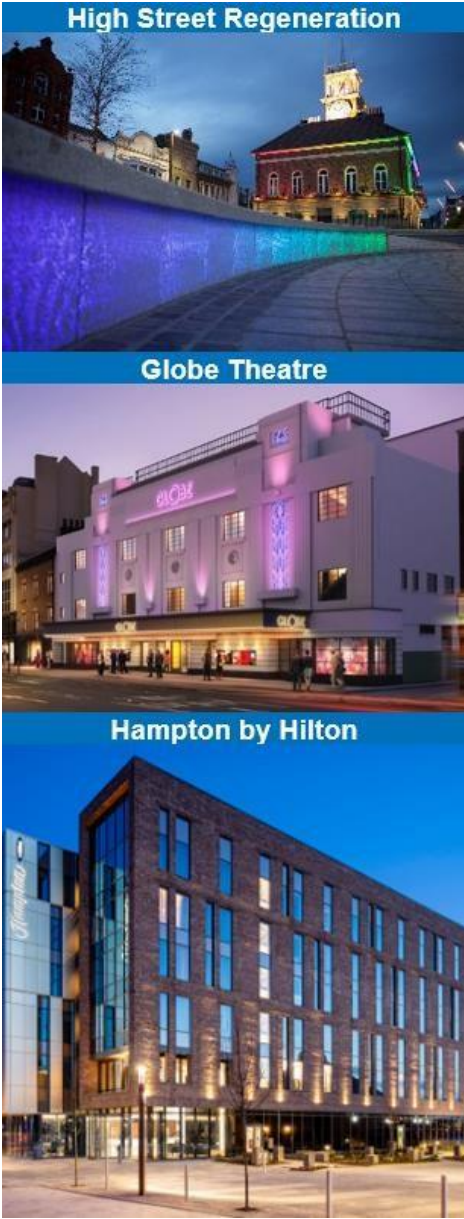
## ***“Stockton is a regeneration success story”***

Bill Grimsey- Grimsey Review 2

This area of transformational change provides an ideal location for the GBR national headquarters delivering positive economic, social, and environmental impacts that are explored further within this EOI.



The plan overleaf identifies premises which have the potential to fulfil the requirements of GBR. We would be keen to explore these options with GBR as they provide long-term options available immediately alongside short-term options awaiting the delivery of purpose build long-term options. All options are elaborated upon within the remainder of this section and have the potential to share services and facilities at the Waterfront Development.



