

SCARBOROUGH TOWN DEAL

TOWN INVESTMENT PLAN



Scarborough
Town Deal Board





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Artists impression of a new Festival Square



01

Executive Summary

Scarborough is a town with rich heritage and culture derived from a proud maritime economic history and its national renown as a seaside resort. Today it has an economy underpinned by its traditional tourism, hospitality and leisure offer, and is enjoyed by the millions of visitors who continue to visit it each year. We have a positive future within our grasp, led by opportunities to build on recent economic investments and success, the enormous potential of our residents and high-quality natural environment.

Our Town Investment Plan proposes an exciting and transformational package of investment projects that both individually and collectively take advantage of Scarborough's strengths and address its challenges by raising aspiration, opportunity and prosperity for all. This will overcome barriers and realise objectives that would not be possible without investment.

A shared vision for Scarborough has been shaped, which outlines the ambition for our Town over the next 15 years and is underpinned by 7 objectives which are shown on the following pages.



Vision

“

By 2035 Scarborough will be a rejuvenated town, the premier Yorkshire coastal destination for, visitors and businesses.

We will do this by encouraging a range of opportunities in the town and along the coast, with new activities, a thriving cultural scene and more dynamic physical and digital infrastructure.

The arrival points and the public areas are welcoming, providing places to rest, socialise and to navigate onwards to the seafront and other points of interest.

Our vision is centred upon coastal culture, family and enterprise. A future based on 'quality of life' and a healthy environment.

With a quality offer for locals and tourists, Scarborough can build on its assets to promote a healthy, prosperous place to live, work and play.

Our modern coastal town embraces well-being, arts and innovation, supports its existing business community and welcomes new sustainable, forward-thinking entrepreneurs. The town creates new opportunities for high quality learning and employment.

The town is 'living' its strategic ambition for physical transformation, forging stronger connections from station to shore: with its modern, greener high street and embracing the potential of the harbour and wider seafront.

There is a growing network of interesting public spaces to explore and linger. The town is better linked through its transport options, which include cycle routes, well signposted and uplifting walking routes, along with a growing infrastructure and network for private and public electric transport.

The town is recognised for its year-round programme of distinctive events and festivals, which celebrate Scarborough's bountiful natural assets and pioneering independent culture.

”

Objectives

1

Create a cord of activity from Station to Shore:
our modern High Street

2

Reimagine the Public Realm as a network of
interesting spaces to explore and places to linger

3

A greater range and better linked
transport options

4

Realise the potential of the Harbour

5

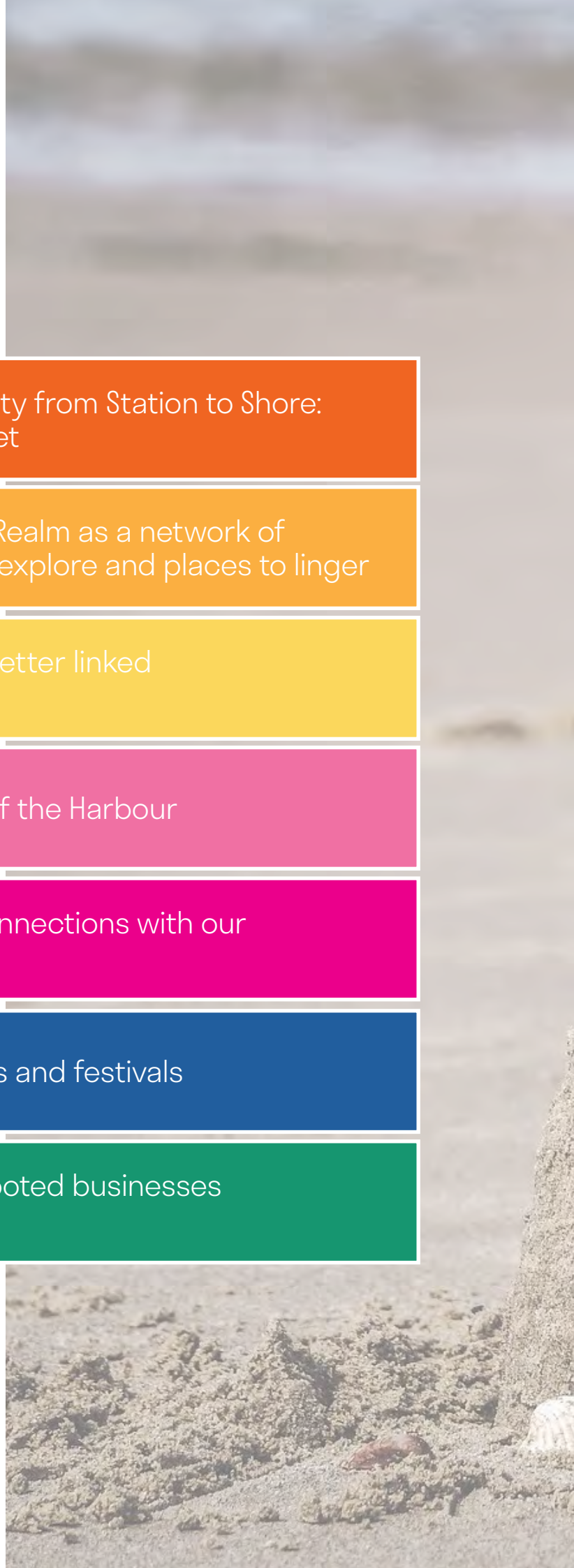
Encourage deeper connections with our
natural assets

6

Host a range of events and festivals

7

Pioneer community rooted businesses
and organisations



Outcomes

The outcomes for the town of the investments sought by this plan will be considerable and include:

New direct & indirect jobs created

Higher value employment opportunities

A well-established **University Town** with a student population of at least 1,500

Increase in % of people with qualifications

Enhanced digital connectivity for residents, tourist & businesses

Improved health and well-being through **increased** active travel & **improved** access to sports

Improved perceptions of Scarborough as a place to live, study, work & do business

Leveraging in at least **£35m** of further public & private investment

Increased use of natural & heritage assets

More enterprises utilising high quality spaces including start-ups &/or scaleups

Successful diversification of its key economic sectors

Reduced incidence of deprivation

An **enhanced** sense of community pride in the town

More opportunities to learn skills & new learners assisted

Young residents **retained** & **attracted** to live in Scarborough

Raised aspirations of residents through better opportunities

Increased resilience & recovery from Covid-19

Increased number and value of tourist visits to Scarborough through **new** & **higher value** tourism

The work to develop this Investment Plan has been driven, guided and challenged by the Scarborough Town Deal Board which consists of a diverse representation of stakeholder expertise from the public, private and community sectors.

The process resulted in cross-cutting themes identified which became workstreams and provided a focus for determining a set of prioritised Town Deal investments which will unlock our potential. These themes are:

The consultation process has included at least 9 public consultation events and exhibitions, over 30,000 engagements/views via electronic and social and traditional media, over 400 direct contributions, ten Town Deal Board meetings and over 30 development meetings.

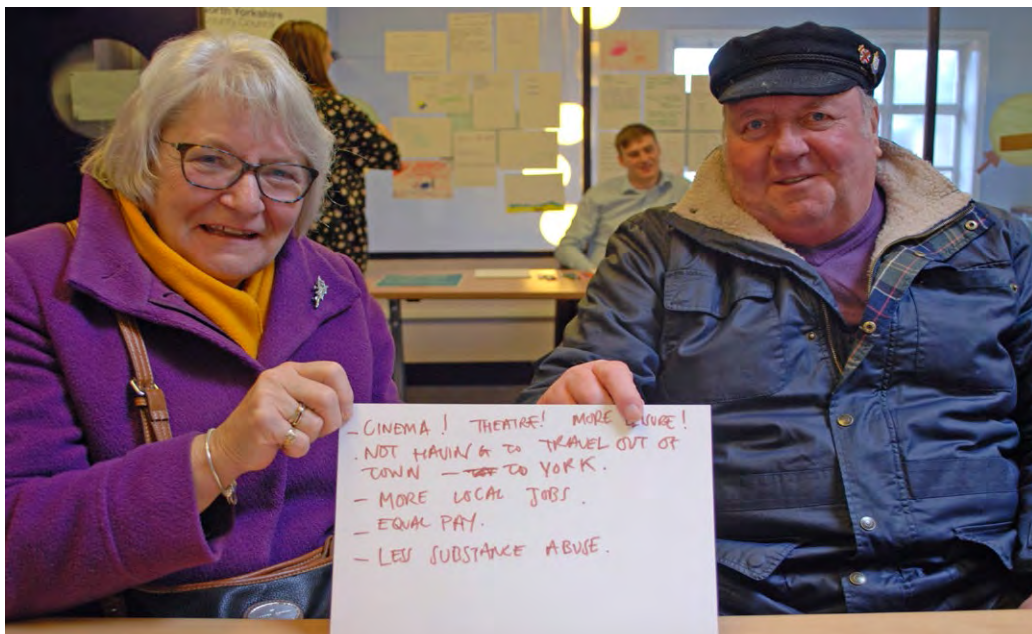
Connectivity

Culture, Leisure & Special Places

Resilience & Sustainability

Skills & Enterprise

Thriving Town Centre





Cycling & Walking Improvements

Scarborough Cricket Club

Fablab+ Woodend PLUS Scarborough Fayre

Harbour Regeneration

Station Gateway

Nature Tourism Scarborough (Wild Eye)

Green Construction Skills Village

9 Priority Projects associated with the Town Deal

Our ask is for £25m for a c.£30m programme of investment, framed around 9 priority projects that will stimulate longer term growth over the next 15 years:

Station Gateway

Transforming Scarborough Station and the surrounding area to create a strong arrival in the Town by providing an integrated 21st century transport hub together with significant new commercial uses and high-quality public realm.

Cycling & Walking Improvements (LCWIP) - Scarborough town & beyond

Creating new cycling and walking networks linking south Scarborough's growing business and residential areas with the Town Centre and onwards to the cinder track linking to Whitby, the Yorkshire Coast and the North York Moors National Park.

Harbour Regeneration

Renewal and regeneration of the Harbour and West Pier to create a public space which links to Scarborough's marine heritage, provides commercial and business space and invests in the infrastructure needed to grow our working harbour and thriving fishing industry.

Nature Tourism (Wild Eye) Scarborough

A new and innovative tourism product focused on encouraging and promoting engagement with wildlife and our natural assets. The project will diversify this important sector and help extend the tourism season within the town.

FabLab+

The creation of a community technology lab in Scarborough Town Centre. FabLab+ will provide opportunities to experiment with technology such as robotics, 3D modelling and printing and audio lab and sound engineering. The facility will be open and accessible to all and would be anchored through co-working space and offices for our digital and education sectors to cohabit and thrive.

Woodend PLUS

The creation of a new creative industries business centre, utilising an empty retail space in the Town Centre and allowing our creative sector to grow and flourish locally. Proposals include a Museum on the High Street that is accessible and inspirational to residents and visitors.

Scarborough Fayre

A new, year-round programme of cultural regeneration activity which links a series of cultural and heritage events delivered at various locations in the town and co-ordinated from a new HQ in the Town Centre.