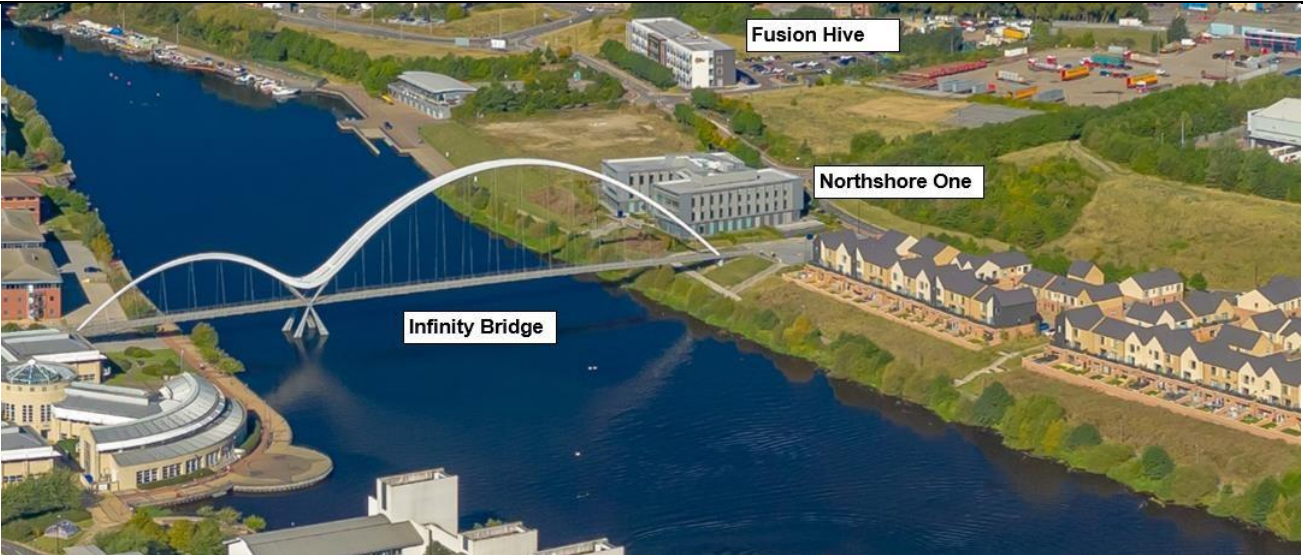




Waterfront Development	Dunedin House
Ownership / Availability	
Land is wholly within Local Authority ownership. Development anticipated to be complete in 2025 but we have short-term options available.	Premises within Local Authority Ownership. Space is available now as either a short or long-term option.
Commentary	
<p>Alongside the urban park there are proposals for a new library, register office, flexible space for civic and public facing business meetings and a leisure facility. There is also the potential for further accommodation and complimentary uses.</p> <p>As detailed plans are under development there is the opportunity to help shape them to meet GBR needs and explore opportunities to share services and facilities at this transformational location.</p>	<p>Located within TBP the premises has a prime riverside location with direct connections to the Waterfront Development via Millennium footbridge. The premises (circa 9,000 sqm) will be subject of extensive refurbishment during 2023 to form a new central office building for the Council.</p> <p>Accommodation is immediately available whilst refurbishment plans allowing the opportunity to incorporate specific needs of GBR.</p>
	

Municipal Buildings	St Marks Basin	George Stephenson House
Ownership / Availability		
Premises within Local Authority Ownership. Space is available now as a short-term and potentially long-term option.	Private ownership	Private ownership.
Commentary		
<p>Located to the north of Stockton High Street the premises currently operates as the main council offices and incorporates recently refurbished meeting/collaboration spaces. There is capacity within the premises to incorporate GBR needs as a shared facility with the Council.</p> <p>Following refurbishment of Dunedin House and the completion of the Waterfront Development the premises offers the opportunity for redevelopment. Should this site become a long-term option for GBR this can be factored into any future options appraisals.</p>	<p>Developable land (circa 0.8 ha) located within TBP offering an attractive waterfront setting.</p> <p>Should this be a potential longterm option we would welcome the exploitation of options to bring the site forward.</p>	<p>An attractive, modern threestory office building built in 1999 and comprising 3,600 sqm. Offering an attractive waterfront setting the site offers the potential for internal rearrangement to meet the needs of GBR.</p>
		



Northshore One
Availability
Private ownership- advertised to let
Commentary
<p>Occupying an elevated waterfront position on the north bank of the River Tees within the Northshore mixed use regeneration site the premises is linked to TBP via Infinity Bridge.</p> <p>Completed in 2015, the building is arranged into 2 wings over 3 floors with a central atrium and provides a total floorspace of circa 4,000 sqm. The internal layout includes small meeting rooms and a conference room for 60 with a large waterfront balcony alongside additional facilities.</p>
 An aerial photograph of the Northshore One development on the north bank of the River Tees. The image shows the modern Northshore One building, a large white arched Infinity Bridge spanning the river, and the Fusion Hive building in the background. Residential houses are visible in the foreground on the right bank.



## Levelling Up

### Demonstrating and aligning with levelling up

Levelling up is at the heart of what we want for our communities and is integral to the services we deliver and the collaborative way in which we work with key stakeholders and partners, for example the TVCA and the directly appointed Mayor. The proactive and speedy response that we developed to Covid-19 to bring forward high-quality Services in partnership with Government to support our communities demonstrates the real value in what can be achieved when we work together and the Place leadership role that we have.

Our already embedded approach to evidence-based practice to deliver what is needed locally stands us in great stead to move forward with the policy reforms presented in the Government's Levelling Up White Paper. We are already forming solutions to any skills gaps identified within the economy so the integration with the proposed new Unit for Future Skills will be vital. Our use of data and the connectivity we have to the research, development, and innovation networks locally and the national network of Catapult Centres will help shape and inform the proposed establishment of a new body focusing on local government data. Working in partnership with these networks we will increase research, development, and innovation funding into the area to stimulate productivity growth and job creation.

We have a long-established working relationship with the TVCA and during the current programme of engagement on the White Paper to consider the Levelling-Up Missions that are focused on productivity and growth this presents opportunities for a simplified funding system that can leverage private sector investment into the area. This proposed local leadership and accountability framework sets the groundwork for further devolution via the Shared Prosperity Fund. The investment priorities outlined in

the White Paper align with the strategic priorities in our Council Plan for “Communities and Place”, “Local Business Interventions”, and “People and Skills”.

Our vision for levelling up our local area is set out in our Inclusive Growth Strategy, *“Stockton-on-Tees will be a place where all residents can realise their full potential and benefit from economic growth. We will tackle employability and skills issues to eradicate inequality gaps in the long term; by targeting services towards those with the greatest needs”*. This approach will improve people’s living standards by boosting their employment prospects, earning potential, and fundamentally contributing to the productivity of local businesses and the economy. We want people to live in houses that affords them a high standard of living and that are in areas where they feel safe. Reducing inequalities across the Borough is being addressed through the development of an Inequalities Framework to reduce the gap in healthy life expectancy and to improve the health and wellbeing of our residents.

The ‘Capitals’ as the drivers for levelling up are integral to our ambitions and strategic direction of travel in relation to our existing priorities for infrastructure and housing, the skills and health of the workforce by talking directly with communities and the community and voluntary sector organisations working with them across the Borough to know what is important to them and to capitalise on the intangible capital that exists to create new ideas and build trusting relationships.

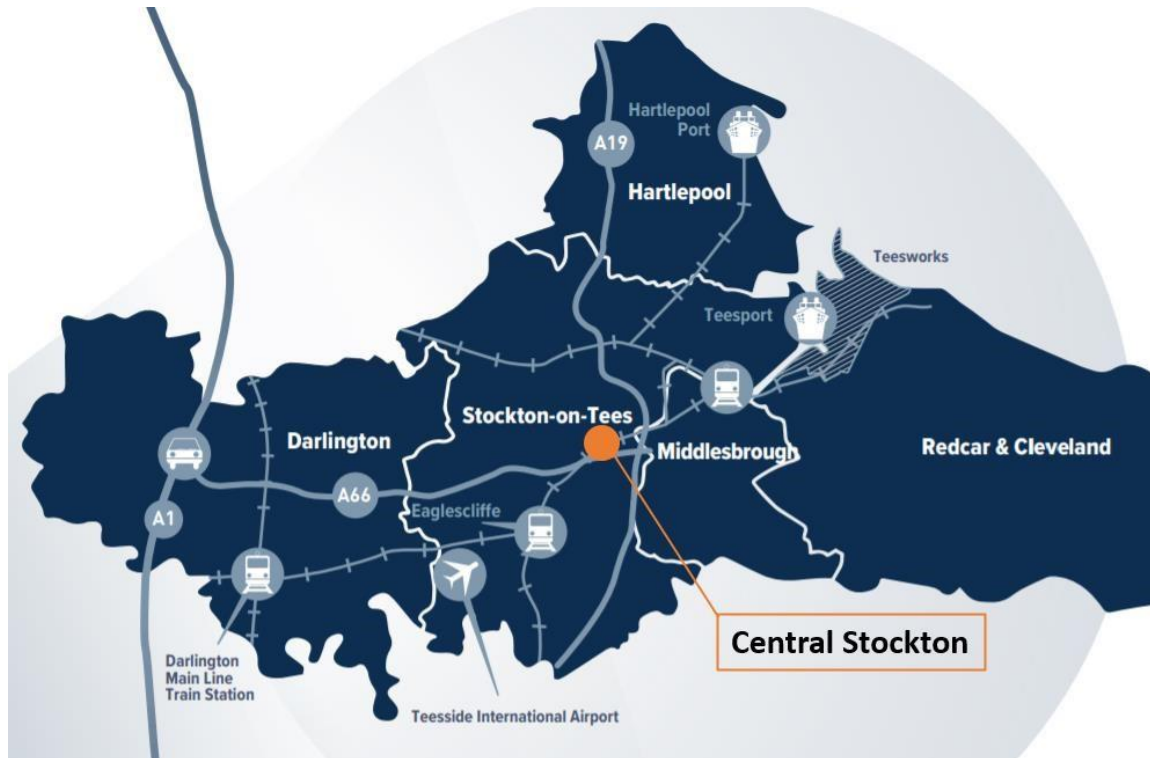
Delivering the GBR national headquarters will compliment ongoing projects within and around Central Stockton forming a catalyst to attract further investment. Beyond this it will support the creation of more jobs in the rail sector and associated supply chains.