Scarborough Cricket Club

Investment in this historic sports ground to secure the future of First Class cricket in Scarborough and retain and grow the economic benefit to local businesses it brings, as well as increase participation in sport by the local community.

Green Construction Skills Village

Providing the equipment and infrastructure to deliver new training in low carbon construction training techniques to our construction workforce and opportunities for higher value employment and high-quality learning.

LCWIP

Station Gateway

FabLab +

Scarborough Fayre HQ

Woodend plus

**Harbour
Regeneration**

Wild Eye

**Projects associated with
the cord of activity**





Artists impression of a re-imagined Station Square

The direct outputs of this programme of investment for residents of the Scarborough Town Deal Area are:

16km

OF NEW OR UPGRADED CYCLE OR WALKING PATHS

>15,000sqm

OF NEW PUBLIC SPACE

>15,000sqm

OF HIGH QUALITY AFFORDABLE COMMERCIAL SPACE

>5,000sqm

OF QUALITY RESIDENTIAL SPACE

52

NEW CULTURAL EVENTS DELIVERED EACH YEAR

2

NEW OR EXPANDED SKILLS & TRAINING FACILITIES

5.3km

OF NEW ARTS & NATURE TRAILS

Upgraded

SPORTS FACILITY

The long-term outcomes of this programme will be:

A Thriving

& BUSTLING TOWN CENTRE

Resilient

& CIRCULAR ECONOMY THAT IS SUPPORTED BY A MODERN, HIGHER VALUE TOURISM ECONOMY

Improved

OPPORTUNITY & PROSPERITY WITHIN SCARBOROUGH & FOR ITS RESIDENTS





02

Scarborough
Our Town in
Context

Profile of Scarborough

Scarborough is an English coastal town in North Yorkshire. The borough of Scarborough covers an area of 315 square miles and includes the towns of Filey, Whitby, Scarborough and a large proportion of the North Yorkshire Moors National Park. The Local Authority District is home to 108,800 people in 2018¹ having recorded limited year-on-year population growth in recent years. In fact, the population of Scarborough has remained largely unchanged over the past ten years in contrast to increasing population levels across Great Britain and Yorkshire and the Humber (7% and 5% increases have been recorded respectively).

¹ Source: ONS Mid-Year Population Estimates, 2019

Scarborough's development was linked to its coastal location and harbour. Historically the town had thriving fishing and boat building industries, benefitting from the movement of goods through the harbour and town such as coal from mines in adjoining counties and trade links to Scandinavia. The town also developed a thriving tourism industry, having become renowned as a fashionable seaside resort and for its spa waters. Scarborough's tourism trade boomed with the arrival of the railways in 1845, leading to the rapid expansion of tourist infrastructure and visitors. The tourism industry is still a significant driver of economic activity attracting approximately seven million visitors to the borough each year with spending associated with trips to Scarborough Local Authority District generating an estimated £520m between 2016-2018.²

Today, Scarborough is a town that benefits from its high-quality coastal location and the natural beauty of the surrounding countryside and particularly the North Yorkshire Moors National Park. Scarborough provides a high quality of life for its residents and is one of the UK's most popular tourist destinations. Nevertheless, it is evident that Scarborough faces significant economic challenges to becoming a growing, thriving and successful place, many of which have been amplified by Covid-19. Binding together its strengths with the large scale of opportunities in the town these challenges have the potential to be overcome with wide-ranging social and economic outcomes for its residents.

² Source: Visit Britain - <https://www.visitbritain.org/destination-specific-research>



Scarborough Town Deal Area

The Scarborough Town Deal Area (TDA) boundary is defined to address the existing challenges that pose constraints on future growth and unlock economic potential within the town. Although the interventions in the Town Investment Plan will be within the identified TDA, which contains approximately 62,000 residents, the impacts of these interventions will aim to bring benefits across a wider area reflective of Scarborough's role as an employment and service centre for the borough and its surrounding areas.



Photo by Neil Douglas, Pixabay

Scarborough's strengths, challenges & opportunities

The Town Investment Plan highlights the strengths, challenges and opportunities facing Scarborough which inform the priority projects that have been identified for Town Deal investment via an extensive phase of stakeholder and public consultation and through significant development work by the Town Deal board and its workstreams of activity.

This section demonstrates that while Scarborough faces a number of

challenges to ensuring it is a thriving town in the future, there is also an abundance of opportunity whereby Scarborough can build on its existing strengths to become an attractive town for residents, business and visitors of all ages. These factors have been used to inform and shape this Town Investment Plan and the workstreams of activity and objectives that have identified the project investment priorities identified later. Further detail on these factors is in Appendix A.



Photo by Tim Hill, Pixabay



Photo by David Mark, Pixabay



Challenges

Low population growth

Scarborough experiences low population growth (0.3%) compared to the Yorkshire and Humber region (+3.6%) and the England average (+5.4%). This is a symptom of out-migration amongst younger residents due to lack of opportunities to retain them in the town. Also 7.1% of dwellings in Scarborough are registered as second homes, the 6th highest score by district, and compared to just 1% across England. This further stifles retention of younger residents and exacerbates population ageing in the town which both limit population growth.

Negative perception of the Town Centre

The high vacancy and proliferation of lower value uses in the Town Centre provides a perception both for visitors and residents of Scarborough as a town in decline which is likely to be deterring both visits and investment.

Health and well-being

Physical activity is associated with overall better health. Adults are identified as being inactive if they engage in less than 30 minutes of physical activity per week. The proportion of inactive adults in Scarborough in 2019 was similar to England (19% locally, 22% nationally), however the proportion of children in Reception who are overweight or obese in the borough is significantly higher than recorded for England (28% locally, 22% nationally). Targeting obesity is a priority area for the Government as a way to decrease premature mortality and avoidable ill health and action should be taken to encourage behaviour which reduces its prevalence.

Deprivation

The TDA records high levels of deprivation compared to the regional average in terms of 'living environment'; education; employment; health and income. Areas within Scarborough's centrally located Castle Ward suffers from particular disadvantages being within the 2% most deprived Lower Super Output Areas (LSOAs) in England and within the 10% most deprived for education, employment, health, housing and crime. These high levels of deprivation, across a number of domains are reflective of the areas social and economic performance such as its low wage economy and poor levels of educational attainment and changing these could serve to reduce deprivation in the longer-term.

Underutilised labour force

Employment growth has declined across the TDA over the last 5 years compared to other areas.¹ Part-time and seasonal employment is dominant and entrenched given the nature of the key sectors which constrains economic growth. The town's unemployment rate doubled in a month - from 2.9% in March 2020 to 6.0% in April - moving above the UK average of 5.1%.

¹ Source: ONS Business Register and Employment Survey, 2018

Low skills base

Only 28.6% of Scarborough's residents hold degree level or above qualifications compared to regional and national figures of 34.2% and 40.3% respectively. Low skills levels are a contributory factor in low income levels persisting in the local economy, which is likely to be playing a role in a sustained prosperity gap between Scarborough residents and those living across Yorkshire and England.

Declining Town Centre

Decreasing footfall in a large town centre due to the growth of e-commerce is a major factor in high and increasing retail vacancy rates (11.9% in 2019). The falling property values and rental incomes contribute to a lack of investment that is now perpetuating the decline of the Town Centre as an economic hub for both the TDA and the borough. Furthermore, a disconnect exists between the busy tourist areas of the town and the main retail core meaning tourism footfall does not translate into significant spending in the Town Centre at present.

Lower incomes and persistent in-work poverty

Average weekly earnings of borough residents was £564 in 2019, lower than incomes were in Yorkshire (£634) and significantly lower than England (£713). Low average earnings are indicative of higher levels of "in-work" poverty in the town.

Peripherality and poor connectivity

The town is peripherally located and physically constrained by the coast and the North York Moors National Park, and connectivity both to Scarborough and within the town and borough is weak. It leads to long journey times to and from Scarborough and limits opportunities for town residents (86% of the working age population live and work within the borough). In the TDA itself, a lack of wayfinding, lack of pedestrian and cycling infrastructure and poor key gateways such as Scarborough's railway station are serving to entrench these difficulties.



Impacts of Covid-19

Scarborough's economy is being particularly hard hit by Covid-19 due to its reliance on the tourism, hospitality and leisure trades. Peak months of the 2020 tourist season have been lost due to lockdown measures and York and North Yorkshire LEP are forecasting a 30% annual reduction in tourism sector GVA in 2020. The emerging impact on the economy is clear, demonstrating a need to diversify the town's economy. Scarborough's unemployment rate has more than doubled in a month - from 2.9% in March 2020 to 6.0% in April. At that time, 29% of resident employees in Scarborough were furloughed, noticeably above the national average of 24%, resulting in a forecast 15% reduction in employment across Scarborough as a result of Covid-19². The need to diversify Scarborough's economy and the Town Centre has never been greater.

The unprecedented social and economic conditions will be continually monitored by project partners and stakeholders. Securing and delivering the Town Deal is central to the Borough's Covid-19 recovery plan and that of the wider York and North Yorkshire LEP.

² Source: Covid-19 Economic recovery plan. Initial economic impact forecasts. York and North Yorkshire Local Enterprise Partnership.



Strengths & Opportunities

High quality of life

Scarborough's coastal location means it is renowned for the high quality of life it offers to its residents. Scarborough residents rated their overall life satisfaction as 7.93 out of ten in a 2018/19 survey, a figure that has increased almost consistently since 2011/12. This is in excess of the national average and is within the top 20% of Local Authorities for levels of life satisfaction. A significant programme of investment that brings new jobs and investment will draw new residents to the town and contribute to addressing low population growth.

The development of a Town Centre Strategy with private sector backing

Public and private stakeholders in Scarborough have responded to the need to breathe new life into Scarborough Town Centre by working together to develop a Town Centre Strategy. The Strategy seeks to regenerate Scarborough Town centre as a vibrant, mixed use centre for all stakeholders, investors and communities. The strategy identifies the considerable opportunity presented by re-purposing empty buildings for use by the community.

Diverse economic & business base

Scarborough's economy provides approximately 42,000 employee jobs and over 5,000 businesses across many sectors. Within this make-up, the town has particular strengths in tourism related trades, public service administration and manufacturing and related trades.

Diversifying the town's tourism offer

Scarborough's tourism economy is vitally important to the economic prosperity of the town, generating over 7m visits per annum and over £500m worth of spend within the local economy. It is seasonal in nature and an estimated 79% of visitors are aged over 45, however repeat visits (2/3 return within 12 months) and satisfaction levels are high. This appeal and its large critical mass point to an opportunity to diversify the profile of visitors to young age groups and families which would facilitate an increase in visitor spending.

Build-on digital connectivity investment

Just 2.5% of premises in Scarborough have access to Ultrafast broadband (over 100mbps), significantly lower than access in Yorkshire and the Humber (64%) and England (61%). Mobile phone connectivity is also in need of improvement with just 58% and 63% of the Borough served by 3G and 4G mobile phone coverage from all operators respectively³ - among the lowest levels of service in England. However, the North Yorkshire Digital Infrastructure Programme has recently received funding via the Get Britain Building initiative. The Programme will enhance digital infrastructure across North Yorkshire, including Scarborough to improve connectivity; improve access to services; help to support businesses in their response to Covid-19; and enable fibre connectivity to businesses on business parks.