## Connected

Easy to get to and well connected to the rest of Great Britain

### Strategically located

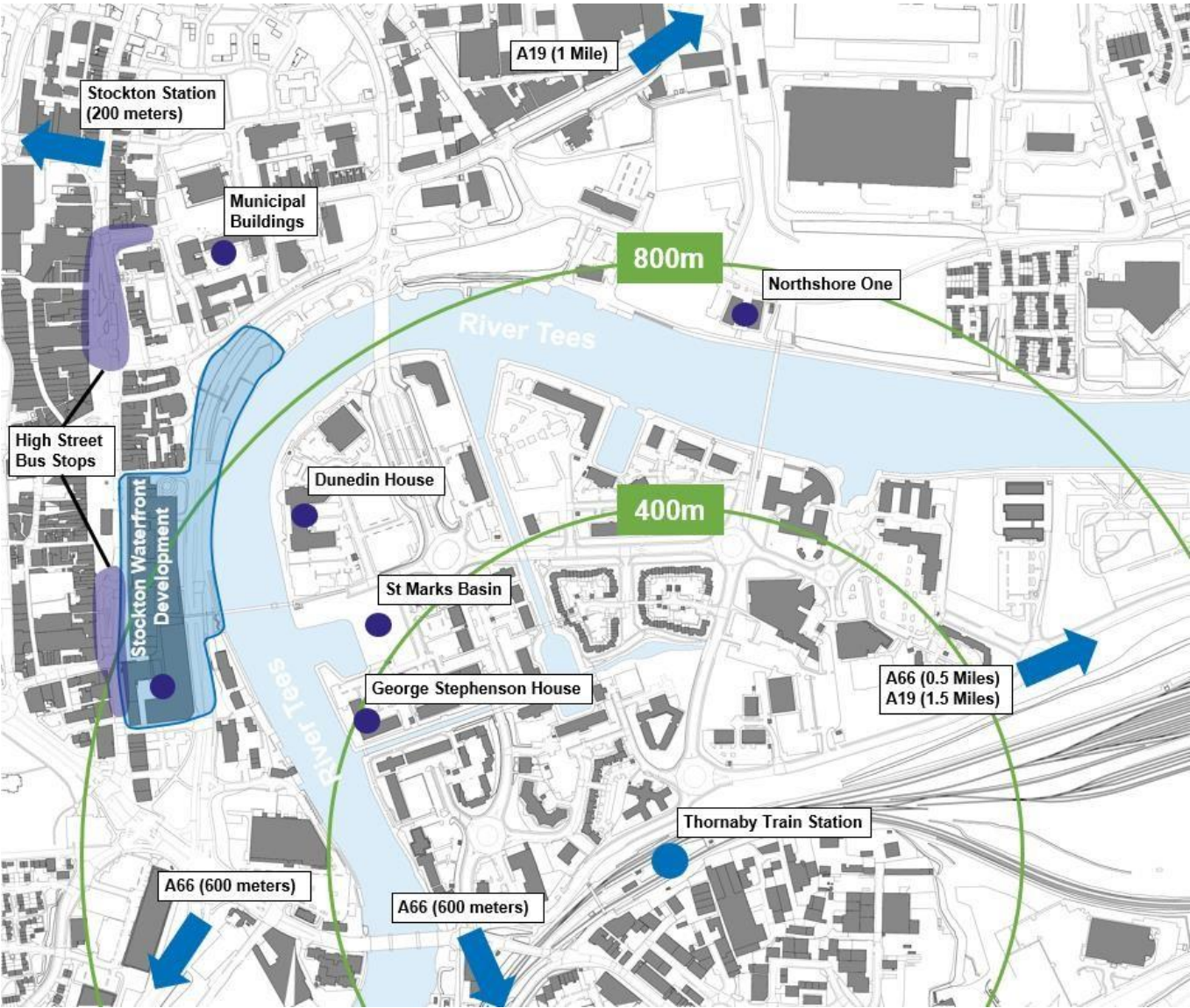
With Leeds to the south and Newcastle to the north we’ve got excellent connectivity whether it be by road, rail, air or sea. Looking more closely at Central Stockton and specifically the national headquarters options (see plan overleaf) it is clear that that employees and visitors alike could easily reach this destination by a variety of transport means.



The following provides a transport connectivity overview for our national headquarters options:

- **Rail-** most options are within 800m of Thornaby Station (on the Tees Valley Line) offering direct connections to the East Coast Main Line at Darlington which can be reached within 20 minutes. Thornaby station has direct connections to London Kings Cross which can also be reached via the nearby Eaglescliffe Station.
- **Bus-** national, regional, and local bus services converge at Stockton High Street meaning all our options have optimal access to services being within a close walking distance.
- **Cycling and Walking-** the central location is a well-connected location in terms of walking a cycling. Located within Stockton High Street is our Active Travel Hub which was the first of its kind in the UK and has been supported by the authority for over twelve years.
- **Air-** Teesside International Airport is located under 6 miles away and there are ambitions to upgrade the existing station at the airport.