³ Source: OfCom Connected Nations 2018 study

Solid manufacturing base

Scarborough's manufacturing sector employs approximately 5,000 employees. The manufacturing and engineering sectors are diverse and a better qualified and trained local population will be better equipped to access and fill job opportunities in them.

Potential to enhance its sustainability

There are several opportunities to enhance the sustainability of Scarborough as a town to live and work in:

- Investing in key gateways and enhancing the Town Centre's urban form via high quality public realm;
- Promoting green skills and employment and the adoption of green technologies by supporting businesses and training opportunities with facilities that support this;
- Promoting cycling and walking to reduce car journeys and as a response to Covid-19 via investment in projects that achieve this; and
- Diversifying the town's economy through interventions such as a comprehensive programme of Town Centre events and significant investment in key sites, such as the Town Centre and Scarborough Harbour.

Scarborough residents rated their overall life satisfaction as 7.93 out of 10



Photos by Eloise Rawling



Photo by Nadine Doerle, Pixabay

Recent Investments & Successes

Scarborough has the opportunity to build on recent investments and successes to create a thriving and successful place to live, work and visit.

These investments and successes include:

Scarborough's historic market hall

The Grade II Market Hall was recently redeveloped using £2.8m of Coastal Communities Funding. The major refurbishment provided new business units within the Hall and added a new mezzanine level offering additional retail and office space. The redevelopment has led to the Market Hall being increasingly used as an events space meaning new life, activity and purposes have been breathed into this historic and much-loved town centre building;

Town centre purpose-built student accommodation

Coventry University's commitment and ambitious growth aspirations has led Scarborough Borough Council to commit to funding a £20m purpose-built student accommodation scheme at the site of the derelict former Argos building at Newborough. Demand for the Newborough scheme is driven by CU Scarborough's ambitious growth aspirations – rising from approximately 550 students in 2019/20 to 1,500 students by the 2022/23 academic year.

Investment in capital skills projects

Scarborough is benefitting from investment in post 16 learning facilities at both the construction skills village and Scarborough TEC. Scarborough TEC has secured funding to purchase electric car training equipment to enable low carbon motor vehicle maintenance courses from 2020 as part of the UK Government's Get Britain Building Fund. In addition, the Scarborough Construction Skills Village has secured funding from Scarborough Borough Council to facilitate its move to permanent premises to secure its future growth aspirations.

Improved rail connectivity to Scarborough

Rail connectivity to Scarborough is vital given the town's peripheral location. Service frequency has improved to provide hourly services to and from York while new rolling stock has also been introduced with increased capacity and a new £7m train servicing depot has been built in Scarborough to maintain the rolling stock. However, further improvements to rail services are needed given a lack of service reliability.

CU



Scarborough

Coventry University Group



Whitby - Challenges & Opportunities

Whitby, also a TDA, is a coastal town in the borough of Scarborough located 19 miles from the town of Scarborough itself. Whitby has its own vision for the future shaped by its own challenges, strengths and opportunities which have informed the development of its own Town Investment Plan. A TDA has been defined to address the existing challenges that pose constraints on future growth and unlock economic potential within the town.

It faces some similar challenges to Scarborough town notably in respect of its peripherality and associated challenges of connectivity, both physical and digital, a low skills base and levels of educational attainment, and a reliance on economic sectors that are lower in value, tourism particularly. Its town centre is significantly smaller than Scarborough Town Centre and its opportunities therefore diverge to some extent, but its strengths are similar and in view of the challenges it faces being comparable, it is evident that by attracting investment to Scarborough need will be addressed in Whitby and indeed vice versa.



Photo by Phil Hearing, Unsplash

Aligning with Towns Fund Accelerated Funding

Scarborough has been allocated £750,000 as part of the Towns Fund Accelerated Funding to assist economic recovery of the local area. Four projects will be delivered as part of the Accelerated Funding which the Town Investment Plan will be complementing through the further interventions. These are:

- Re-greening Scarborough high street through planting of trees, additional seating, and green screens in order to enhance the environment and utility of the Town Centre, creating an inviting place to dwell and visit.
- The introduction of digital and physical infrastructure, including free to use public Wi-Fi and the deployment of Town Centre wayfinding, gamification and augmented reality activities. These proposals will open up the town to new user demographics and diversifying the economy, extend the visitor season and reduce digital exclusion.
- Installing vinyl artwork and public artworks- working with landlords, local creative sector and the community to design and install artwork vinyl's on empty premises and /or storage and underutilised areas of existing premises within the Town Centre. Addressing the unwelcoming appearance of vacant and unsightly premises and creating a vibrant and contemporary atmosphere within the town.
- Working with Yorkshire Wildlife Trust, English Heritage and the local creative sector we are seeking to create the first "Wild Eye" nature observation platform at Scarborough Castle.

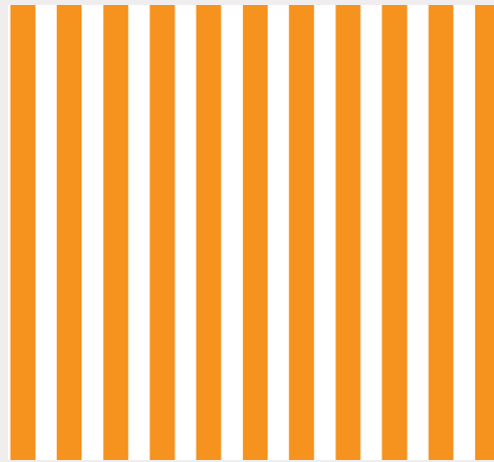


Photo by Adam Hill, Pixabay

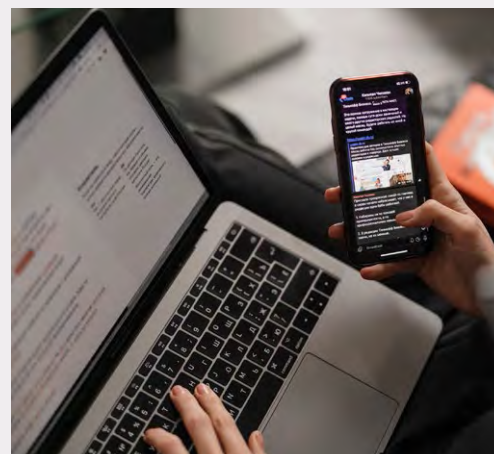


Photo by Maxim Ilyahov, Unsplash



Photograph by Eloise Rawling



03

Strategy

Vision – A Statement of Ambition

The vision for the Town – a statement of ambition - has been defined in consultation with key stakeholders and agreed by the Scarborough Town Deal Board. The vision builds on existing ambitions for Scarborough, aligning with the recently approved Scarborough Town Centre Strategy.

The strategy for Scarborough has been developed to respond to its circumstances, including both the challenges it faces and the strengths and opportunities presented in this Town Investment Plan. Section 2 has highlighted the key priorities on which to build. This has identified several primary investment drivers in Scarborough and together with the priorities provides the context for the vision and objectives for the town as set out below.



Artists impression of a re-imagined St Helens Square

Vision

“

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We will do this by encouraging a range of opportunities in the town and along the coast, with new activities, a thriving cultural scene and more dynamic physical and digital infrastructure.

The arrival points and the public areas are welcoming, providing places to rest, socialise and to navigate onwards to the seafront and other points of interest.

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With a quality offer for locals and tourists, Scarborough can build on its assets to promote a healthy, prosperous place to live, work and play.

Our modern coastal town embraces well-being, arts and innovation, supports its existing business community and welcomes new sustainable, forward-thinking entrepreneurs. The town creates new opportunities for high quality learning and employment.

The town is 'living' its strategic ambition for physical transformation, forging stronger connections from station to shore: with its modern, greener high street and embracing the potential of the harbour and wider seafront.

There is a growing network of interesting public spaces to explore and linger. The town is better linked through its transport options, which include cycle routes, well signposted and uplifting walking routes, along with a growing infrastructure and network for private and public electric transport.

The town is recognised for its year-round programme of distinctive events and festivals, which celebrate Scarborough's bountiful natural assets and pioneering independent culture.

”

Objectives & Targets

The vision is underpinned by a set of 7 strategic objectives:

- 1** Create a cord of activity from Station to Shore: our modern High Street
- 2** Reimagine the Public Realm as a network of interesting spaces to explore and places to linger
- 3** A greater range and better linked transport Options
- 4** Realise the potential of the Harbour
- 5** Encourage deeper connections with our natural assets
- 6** Host a range of events and festivals
- 7** Pioneer community rooted businesses and organisations



Cycling & Walking Improvements

Scarborough Cricket Club

Fablabs+ Woodend PLUS Scarborough Fayre

Harbour Regeneration

Station Gateway

Nature Tourism Scarborough (Wild Eye)

Green Construction Skills Village

9 Priority Projects associated with the Town Deal

1 Create a cord of activity from Station to Shore: Our modern High Street

The High Street will be re-imagined as a transitional space which hosts a cord of economic activity through the town core. This is a vital movement corridor but is currently reliant on a monoculture of retailing, and has a varying quality of public realm. The objective is to reconfigure this space to accommodate different uses and activities and help to build the resilience of this important corridor. The Station and the Harbour will be enhanced as two key anchor points which support either end of the High Street. From arrival in Scarborough at the Station, a natural flow of pedestrian movement through spaces of commercial, retail, cultural, residential and independent trading will be encountered.

The key public realm areas and pedestrian routes in the town will become welcoming, vibrant and attractive for residents, workers and visitors with associated benefits from the increased economic activity. By re-imagining our High Street in a flexible and transitional way we will build resilience to future economic downturns and cater to a 21st century town centre. Retail uses will be concentrated into a compact area which opens up the possibility of mixed uses and increased footfall. The High Street will help to consolidate Scarborough's offering and will ensure the town core becomes a hub of activity and perceptions of it improve making this a core objective to the vision.

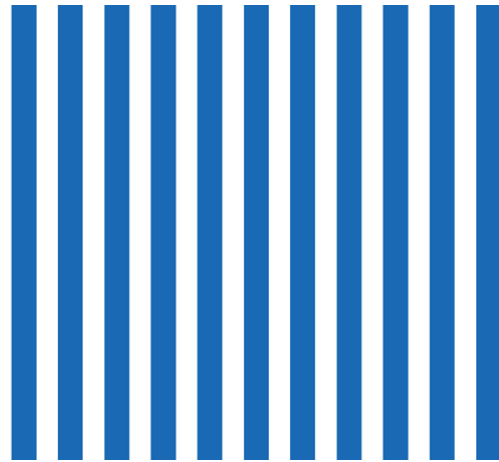


Photo by BWK Photography

LCWIP

Station Gateway

FabLab +

Scarborough Fayre HQ

Woodend plus

**Harbour
Regeneration**

Wild Eye

**Projects associated with
the cord of activity**



2 Re-imagine the Public Realm as a network of interesting spaces to explore and places to linger



To address the significant variance in the quality of the public realm within Scarborough, this objective seeks to bring cohesion across the public realm and deliver a high-quality streetscape which will help to weave the town's assets and destinations together. New wayfinding initiatives, exemplified by a nature tourism trail and an arts trail from the Woodend centre will help to signpost attractions and improve and potentially diversify the visitor experience. Physical improvements and developments in the Town Centre which accommodate creative activity will help to promote dwell time as well as helping to create legibility by facilitating new channels of pedestrian movement, which together will increase footfall.