Connectivity via rail to other economic centres across Great Britain is demonstrated below:

Destination	Travel Time	Destination	Travel Time
Glasgow	2h 30m	Manchester*	2h 10m
Newcastle*	1h	Birmingham	3h
York*	50m	London*	3h
Leeds*	1h 15m	Bristol	5h
Liverpool	3h 30m	Cardiff	5h 45m

\*Direct routes available to these locations

We are committed to eliminating discrimination, advancing equality, and fostering good relations between different groups in accordance with the Public Sector Equality Duties. This is enshrined within Council Plan vision which identifies that we want the Borough to be “A place where people are healthy, safe and protected from harm”. Fighting inequality forms a focal point with within recently published Fairer Stockton-on-Tees initiative which will be delivered via a strategic framework approach. The centre of Stockton is highly accessible but also a focal destination for our extensive programme activities and events. We are committed to ensuring new developments such as the Stockton Waterfront Development



(pictured overleaf) are accessible to all, advance equality and foster good relations between different groups.



### Tackling social, economic and transport objectives through partnership working

We have a strong history in collaboration, partnership working and delivery against a range of social, economic and transport objectives. Our commitment is demonstrated through our Council Plan.

A Strategic Framework to deliver a Fairer Stockton-on-Tees ([here](#)) through reducing inequalities was publicised in late 2021. As a key priority within the Council Plan work is now on-going to turn the strategic framework into a deliverable and measurable action plan that will identify the specific actions and resources required to make a real difference for some of our most vulnerable and deprived residents, wards and communities.

Inequality, in its various forms, is a challenge in our Borough. We have affluent areas alongside areas of deprivation. Nine of our wards are in the ten per cent most deprived in the country and there's an average male life expectancy gap of 21 years between the most and least deprived areas.

A Fairer Stockton-on-Tees is our commitment to fighting the fundamental unfair differences that negatively impact people's life chances, quality of life and life expectancy. It's an ambitious ten-year vision that involves five key interventions to realise its aims:

- Tackling fundamental issues across the Borough as a whole
- Focus on reducing the inequalities faced by disadvantaged communities
- Targeted work to help the most marginalised people in Stockton-on-Tees
- Focus on deprived neighbourhoods identified through data and research
- Review the Council's role as a major employer, commissioner and purchaser

The Stockton-on-Tees Employment and Training Hub was recently opened to assist residents to find work, apprenticeships, or other training opportunities. The dedicated team of experts work with a range of partners and experts to support change as part of a broader strategic implementation of an inclusive growth approach.

The purchase of employment land at strategically important locations including Durham Lane Industrial Park and Belasis Business Park are part of a wider approach to supporting inward investment which is to be marketed through the 'Invest Stockton-on-Tees' brand.

The undeveloped land at Durham Lane Industrial Park is a 64 acres site which was purchased using part of the Council's Indigenous Growth Fund allocation from TVCA. An option appraisal is currently under way with a view to working with the private sector, delivery partners, and key stakeholders to open up opportunities for the delivery of modern fit-for purpose premises focussed on a mixed-use development of general industrial/storage or distribution space.

A strategic approach is taken achieving transport objectives and delivering transport infrastructure within the Tees Valley with TVCA, as local transport authority, working with transport providers, bodies and stakeholders. As active members of this strategic approach we support TVCA in delivering against objectives within the Tees Valley Strategic Transport Plan (TVSTP). The following provides an overview of recent and future rail related schemes:

- **Thornaby Station**- completed in 2014 the project to replace the 125-year-old footbridge was delivered by Stockton Council with funding from Network Rail, DfT, and Stockton Council. Costing £1.1m the project ensures long-term connectivity for pedestrians to our busiest train station.
- **Eaglescliffe Station**- the current pedestrian bridge at the station does not meet the needs of all users or connect to Durham Lane Industrial Park. Provision of a new pedestrian bridge with accessible lifts will ensure these issues are resolved. The project is being delivered in collaboration with Network Rail and TVCA with Stockton Council holding responsibility for the delivery of a new station car park to be located at the bridge landing within Durham Lane Industrial Park.
- **Billingham Station**- working alongside TVCA and Network Rail to improve access for all to the station through funding from a variety of sources
- **Gauge enhancement**- supporting TVCA on proposals for gauge enhancement through modification of obstacles (Green Lane bridge and Yarm Tunnel) to allow larger containers access to Teesport.

We have a track record for delivering against transport objectives, have numerous schemes in the pipeline (such as the New Tees Crossing scheme which is subject to an ongoing funding bid to address congestion at peak times on the A19 Trunk Road and boost access to strategically important sites) and are keen to the delivery of actions identified within the Implementation Plans underpinning the TVSTP.



# Opportunities for Great British Railways

Stockton-on-Tees offers a wide array of opportunities for GBR to collaborate and grow as an organisation with a wide range of partners and sectors.

A strong and effective network of collaboration opportunities exist to ensure GBR can grow as an organisation. The Economic Development Team at the Council is proactive in its delivery of services to businesses and developing local supply chain networks and opportunities. The Stockton economy boasts a highly skilled workforce with local specialisms in construction, manufacturing and engineering design and with manufacturing being the third largest employment sector in the Borough there is a large pool of technically skilled people and those working in professional functions. The Team is keen to develop the Energy Efficiency and Carbon Reduction practices of businesses and has developed a Toolkit for them to know more about their carbon footprint and work in partnership to reduce their carbon budget.

Our ongoing proactive partnership work with various business networks, sector and membership organisations such as the Local Enterprise Partnership, Transport for the North, North East of England Chamber of Commerce, Federation of Small Businesses, North East of England Processing Industry Cluster (NEPIC), the Tees Valley Engineering Network; a region-wide network that is Chaired by one of the longest established Stockton-based manufacturers, Road Haulage Association, Material Processing Institute and the Centre for Process Innovation, can provide great opportunities for collaboration for growth.

Peer networks are offered through the Tees Valley Business Growth Hub and support organisations such as the Department for International Trade (DIT). The presence of the central government Departments at the Darlington Economic Campus puts the local area on the map for Ministerial visits to showcase the area.

The wider networks at Teesside University and the National Horizons Centre, the growing energy and hydrogen economy (including the planned Net Zero Industry Innovation Centre and UK's first every Hydrogen Transport Hub being based in the region), and the Freeport as a national hub for trade and investment along with the creation of 18,000 jobs lends itself to gaining a greater understanding of both customers' needs and business' freight requirements across the region. We are currently developing our Exports Strategy in partnership with the TVCA and DIT.

Recognising the importance of a connected transport infrastructure for industry, the energy and environment and retail sectors, we have great working relationships with the prime retail centres and owners in the region and are an integral part of any Business Improvement Districts that have been formed.

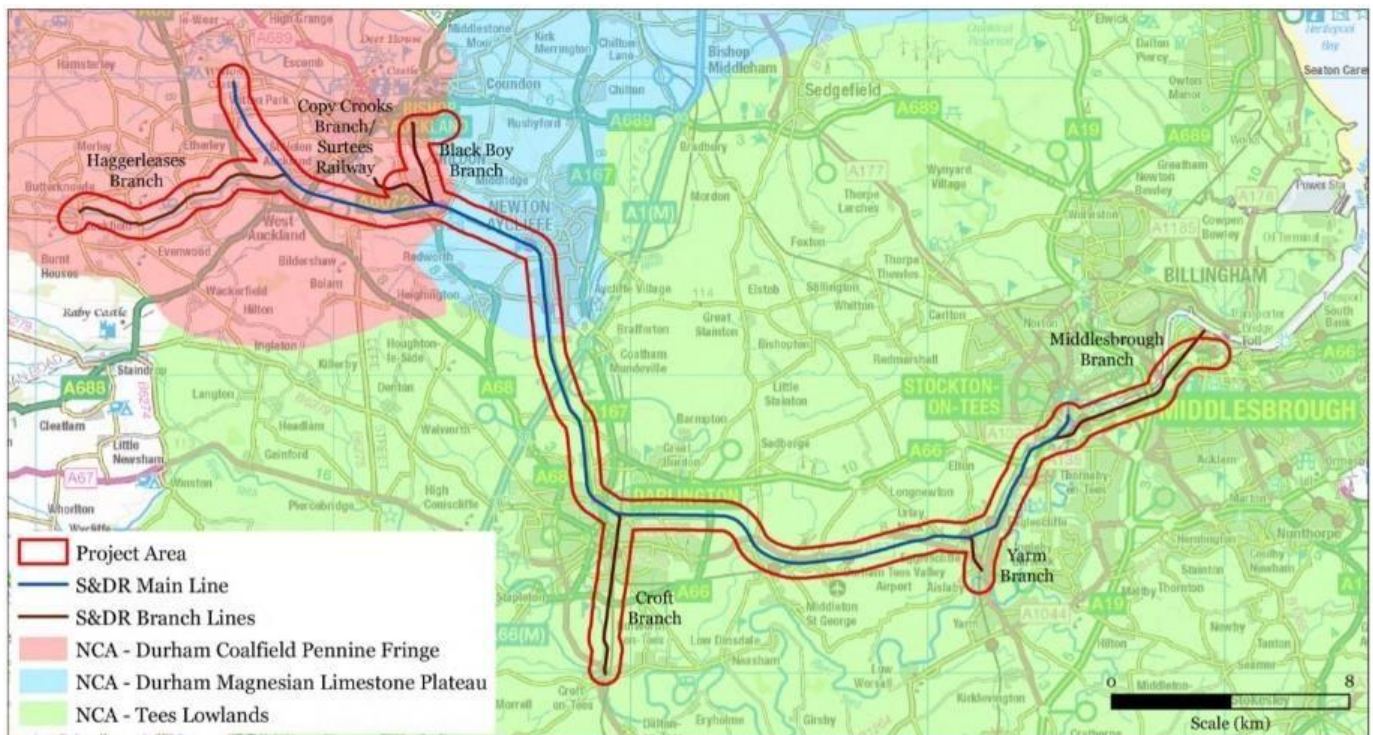
The provision of integrated transport and ticketing solutions is hugely beneficial to residents and businesses by streamlining systems. Cubic Transportation Systems' Global Operations Centre is in central Stockton; with the company providing city-wide transport solutions for cities worldwide.