In contrast to the expansive surrounding countryside and coastline, the town is intimate and can feel disconnected and illegible in parts. New spaces and strengthened walking and cycling connections will encourage people to explore and linger within the Town Centre, increasing footfall and helping to improve the perceptions of residents, workers and visitors.

3 A greater range of and better linked transport options

Making Scarborough feel more accessible to all is an important objective to the vision. Improved walking and cycling connections will help to create an inclusive town and also open up opportunities within the south of it.

This will encourage multi-modal and linked trips by sustainable means. Improvements to the walking and cycling network will encourage greater recreational use of sustainable travel methods, encouraging the shift to active travel choices and supporting the health and wellbeing of local people.

The realisation of this objective will also see an increase in environmental quality through good placemaking, delivering a welcoming destination for visitors, and providing a close relationship to Scarborough's economic hub, the Town Centre.

“Transport Hub – residents and tourists - With the gorgeous train station at its heart Scarborough would benefit from an integrated transport hub helping to bring the public into the centre of Scarborough whilst allowing them to easily reach the tourist options around the borough through public transport.”

Sean - 20th May 2020
Station Gateway



Artists impression of a re-imagined Station Square

4 Realise the potential of the Harbour



Visualisation by Hemingway Design

“Develop the harbour as a seafood/local food hub - Scarborough needs to make more of its harbour area. The pontoons were a great start and changed the atmosphere hugely. The spare buildings around the harbour could be re-purposed as an upmarket food area, to match the Old Market just up the road. Innovative sea food that will support the local fishing industry, encourage purchase of top quality locally caught seafood and develop the town as a seafood centre on the East Coast.”

Magnus - 5th July 2020
Harbour Regeneration

The harbour is an important anchor within Scarborough; it is the hub of the fishing and maritime industry that sits at the heart of Scarborough's heritage and marks the convergence of different uses from the High Street and along Foreshore/ Sand Side. This objective of the vision seeks to unlock the potential of this space and strengthen its purpose and role within the Town Centre, creating a key destination in the east of the town which will draw people from afar into the heart of Scarborough.

Renewal and regeneration of the Harbour and West Pier will create a shared public space where industry exists alongside mixed-use commercial, training and catering spaces.

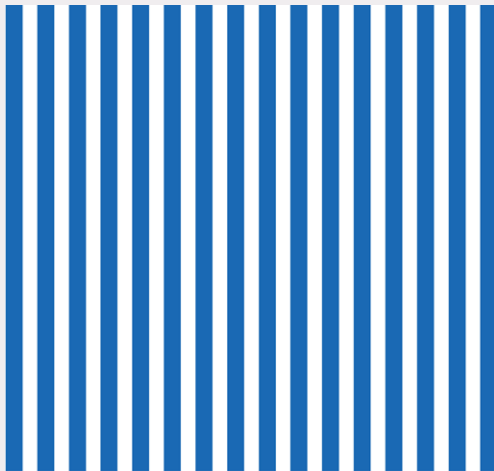
The creation of the 'Scarborough Seafood Hub' will help to create a tangible link to the fishing industry and the town's heritage. It will become a focal point to promote sustainable seafood and help to create a new brand identity for Scarborough.

5 Encourage deeper connections with our natural assets

Encouraging deeper connections with natural assets is another important objective. Scarborough is surrounded by wildlife and special landscapes, and the vision sees the celebration of assets on the town's doorstep, diversify the visitor and tourist economy and capture potential of increased domestic tourism. Projects like Wild Eye aim to use the beauty of the natural environment to create more new green jobs and support sustainable behaviours.



Photo by Eloise Rawling



Scarborough News and Whitby Gazette -
Photo by Richard Ponter



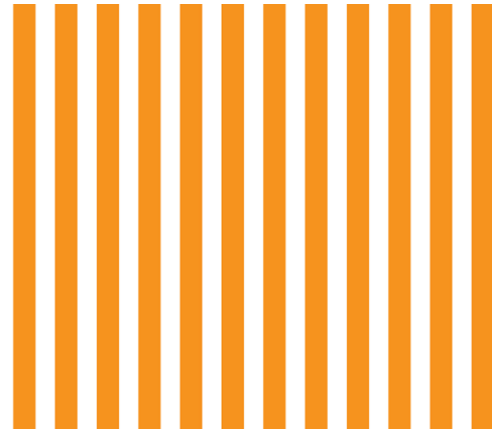
Photo by Eloise Rawling

6 Host a range of events & festivals



This objective aims to secure and build upon the success of regular events and festivals in contributing to Scarborough's economy. Scarborough Fayre will continue to serve to showcase the Town's entertainment offering in an impactful re-invigoration of its role which will extend the tourist season via a year-round programme of events.

Ensuring that the town's sports facilities are fit for purpose and are able to continue to host the highest possible grade of events is important in ensuring that the jobs and businesses sustained by the increased and more diverse audiences these attract, as well as promotion of physical activity through sport, are retained for the future. By delivering on this objective, Scarborough's profile on a regional and national scale will also be raised which will improve perceptions of the town and build the sense of pride amongst residents, and potentially stimulate investment.



Festival Square Visualisation



Photos by Scarborough News and Whitby Gazette - Richard Ponter

7 Pioneer community rooted businesses & organisations

Supporting the self-employed, learners and small and micro-enterprises through community focused workspace and training and skills provision will facilitate entrepreneurship, business growth and skills development amongst residents. Investments will raise community credentials, improve the local economy and commercial wellbeing, and provide opportunities for locals both in respect of employment, skills and related benefits.

Facilitating entrepreneurship and promoting business growth relies on the provision of modern workspace and training facilities with digital infrastructure which relieves business constraints, supports productivity growth and resilience of operations. In a world where remote working is becoming increasingly prominent and reliance on technology is growing, high quality and accessible digital provision is important to retain competitiveness and continue to stimulate business activity.

Providing learning and skills development opportunities and jobs in higher value added professions will be key to improving the low income levels currently prevalent in the town which in-turn will reduce deprivation; supporting the infrastructure that provides these opportunities is considered to be a priority objective.



Photo by Social Cut, Unsplash



Photo by Pedro Gil, Unsplash

Prioritisation Process & Towns Fund Project Identification

Priority Areas of Focus

The development of the Town Investment Plan has followed a rigorous prioritisation process identifying short, medium and long term interventions required to deliver the vision and objectives for Scarborough. The priority areas of focus for the Scarborough Town Deal are presented below. These priorities have been developed via a process that includes significant engagement with stakeholders from the public, private and community sectors in Scarborough, led by representatives from the Scarborough Town Deal Board.

Representatives from the Town Deal Board have worked collaboratively to identify and progress the priority areas for investment detailed below by forming workstreams that drew upon external expertise and partners where appropriate. The workstreams of activity undertaken by the Scarborough Town Deal Board are set out in Table 1.



Photo by Eloise Rawling

Workstream	Statement of success
Connectivity	<p>By 2035 Scarborough is a well-connected town with convenient, accessible and integrated public transport across the Borough and to the wider world by a fast and efficient rail and roads. The town embraces active travel which is supported by a fantastic choice of green travel options. There are also excellent opportunities connect digitally through a range of fully integrated digital opportunities in the Town.</p>
Culture, leisure & special places	<p>By 2035 Scarborough's cultural programme will be a highly regarded calendar of year-round events celebrating local traditions and the best of new culture and arts. The town itself will be the star of the show, visitors and locals can comfortably wonder the picturesque streets and take in the fantastic views across the bays, surrounded by our distinctive architecture and traditional buildings. The town has a natural draw for those who enjoy sporting activities with a focus on water sports, walking, and a network of good quality pitches to participate in well-organised leagues and clubs.</p>
Resilience & sustainability	<p>By 2035 Scarborough will have a national position for training and employing individuals in the key areas of sustainable development. In keeping with this ethos, the town promotes energy efficiency in every new development and seeks to reduce consumption in existing buildings and homes</p>
Skills & Enterprise	<p>By 2035 Scarborough has a resilient and talented workforce and is recognized as an area where people are supported to fulfil their potential. Alongside the established manufacturing and engineering sector, there are growing innovations in tourism, digital, creative and renewable and carbon reduction technology. Our businesses are supported by strong strategic partnerships between business, education and culture.</p> <p>Scarborough embodies an entrepreneurial culture and pioneering spirit as the town continues to support and nurture its start-up, social and home-grown enterprises as well as attracting like-minded businesses to the area. To support this there is a good supply of flexible office and commercial spaces and, within the beautiful town centre setting, a thriving hub of distinctive maker and co-worker spaces.</p>
Thriving Town Centre	<p>By 2035 Scarborough units in the Town Centre are sort after by independent businesses of all shapes and sizes. The high street is a mix of, businesses, shops and homes from Station to Shore. Along the length of the High Street are 'gems' such as the Stephen Joseph Theatre, a creatives hub, a centre for great retail and a quirky and well used market.</p>

Table 1. Workstreams chosen and statement of success

Towns Fund investment is critical to the successful delivery of this investment plan and the future of Scarborough and particularly its town centre, harbour, key gateways and the future prospects of its residents. It will support early interventions as part of our longer-term vision, catalyse positive change in our town and support our sustainable and inclusive growth ambitions.

The Town Deal priority projects requires £25m of Towns Fund investment to deliver a transformational programme of interventions, predominantly focussed on regenerating and bringing new uses to key town centre sites; investment at key gateways; diversifying the economic offer and investing in projects that will enhance skills and levels of entrepreneurship. The spatial focus of the Investment Plan is primarily Scarborough Town Centre and the acceleration of priority projects from an emerging strategic masterplan for wider scale investment in the Scarborough area. It dovetails where possible with the strategic priorities identified in the Scarborough Town Centre Strategy in order to generate the maximum impact and benefit for Scarborough.

The investment programme will directly and indirectly complement existing and proposed public and private sector priorities such as the purpose-built student accommodation scheme at Newborough. Rather than an approach which spreads our investment activity across the Borough, our approach will stimulate and maximise further private sector investment in the town and will, in time, generate opportunities for our residents. The focused and targeted approach to regeneration we have prioritised will generate a significant economic return. This excludes the softer outcomes these schemes will inevitably deliver for Scarborough such as renewed confidence and pride in Scarborough and unquantifiable improvements to resident, visitor and investor perceptions that bring the opportunity to further drive inward investment and economic growth.