# Railway heritage and links to the network

Adjacent to the first public railway to use steam locomotives and the network of today.

## Railway Heritage

Opened on September 27<sup>th</sup> 1825, the Stockton & Darlington Railway (S&DR) connected places, people, communities and ideas. Its impact was transformational and far reaching, creating a new paradigm for travel and transport. The route extended along a 26-mile corridor from the coalfields of County Durham down to the dockside in Stockton. The innovation that changed the world was not the rails, bridges, tunnels and buildings, nor was the use of steam power, but the combination of locomotive steam with a line open to the public for the movement of themselves or their goods, was unique. The S&DR company was also involved in the building of the East Coast Mainline between York and Darlington.

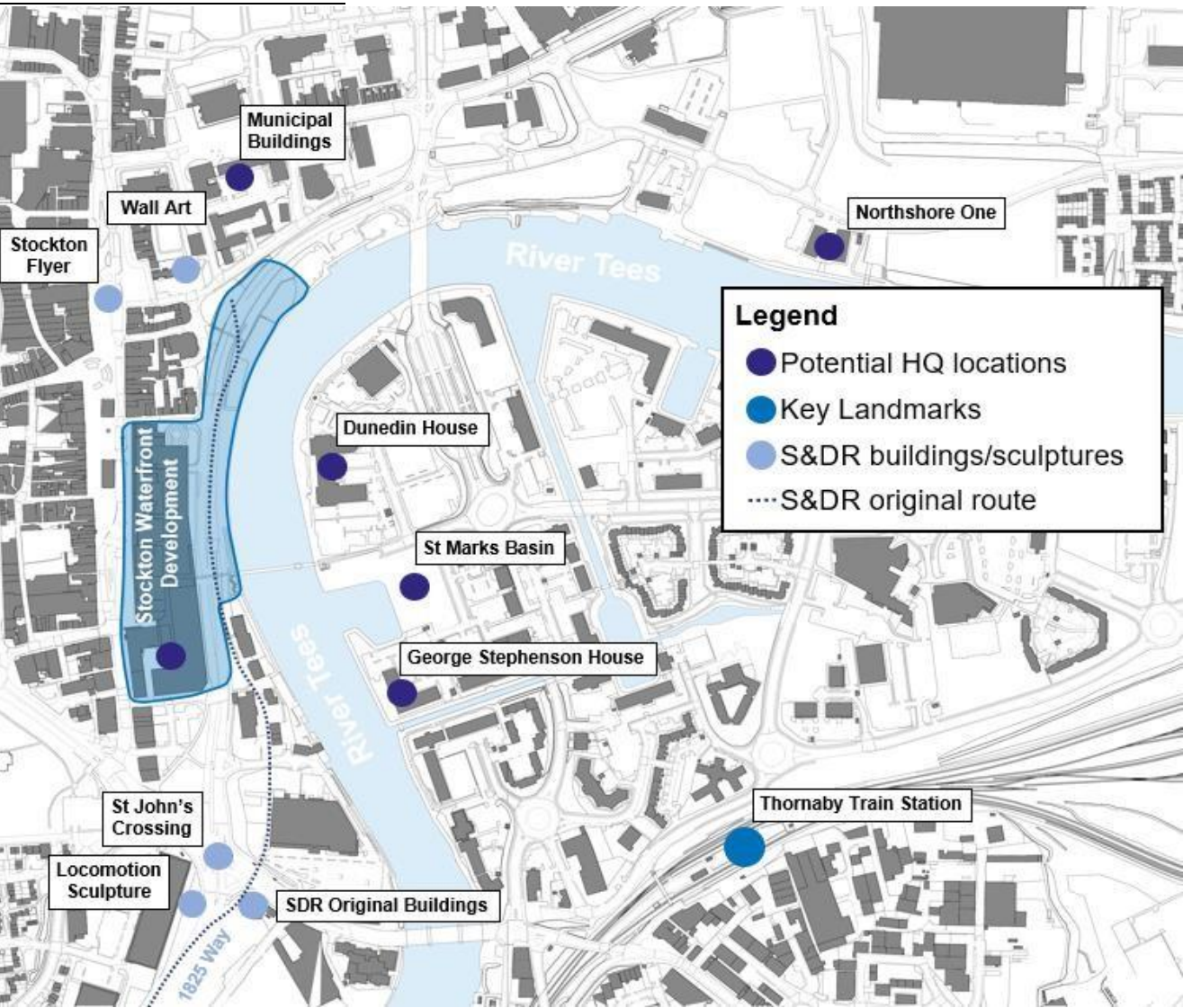


Source: Stockton and Darlington Railway Heritage Action Zone Aerial Investigation & Mapping Report<sup>1</sup>

With the S&DR mainline culminating at the former dockside in central Stockton the map below provides an overview of heritage assets associated with and sculptures celebrating S&DR which are located alongside our GBR national headquarters options. Whilst original route led to the renaming of a section

<sup>1</sup> Fig 2: The core S&DR network comprised the 1825 main line and a series of branch lines, constructed up to 1831. NCA data © Natural England; Base map © Crown Copyright and database right 2019. All rights reserved. Ordnance Survey Licence number 100019088.

of the A135 to ‘1825 Way’ and the reinstated name of St John’s crossing in tribute to the original point at which the S&DR crossed Bridge Road.



Located adjacent St John’s Crossing are some original buildings associated with S&DR which are summarised in the below<sup>2</sup>.

<sup>2</sup> illustration adapted from The Friends of S&DR walking booklet (The route of the S&DR 1825: Preston Park to Stockton. S&DR Walk Booklet No.7)





Features/sculptures celebrating S&DR include:

### Locomotion Sculpture

Sited on the original line, close to where the first track was laid in 1822, this 27m long steel model of the Locomotion No 1 is a representation of its inaugural journey in 1825.

The model was unveiled in 2013 following the completion of highways works at St John's Crossing. On the opposite side of 1825 Way an interpretation board and associated sculpture are also located.



### Stockton Flyer

Located at the heart of Stockton High Street is Stockton Flyer automaton. It rises from a plinth at 1pm every day attracting crowds of onlookers, who film it on their phones as its bells and whistles pay loud tribute to our proud railway heritage.