This ambitious and focused programme of investment is proposed on the basis that it is deliverable within the timescales set out in this Plan based on the borough's track record of securing funding and delivering regeneration priorities. The governance structures and processes we have put in place only act to strengthen our ability to develop compliant business cases for each shortlisted scheme and then deliver these priorities once funding is secured.

The following projects have been shortlisted for Town Deal funding via the development and prioritisation process summarised further below. They provide a comprehensive and co-ordinated set of investment priorities that will deliver the vision of the Scarborough Town Deal and generate wide ranging social and economic outcomes for the Scarborough. This package of Towns Fund projects has been identified to kick-start the delivery of the vision for Scarborough. The projects represent a first step in the delivery of a long-term ambition for the town, providing the foundations from which future investments can build on. Table 2 to the right summarises the proposed Towns Fund interventions and the funding ask for each intervention.



Photo by Jonathan Noack, Unsplash

Objective	Description	Town Ask (£)
Station Gateway	<p>The Station Gateway is a project aimed at delivering improvements to Scarborough Station and surrounding area to create a strong arrival in the Town and bring together significant commercial uses around the station. The project will be co-ordinated around a high-quality public realm including a prominent new Station Square. The purpose of improving this area is to create better connections to the High Street and on to the shore area and to establish opportunities for commuters to connect to a range of transport opportunities, including: onward bus connections; a state-of-the-art cycle hub; and reliable and frequent train travel. It has the potential to be a catalyst in the delivery of a significant commercial quarter which includes; the station building (3,690 sq. m); station square and substantial public realm upgrades; to better connect the Station east to the High Street and on to the Harbour and shore (12,600 sq. m); bus depot (3,100 sq. m); improved and better linked bus waiting facilities; taxi rank; car parking for both station users; visitors to the Town Centre and Local Businesses; new and refurbished buildings offering commercial office space with the potential for quality studio and apartment living to support the student and key worker sectors.</p>	6.68m
Cycling & walking improvements - Scarborough Town & beyond	<p>The project seeks to establish and implement the majority of the measures outlined in the Scarborough Local Cycling And Walking Infrastructure Plan (LCWIP), in particular connections to and from the Town Centre to the Colleges and the Cinder Track. The LCWIP will contribute toward the North Yorkshire Local Transport Plan due to the wide-ranging way that walking and cycling, as a mode of transport, can deliver benefits to individuals and wider society. At a local level, the LCWIP will complement Scarborough's aims for better opportunities to access work and leisure activities, and have wider benefits for the environment, health, air quality, and social cohesion. Objectives include producing an evidence-based walking and cycling network plan; identifying early network investment priorities and potential interventions, securing stakeholder "buy-in" for the network and the investment priorities.</p>	5.75m
Harbour Regeneration	<p>The project consists of the renewal and regeneration of the Harbour and West Pier to create a public space which links to Scarborough's marine heritage, provides retail and workshop space for catering, food and creative industries and preserves the pier as a working harbour with a thriving fishery. Existing Grade 2 buildings will be renovated to allow better domestic sales of local fish products, restaurant/food hall offering (with defined links to local education sector) and workshops/retail space encouraging greater footfall and visitor spend. The project aims to integrate the fishing industry with the vibrant tourism and visitor economy and the local community, capitalising on the history, culture and visual spectacle of the working harbour. The project seeks to re-imagine a new working harbour by; renovating and re-purposing 7 existing buildings including a Grade 2 listed structure; creation of accessible space for creative industries and related retail activity; creation of 15 market units/commercial kiosks; creating 2,100 sq. m of high quality open/flexible event space; and provision of new 21st century fisheries infrastructure.</p>	5m

Table 2. Summary of Towns Fund Investment Projects

Objective	Description	Town Ask (£)
<p>Wild Eye on Scarborough - Scarborough's nature tourism</p>	<p>Wild Eye on Scarborough will create an alternative tourism offering to complement what traditionally the UK public expects of the first British resort (a sandy beach, cafés and entertainment facilities) and produce an alternative 'nature view' or 'eye' of Scarborough. It will provide artworks and viewing platforms together with digital marketing with live cameras as a new arts-nature tourist experience alongside the first green accreditation and green hospitality training programme delivered by Coventry University Scarborough in association with Welcome to Yorkshire. The project builds on the post-lockdown long-term opportunity for increasing domestic tourism, the need for green growth, circular economy and green jobs, towards becoming Carbon neutral and the related raised awareness of the importance of nature to our wellbeing and enjoyment. It is hoped this new nature and arts tourism product will be created as part of building the recognition that the North is a key destination for both nature and cultural tourists. Previously the South West has been famous for its nature tourism and arts tourism has centred on cities.</p>	<p>1.88m (including 0.188m revenue funding)</p>
<p>FabLab+</p>	<p>FabLab+ is a proposed skills and training centre in Scarborough Town Centre that will create new opportunities and provide new, modern and in demand skills such as robotics, 3D modelling and printing and audio lab and sound engineering for local people. The aim of the project is to establish over 750 sq. m of digital space providing open access to digital fabrication tools, education workshops, co-working space, digital entrepreneur support and 'making' events. This will involve the purchase of a two-storey building which will create a FabLab+ workshop space on the ground floor. The second floor will have commercially focused co-worker space encouraging co-working, business incubation, product realisation and mentoring. Links will be made with training providers including FE (Scarborough UTC) and HE (Coventry University Scarborough), local community groups and business. FabLab+ partners will be at the forefront of this new initiative.</p>	<p>1.4m (including 0.2m revenue funding)</p>
<p>Woodend PLUS</p>	<p>The Woodend PLUS project is the next phase of a media centre provision for businesses that have outgrown the existing Woodend Creative Industries Centre site on the Crescent in Scarborough. New provision will utilise an empty retail space in the Town Centre to establish a new central creative units and incubator spaces. The town centre location is key to this project. A central site populated by creative practitioners will help bring a sense of animation and alternative community spirit to the town. It is envisaged that the ground floor will include a new "Museum on the High Street" (MOTH), located in the same building as the creative units forming innovative links between the creative industries and Scarborough's cultural and heritage assets. The MOTH will engage Scarborough's diverse socio-economic population and will reduce barriers to participation and engagement. A multifaceted, community owned, cultural space, linked to a high-quality museum offer and local business, will connect local people to their heritage, education and skills, as well as their own community and creativity.</p>	<p>2m</p>

Objective	Description	Town Ask (£)
<p>Scarborough Fayre</p>	<p>This project seeks to launch a new, year-round programme of cultural regeneration called Scarborough Fayre which links a series themed cultural and heritage events delivered at various locations in the town. The themed cultural events and outputs include performance, visual art, crafts, music, food, film, sport and heritage pieces. The project would give the festival a home in the form of a restored building on the High Street. This headquarters and 'community hub' will consist of a café, gallery, community meeting space and focus for social projects and cultural activities, providing year-round events particularly out of season which improve the lives of the inhabitants of the Town. Scarborough Fayre will generate an instantly, internationally recognisable 'brand', which could take centre stage in attempting to regenerate and repackage the town - both as a place to visit and a place to live. This would strengthen and diversify the profile of visitors, encouraging tourists, and residents to spend more time and money in the Town Centre strengthening the local economy. The scheme will also aim to use Scarborough's cultural capital to refresh Scarborough's image, attract skilled people, promote inward investment and improve ecological sustainability.</p>	<p>1.5m (including 0.5m revenue funding)</p>
<p>Improving Scarborough Cricket Club</p>	<p>Scarborough Cricket Club on North Marine Road is a historic cricket venue hosting First Class county cricket and with inextricable ties to the local community and a legacy of inspiring sporting achievement both within the town and the wider region. Some of the infrastructure within the ground is aging and needs significant investment if the ground is to continue to host First Class matches. Improvements to Scarborough Cricket Club will include enhancement of the pitch, grounds infrastructure including improvements to security and accessibility, dedicated changing facilities provided for women, and remedial works to improve health and safety issues. These would secure the future of county cricket at the venue and with it the economic benefits it generates directly through larger and more diverse audiences and associated spending. Facilitating the establishment of a women's team will have a positive effect on health and well-being in this group, and will allow the possibility of staging women's games at the ground providing further economic benefits.</p>	<p>0.25m</p>
<p>Green Construction Skills Village</p>	<p>The project is to expand the existing Scarborough Construction Skills Village offer, to increase the range and level of training courses available and intake of learners. The existing Construction Skills Village has a successful track record in providing skills, training and education to assist people into careers within the construction industry. The project would see the development of a timber frame academy that will facilitate the upskilling of existing contractors with the skills and knowledge required to be able to build low carbon homes. It will also provide the space, resources and equipment required to train people on installation of low carbon heating and power systems. It will form a more attractive offer for young people to enter the construction industry and retaining talent in the area.</p>	<p>0.535m</p>

Approach to project prioritisation

The workstreams developed project proposals that addressed the challenges and opportunities within Scarborough. These project proposals have the potential to deliver the Scarborough Town Deal vision and significant positive change to the town. Project proposals were then tested and prioritised by the Scarborough Town Deal Board with input from external consultancy support.

Long-list development – consultation & engagement

The prioritisation process undertaken to identify the priorities within this Investment Plan was underpinned by extensive stakeholder engagement and development activity undertaken by the workstreams detailed above. The workstreams were comprised of Town Deal board members who engaged with relevant parties and external expertise to develop detailed project proposals for Town Deal investment. Consultation with the community played an integral part in this process, with the details regarding involvement being set out in Section 4. Engagement with them via visioning sessions resulted in their needs and project ideas being captured. Comments were analysed, key themes were identified, and the workstream groups worked with these to identify around 30 projects for further consideration.

Short-listing and appraisal

A long list of projects being proposed for Town Deal investment required shortlisting into a set of priorities that fit with requirements of the Town Deal. Projects not shortlisted are still being progressed as part of the emerging

strategic masterplan for wider scale investment in Scarborough. These projects are listed in **Appendix B**.

The approach to prioritisation was tested and agreed with Scarborough Borough Council and the Scarborough Town Deal Board. It scored long listed projects based on a two-phase method. Projects were scored based on the following criteria:

Strategic fit

The extent to which schemes fit with the objectives of the Town Deal Prospectus and local economic development priorities such as:

- a. The priorities driving Scarborough's 'Building a Better Borough' initiative:
 - i. Vibrant town centres;
 - ii. A premier visitor destination;
 - iii. A good quality home for all; and
 - iv. A clean, green and attractive environment.
- b. York and North Yorkshire Local Enterprise Partnership's Local Industrial Strategy:
 - i. Invest in places, communities, identity and culture to drive productivity;
 - ii. Unlock constrained growth and realise productivity potential; and
 - iii. Leading the transformation to a carbon negative circular economy.

This approach has ensured the projects taken forward are clearly aligned with the Town Deal and local policy objectives and would therefore contribute to a robust Town Investment Plan. Weighted scores were applied to each scheme based on their fit with both Town Deal and local policy priorities.

The approach to prioritisation provided a scored and ranked list of early investment priorities. Assessing projects against both a strategic and assurance dimension also ensured gaps in project evidence were identified. This was particularly beneficial for projects that provided a strong strategic fit but where further development work was required to meet the assurance requirements of the assessment framework. In these instances, the gaps in evidence were reported back to workstreams as the basis for further development work. These projects were re-assessed after information gaps were filled resulting in the prioritised set of projects that are presented for Town Deal investment in this document.