A stylised steam locomotive, inspired by Locomotion No.1 the automaton was unveiled on 12 June 2016 as part of commemorations of Elizabeth II's 90th birthday. See a video of its launch [here](#).



### Wall Art



Located within the Bishop Street Car Park adjacent to Stockton High Street the mural depicts Locomotion No.1. It is pertinent to note that the location is within meters of the original terminus of the S&DR line<sup>3</sup>.



Stockton Borough Council, Darlington Borough Council, TVCA and Durham County Council have been working with Historic England, Network Rail, the Friends of S&DR and others, to develop a connected set of visitor sites, experiences and interpretation that will become a permanent visitor attraction. This ribbon of landscape and buildings, linking Locomotion Museum in Shildon, Darlington's Rail Heritage Quarter, Preston Hall Museum & Grounds and Stockton's Riverside, will be launched in 2025 with a vibrant, inspiring and ambitious programme of activity that celebrates the 200th anniversary of the birth of the modern passenger railway.

The core group of partners have been collaborating for 5 years to develop plans for the S&DR Bicentenary. Under the auspice of TVCA, a powerful Rail Heritage Partnership Board has been established, combining the key local authorities, national rail partners, heritage agencies, academic

institutions, visitor attractions and community organisations. Stockton Council chair the board playing a pivotal role in developing the relationships and the plans necessary to ensure the Bicentenary befits the scale and importance of the anniversary and delivers a coherent and impactful visitor experience.

The Partnership has commissioned major pieces of work to provide the foundation for the development of the permanent visitor attraction and the promotion of the Bicentenary. This includes a EIA, which whilst at draft stage demonstrates a potential across the Durham and Tees Valley area of 2310 net additional temporary jobs in 2025 and 410 net additional permanent jobs after the Bicentenary, a Gross Value added of £120m and a wider impact value of £227m.

The work of the Partnership and other stakeholders will seek to inspire communities and businesses, mobilizing them to seize the opportunity of the 200th anniversary of a world changing event. It is important that the Bicentenary celebrations are inclusive, accessible and open - allowing any group

Further discussion on VFM and Public Support removed for being over word limit

<sup>3</sup> Photograph courtesy of Graham Wright