Photo by Invisible Dust

Assurance

Schemes were tested against the principles of the Green Book and typical approaches to business case appraisal. A proportional approach was taken to testing scheme assurance as most of the schemes identified to date are at an early stage of development. A full 'assurance process' (e.g. undertaking a detailed assessment of scheme Benefit and Cost Ratios and an options assessment) was not considered appropriate given the early stage nature of many of the schemes. Instead, schemes were tested against the following criteria in line with the principles of the Green Book:

• Strategic case:

- Does the scheme strongly align with national and local policies, programmes and strategies?

• Economic case:

- Would the scheme have the potential to be transformational in its impact?
- Would the scheme provide a positive economic return?

• Financial case:

- Is the scheme considered affordable given the amount of Town Deal Funding requested?
- Will the scheme leverage funding from sources other than the Town Deal?

• Commercial case:

- Does the scheme demonstrate clear evidence of demand, need, or stakeholder support?
- Is the scheme considered viable and sustainable?

• Management case:

- Does the schemes delivery fit with the timescales associated with Town Deal funding?
- Does the lead body have a track record of successfully delivering similar (size or theme) schemes?

Rating	Description
VH	Very High - Comprehensive evidence of the scheme addressing a criterion
H	High - Robust evidence of the scheme addressing a criterion
M	Medium - Variable evidence of the scheme addressing a criterion
L	Low - Weak evidence of the scheme addressing a criterion
VL	Very Low - Very weak evidence of the scheme addressing a criterion
NE	No Evidence available to score a scheme against a criterion

Table 3. Scoring Table Key

	Strategic fit					Economic case	Financial	Commercial	Management				
	Town Deal Priorities			Wider policy fit									
	Urban regeneration, planning and land use	Skills and Enterprise infrastructure (including COVID-19 response)	Connectivity	York, North Yorkshire and East Riding LEP LIS	Scarborough Borough Council Buid Back Better Initiative	To what extent is the scheme considered transformational in its impact?	To what extent will the scheme provide an economic return?	To what extent is the ask for Town Deal funding considered affordable?	To what extent will the scheme leverage non-Town Deal funding?	To what extent does demand or support exist for the scheme?	To what extent is the scheme considered viable and sustainable?	To what extent does the scheme fit within the timescales of Town Deal funding?	To what extent does the lead body / applicant have a track record of successfully delivering similar (size or theme) schemes?
Weighting	35%			5%	5%	20%		15%		10%		10%	
Station Gateway	H	NE	H	H	H	NE	NE	NE	NE	NE	NE	NE	VH
Cycling and walking improvements Scarborough town and beyond	VH	NE	VH	H	H	M	NE	NE	NE	NE	NE	NE	VH
Harbour Regeneration	VH	VH	M	H	VH	VH	H	NE	H	VH	M	M	VH
Wild Eye on Scarborough Scarborough's nature tourism	H	M	VL	Ne	M	H	M	NE	NE	H	L	NE	VL
FabLab+	H	L	NE	H	H	H	H	VH	NE	VH	H	H	VH
Woodend PLUS	H	H	NE	M	H	H	M	H	H	NE	H	H	NE
Scarborough Fayre	H	VH	H	H	H	M	H	VH	H	VH	M	M	NE
Improving Scarborough Cricket Club	VH	VH	NE	VH	VH	H	M	M	M	VH	M	H	VH
Green Construction Skills Village	VL	VH	NE	VH	VH	H	H	VH	VH	VH	VH	VH	NE

Table 4. Assurance Multi-criteria prioritisation assessment



and the
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Scarborough North
Cliff Golf Club

Cross Lane
Hospital

Scaby
School

Kirkwell

Scarborough General
Hospital

Scarborough

Strategic Plan

The strategy to deliver the Town Investment Plan is based on a clear understanding of Scarborough's challenges, needs, strengths and opportunities. The ambition for the Town Investment Plan is to create the conditions for sustainable long-term economic growth, which responds to local development needs and delivers inclusive growth.

Below we set out for each of the five workstreams identified above the rationale and need for intervention within a comprehensive logic chain for each of the nine Towns Fund investment projects. Further details on the rationale, inputs, activities, outputs and outcomes for each project are set out within The Town Investment Plan Section 2 (provided separately).



Artists impression of a re-imagined Station Square

STATION GATEWAY

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Scarborough Local Plan (2017)
 - Scarborough Town Centre Strategy (2018)
- UK Industrial Strategy & Clean Growth Strategy (2017)
- Creating Growth Cutting Carbon (2011)

NEED FOR INVESTMENT

- Poor sense of arrival to Scarborough Town Centre, led by station gateway
- Improved rail connectivity to Scarborough has intensified this issue
- Declining high street retail and footfall has created a disconnect between the busy tourist areas and main retail core
- An economy characterised by low wages and seasonal employment
- A need to diversify the profile of visitors

INPUTS

- £6.68m Towns Fund capital investment
- Stakeholder engagement & partnership working

ACTIVITIES

- Creation of high-quality public realm including a new prominent Station Square
- Redevelopment of the area around Scarborough station
- Improved transport facilities including station and bus depot

OUTPUTS

- 12,600 sqm of new public space
- Repurposing of town centre floorspace (13k sqm of residential and 8-10k sqm of commercial space)
- Delivery of station improvements (3,690 sqm), bus depot (3,100 sqm), taxi rank and car parking.

OUTCOMES & IMPACTS

- **Short term:** Increased use of Scarborough station and new jobs created.
- **Medium term:** Improved experiences for visitors to Scarborough, increase number and value of tourism visits, increased footfall throughout Scarborough
- **Long term:** Improved opportunity and prosperity in Scarborough, development of a bustling and thriving town centre



INVESTMENT IN CYCLING & WALKING INFRASTRUCTURE

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Local Cycling and Walking Infrastructure Plan (LCWIP)
 - Scarborough Local Plan (2017)
 - North Yorkshire Local Transport Plan (2015)
- Emergency active travel fund (2020)
- Cycling and Walking Investment Strategy (2017)
- UK Industrial Strategy (2017)

NEED FOR INVESTMENT

- Opportunity to increase active travel and deliver the LCWIP
- Lack of existing share and hire facilities
- Peripheral areas of the town suffer from relative isolation and physical barriers, escalated by a lack of wayfinding
- Build upon the propensity to undertake journeys via active travel modes in Scarborough

INPUTS

- £6m Towns Fund capital investment
- £3m planned match funding from North Yorkshire County Council
- Stakeholder engagement & partnership working including LCWIP

ACTIVITIES

- Delivery of the following walking and cycling routes:
 - Eastfield to Scarborough
 - Eastfield & Cayton Central Spine
 - Cinder Track Connections
 - Scarborough Central Corridor

OUTPUTS

- 16km of new walking and cycling routes
- Wider cycling infrastructure such as cycle parking

OUTCOMES & IMPACTS

- **Short term:** Increased accessibility to and within Scarborough Town Centre
- **Medium term:** Improved health and wellbeing of Scarborough residents
- **Long term:** Improved opportunity and prosperity in Scarborough, development of a bustling and thriving town centre

HARBOUR REGENERATION

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Scarborough Local Plan (2017)
 - Scarborough Town Centre Strategy (2018)
- Visit England's five-year strategy (2020)
- UK International research and innovation strategy (2019)
- Seafood 2040 (2018)

NEED FOR INVESTMENT

- Maximising the potential of Scarborough's maritime history and the growing leisure marine industry
- A need to increase aspirations among Scarborough's young people
- An opportunity to build on Scarborough's existing successful events programme

INPUTS

- £5m Towns Fund capital investment
- Stakeholder engagement & partnership working

ACTIVITIES

- Renovation and repurposing of existing buildings
- Creation of creative industries, market retail and flexible events spaces
- Provision of new 21st century fisheries infrastructure
- Rationalisation of car parking

OUTPUTS

- Delivery of 2,370 sqm of commercial business space
- Delivery of 2,100 sqm of new public spaces
- Upgraded and protected prominent landmark and community facility

OUTCOMES & IMPACTS

- **Short term:** Increased diversity of the tourism offer in Scarborough, increased levels of entrepreneurial activity and new jobs.
- **Medium term:** A vibrant and rejuvenated harbour, increased number and value of tourism visits, improved perceptions and sense of pride for Scarborough
- **Long term:** Resilient and circular economy supported by a modern tourism sector



SCARBOROUGH CRICKET CLUB

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Scarborough Town Centre Strategy (2018)
 - Scarborough Building a Better Borough (2020)
- Visit England's five-year strategy (2020)
- Sports England's Shaping our Future (2020)

NEED FOR INVESTMENT

- Aspiration to retain and build upon 1st class cricket
- Infrastructure is ageing and needs improvement to continue to host vital First Class matches
- Vital for local sports culture and inspiring the community
- Diversify the profile of visitors and the visitor offer

INPUTS

- £0.25m Towns Fund capital investment
- Stakeholder engagement & partnership working including Yorkshire Cricket Club

ACTIVITIES

- Enhancement of the pitch
- Grounds infrastructure including improvements to the west stand
- Essential upgrades to security, accessibility and remedial works to improve health and safety

OUTPUTS

- Upgraded and protection of a major sports venue in the area and community asset for schools and local people
- Improved facilities including dedicated changing facilities for women

OUTCOMES & IMPACTS

- **Short term:** Improved tourism offer, first-class sporting facility for the community and increased participation in sport.
- **Medium term:** Increased number of visitors to the town, increased sense of pride for Scarborough by hosting community and school events and improved perception as a destination
- **Long term:** Resilient and circular economy supported by a modern tourist economy

WILD EYE ON SCARBOROUGH NATURE TOURISM

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Y & NY LEP's Local Industrial Strategy (2020)
- Visit England's five-year strategy (2020)
- UK International research and innovation strategy (2019)
- Arts Council 2020-2030 Strategy (2020)
- Net Zero Carbon objectives

NEED FOR INVESTMENT

- A need to diversify the profile of visitors and the visitor offer
- Maximise the potential of a thriving cultural and creative sector
- Lead Covid-19 recovery by capitalising on the increasing domestic tourism, need for green growth and green jobs, and importance of nature to wellbeing

INPUTS

- £1.692m Towns Fund capital investment and £0.188m Towns fund revenue funding
 - £0.110m planned match funding
- Stakeholder engagement & partnership working including Yorkshire Wildlife Trust and Invisible Dust supported by various partners

ACTIVITIES

- Creation of artworks and viewing platforms together with digital marketing with live cameras
- First green accreditation and green hospitality training programme delivered by Coventry University

OUTPUTS

- 4.5km nature trail
- 5 new visitor centres and platforms to create a new tourist experience in Scarborough

OUTCOMES & IMPACTS

- **Short term:** Increased diversity of the tourism offer in Scarborough
- **Medium term:** Increased number and value of tourism visits, improved experiences for visitors to Scarborough
- **Long term:** A resilient and circular economy supported by a modern tourism sector, improved opportunity and prosperity

FABLAB+

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Y & NY LEP's Workforce Skills Strategy (2019)
 - Scarborough Employability and Skills Plan (2015)
- UK International research and innovation strategy (2019)
- UK Industrial Strategy (2017)

NEED FOR INVESTMENT

- A need to increase skills at Level 3+
- A need to increase aspirations among Scarborough's young people
- High levels of deprivation in the town led by the income, employment and education domains
- Vacant retail units in key town centre locations
- Diversification of the economy into new, high value sectors

INPUTS

- £1.2m Towns Fund capital investment and £0.2m Towns Fund revenue funding
- £0.3m co-funding contribution from private sector or sponsorship
- Stakeholder engagement & partnership working including Save9

ACTIVITIES

- Purchase of two storey building
- Delivery of a new skills and training centre with specialism in robotics, 3D modelling and sound engineering
- Collaboration with training providers

OUTPUTS

- 750 sqm of shared workspace and innovation facilities for skills training and co-working
- Business support through Yorkshire in Business

OUTCOMES & IMPACTS

- **Short term:** Increased entrepreneurial activity, increased business start-up and survival rates, reduced town centre vacancy
- **Medium term:** Increase number of high-value jobs and businesses
- **Long term:** Improved opportunity and prosperity in Scarborough, development of a bustling and thriving town centre

WOODEND PLUS

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Y & NY LEP's Workforce Skills Strategy (2019)
 - Scarborough Employability and Skills Plan (2015)
- UK International research and innovation strategy (2019)
- UK Industrial Strategy (2017)

NEED FOR INVESTMENT

- Declining high street retail sales leading to increased vacancy rates and decreased footfall
- Negative perceptions of the Town Centre
- Maximise the potential of a thriving cultural and creative sector
- A need to increase skills at Level 3+
- High levels of deprivation in the town led by the income, employment and education domains

INPUTS

- £2m Towns Fund capital investment
- Stakeholder engagement & partnership working

ACTIVITIES

- Redevelopment of vacant town centre space to establish a new central creative unit and incubator spaces
- Provision of temporary exhibitions, museum objects with digital (VR) components, art cafe, learning resources

OUTPUTS

- Conversion of a total of circa 600 sqm of former underused retail space
- Delivery of circa 400 sqm of commercial space
- Delivery of circa 200 sqm of upgraded community facilities.

OUTCOMES & IMPACTS

- **Short term:** Reduced town centre vacancies, increased town centre footfall and vitality
- **Medium term:** Increased number of high-value jobs and businesses, growth of Scarborough's cultural sector
- **Long term:** Improved opportunity and prosperity in Scarborough, development of a bustling and thriving town centre



GREEN CONSTRUCTION SKILLS VILLAGE

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Y & NY LEP's Local Industrial Strategy (2020)
 - Scarborough Employability and Skills Plan (2015)
- Homes England's Strategic Plan (2018)
- Department of Education Post-16 Skills Plan (2016)

NEED FOR INVESTMENT

- Aspirations to increase delivery of net zero homes
- Ambition for Y & NY to become England's first carbon negative region
- A need for more affordable homes
- A need to increase skills at Level 3+
- A need to increase aspirations among Scarborough's young people
- Build upon the success of the Scarborough Construction Skills Village

INPUTS

- £0.535m Towns Fund capital investment
- £3m co-funding sought from the Devolution Deal
- Stakeholder engagement & partnership working including Beyond Housing

ACTIVITIES

- Development of a timber frame academy
- Provision of space, resources and equipment to train people on installation of low carbon heating and power system
- Partnership with local social landlord: Beyond Housing

OUTPUTS

- New facility specialising in Green Construction to support 680 learners and 170 businesses
- Engagement with schools and young people

OUTCOMES & IMPACTS

- **Short term:** Increased ability of Scarborough SMEs to secure contracts to deliver green housing solutions, improved skill levels in green construction techniques
- **Medium term:** Improved quality and sustainability of new homes, increased number of high value jobs and businesses
- **Long term:** Circular economy supported by a modern tourist economy

SCARBOROUGH FAYRE

RATIONALE

STRATEGIC CONTEXT

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Y & NY LEP's Workforce Skills Strategy (2019)
 - Scarborough Employability and Skills Plan (2015)
- Visit England's five-year strategy (2020)
- Arts Council England 2020-2030 Strategy (2020)

NEED FOR INVESTMENT

- An opportunity to build on Scarborough's existing successful events programme
- A need to diversify the profile of visitors and the visitor offer
- Negative perception of the Town Centre as a town in decline is deterring both visits and investment
- Economic impact of Covid-19 has significantly affected arts and culture

INPUTS

- £1.0m Towns Fund capital investment and £0.5m Towns fund revenue funding
- £0.1m planned co-funding from private sources
- Stakeholder engagement & partnership working

ACTIVITIES

- New year-round programme of cultural regeneration
- A series themed cultural and heritage events delivered at various locations in the town
- Restoration of a public building on the High Street to act as the centre of the festival

OUTPUTS

- 52 new events delivered each year
- 10 sites utilised across the town for the delivery of Scarborough Fayre events.

OUTCOMES & IMPACTS

- **Short term:** Increase in town centre footfall & vitality, increased diversity of visitor offer
- **Medium term:** increased number & value of tourism visits (50k visitors a year), enhanced pride & perception, growth of cultural sector with new job opportunities
- **Long term:** Development of a bustling and thriving town centre, circular economy supported by a modern tourist economy

Strategic Fit

This Town Deal Investment Plan seeks to accelerate delivery of priorities emerging from the emerging masterplan for the Scarborough area with a particular focus on Scarborough Town Centre, its key gateways and harbour. The need to focus on Scarborough Town Centre is clear. The challenges facing town centres are well documented. In Scarborough, footfall is falling across the year, including the peak tourism season, even before the impact of Covid-19 has been considered. Declining footfall has led to reduced town centre spending; increased vacancy rates and declining levels of investor confidence. Scarborough Town Centre is now clearly experiencing a market failure that needs public sector support to reverse the town's fortunes. The focus on priority projects within the emerging strategic masterplan provides significant advantages. It means our programme of investment has already been subject to testing of market demand and viability; and is strategically co-ordinated.

The strategic fit provided our programme of investment is summarised below. The programme of investment delivers against numerous UK Government policy priorities such as the Covid-19 Recovery Strategy; the Clean Growth initiative, Cutting Carbon White Paper, and the Cycling and Walking Investment Strategy. Locally, the programme of investment delivers the priorities of the York and North Yorkshire Local Enterprise Partnership; Scarborough's Town Centre Strategy and is an essential component of Scarborough Borough Council's ambition to 'Build a Better Borough'.

More detailed evidence on alignment with policy, programmes and strategy is in **Appendix C** including a summary of each relevant document referenced in the tables overleaf.



Mapping of aligned & complementary strategies, programmes & investments

	National Policy												
	National Planning Policy Framework	Cycling and Walking Investment Strategy 2017	Creating Growth, Cutting Carbon 2011 white paper	The UK Gov't Covid-19 recovery strategy	Emergency active travel fund	Seafood 2040	Visit England's five-year strategy	The UK's Industrial Strategy	International Research and Innovation Strategy	Dept. of Education Post-16 Skills Plan	Arts Council England 2020-2030 strategy	Sports England's Shaping our Future 2019	Homes England's Strategic Plan
Station Gateway													
Cycling and walking improvements Scarborough town and beyond													
Harbour Regeneration													
Wild Eye on Scarborough Scarborough's nature tourism													
FabLab+													
Woodend PLUS													
Scarborough Fayre													
Improving Scarborough Cricket Club													
Green Construction Skills Village													

Table 5. Project Alignment with National Policy, Strategies and Programmes

Local Policy

	Scarborough LEP Local Industrial Strategy	LEP's Workforce Skills Strategy	Y&NY LEP Covid-19 Economic Recovery Plan	Scarborough Local Plan	Scarborough Town Centre Strategy	SBC - Building a Better Borough	Scarborough Employability and Skills Plan
Station Gateway							
Cycling and walking improvements Scarborough town and beyond							
Harbour Regeneration							
Wild Eye on Scarborough Scarborough's nature tourism							
FabLab+							
Woodend PLUS							
Scarborough Fayre							
Improving Scarborough Cricket Club							
Green Construction Skills Village							

Table 6. Project Alignment with Local and Regional Policies, Strategies and Programmes

Town Deal outputs & outcomes

Scarborough's programme of Town Deal investment provides a co-ordinated package of investment that delivers and accelerates the key priorities in emerging masterplan. As outlined earlier 'logic models' have been developed for each intervention that demonstrates the need for investment and the outputs and outcomes that Town Deal Investment will deliver.

Direct outputs of the investment projects include:

16_{km}
OF NEW OR UPGRADED CYCLE OR
WALKING PATHS

>15,000_{sqm}
OF NEW PUBLIC SPACE

>15,000_{sqm}
OF HIGH QUALITY AFFORDABLE
COMMERCIAL SPACE

>5,000_{sqm}
OF QUALITY RESIDENTIAL SPACE

52
NEW CULTURAL
EVENTS DELIVERED
EACH YEAR

2
NEW OR EXPANDED
SKILLS & TRAINING
FACILITIES

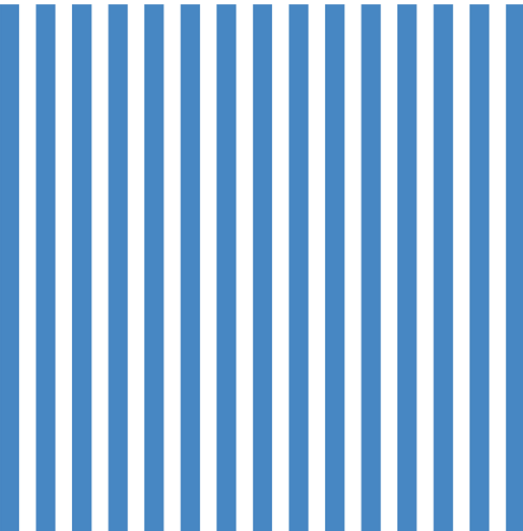
5.3_{km}
OF NEW ARTS &
NATURE TRAILS

Upgraded
SPORTS FACILITY

The programme of investment in Scarborough will have a transformational impact, leaving a legacy of long-term outcomes including:



A resilient & circular economy that is supported by a modern tourism economy



A thriving & bustling Town Centre



Improved opportunity & prosperity within Scarborough & for its residents

In the shorter and medium term, the delivery of Town Deal priorities will provide wide ranging and noticeable outcomes for Scarborough:

New direct & indirect jobs created

Higher value employment opportunities

A well-established **University Town** with a student population of at least 1,500

Increase in % of people with qualifications

Enhanced digital connectivity for residents, tourist & businesses

Improved health and well-being through **increased** active travel & **improved** access to sports

Improved perceptions of Scarborough as a place to live, study, work & do business

Leveraging in at least **£35m** of further public & private investment

Increased use of natural & heritage assets

More enterprises utilising high quality spaces including start-ups &/or scale ups

Successful diversification of its key economic sectors

Reduced incidence of deprivation

An **enhanced** sense of community pride in the town

More opportunities to learn skills & new learners assisted

Young residents **retained** & **attracted** to live in Scarborough

Raised aspirations of residents through better opportunities

Increased resilience & recovery from Covid-19

Increased number and value of tourist visits to Scarborough through **new** & **higher value** tourism

Scarborough Town Deal

Financial ask

The following table provides an overview of each project's Towns Fund funding requirement as well as the overall Towns Fund funding requirement. In line with guidance, our investment programme is predominantly seeking capital investment (£24.11m) with a small revenue 'ask' (£888,000) to support the establishment of: The Scarborough Fayre a comprehensive and year-round programme of Town Centre cultural

events to drive tourism that will increase spending and confidence in Scarborough; Fablab+ that will help it provide new, modern and in demand skills for Scarborough residents in key and emerging sectors; and Wild Eye on Scarborough. The Overall Town Deal request therefore stands at £25m for a c.£31.66m programme of investment in Scarborough Town Centre, with details shown in Table 7.

	Town Deal Ask Capital	Town Deal Ask Revenue	Other funding	Total project cost
Station Gateway	6,684,687			6,684,687
Cycling and walking improvements Scarborough town and beyond	5,750,000		3,250,000	9,000,000
Harbour Regeneration	5,000,000			5,000,000
Wild Eye on Scarborough Scarborough's nature tourism	1,692,000	188,000	110,000	1,990,000
FabLab+	1,200,000	200,000	300,000	1,700,000
Woodend PLUS	2,000,000			2,000,000
Scarborough Fayre	1,000,000	500,000		1,500,000
Improving Scarborough Cricket Club	250,000			250,000
Green Construction Skills Village	535,313		3,000,000	3,535,313
TOTAL	24,112,000	888,000	6,660,000	31,660,000

Table 7. Financial Ask





04

Engagement & Delivery

Engagement

The preparation of the Scarborough Town Deal Investment Plan has been driven by extensive stakeholder and community engagement with a commitment to a collaborative approach to scheme development and prioritisation. The projects within the plan have largely been based on feedback from a comprehensive range of sources which have been gathered between February 2020 and September 2020.

Scarborough Town Deal Board

This Town Deal Investment Plan has been driven by stakeholders from across the borough, representing anchor institutions, our communities and our businesses. The work to develop this Investment Plan has been driven, guided and challenged by the Scarborough Town Deal Board. The Board was established by Scarborough Borough Council in 2020 comprising a diverse representation of expertise from the public, private and community sectors. The Board is chaired by David Kerfoot MBE. David is a passionate entrepreneur who brings a career of private sector and entrepreneurial activity to the Town Deal Board. He is also the chair of the York and North Yorkshire Local Enterprise Partnership.

The Town Deal Board was established to develop and agree a programme of interventions, approve a capacity funding expenditure plan; oversee its delivery; approve the approach to communications and engagement associated with the Scarborough Town Deal; and oversee its implementation.

Importantly, the Town Deal Board have played an active role in the development of project priorities that have been put forward for investment in this plan. Board members formed working groups to identify thematic visions for Scarborough and a set of projects that would deliver these aspirations identified by the workstreams identified earlier. To date there has been more 10 meetings of the Town Deal Board and 60 workstream meetings. As outlined earlier, the working groups developed the detail of project priorities based on their own expertise and drawing feedback from stakeholder and community engagement. External stakeholders have also been involved in proposing projects that align with the requirements of the Town Deal and were considered realistic and deliverable.

Figure 2 below presents the membership structure of the workstream working groups across different organisations.

Workstreams Key

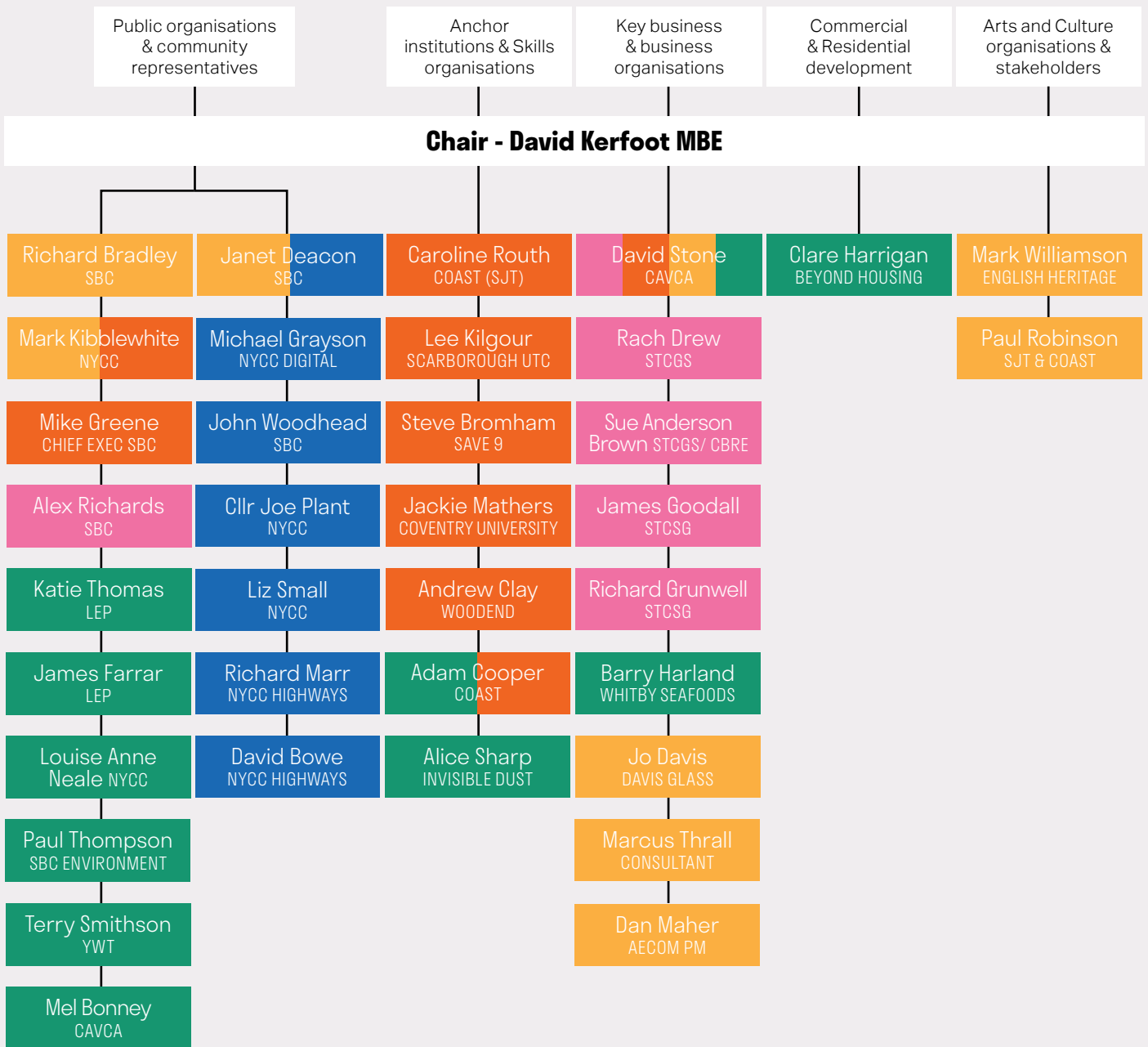


Figure 2. Scarborough Town Deal Workstream Working Groups

Engagement to inform development of Town Investment Plan

Anchor institutions, businesses, public & voluntary agencies

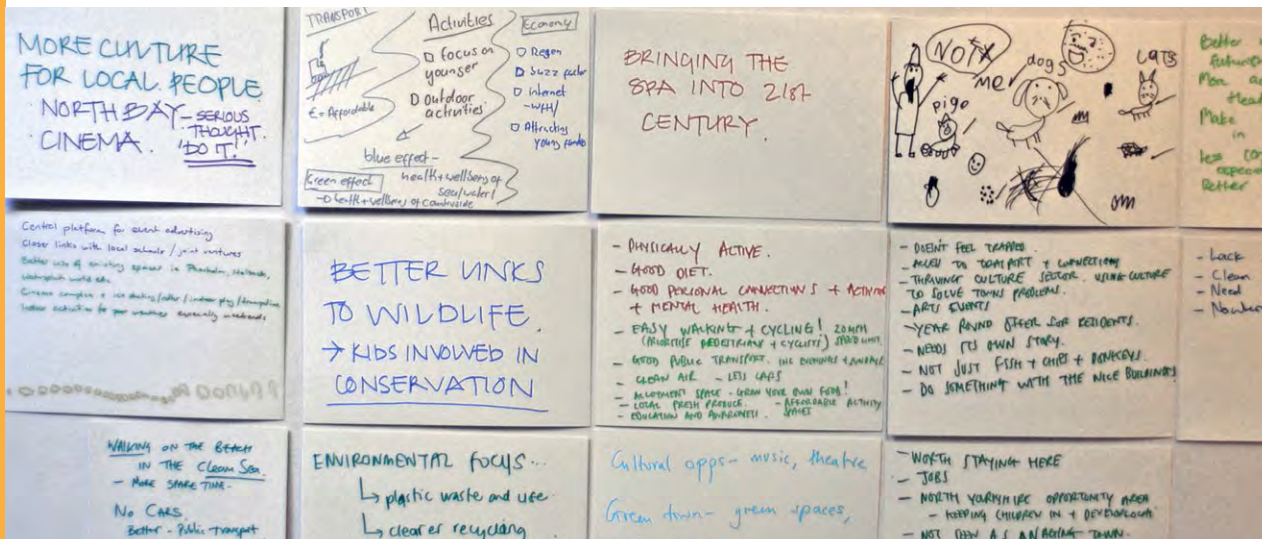
Several of the key organisations in this group are represented on the Scarborough Town Deal Board. Stakeholders have been engaged individually throughout development of the Town Investment Plan, as well as being part of thematic workstream group discussions.

The engagement focused on:

- Informing development of the evidence base to understand challenges, needs, opportunities and interventions required;
- Informing vision, key themes and interventions;
- Testing and prioritising project ideas, ensuring alignment with local needs and understanding of interventions required which could unlock development;
- Establishing buy-in from stakeholders for the proposed interventions.

Engagement has been undertaken with the following organisations:

- Public organisations such as Scarborough Borough Council (including elected members), Y&NY LEP, Parish Councils, CAVCA, and Job Centre Plus;
- Key businesses and business organisations such as Scarborough Town Centre Strategy Group, Save9, Woodend, AECOM, West & North Yorkshire Chamber of Commerce, Yorkshire Coast Business Improvement District;
- Anchor institutions and skills organisations including CU Scarborough, Scarborough TEC, and Scarborough UTC.
- Arts and culture organisations and stakeholders including COAST/ Invisible Dust, Stephen Joseph Theatre and officers from Scarborough Borough Council.



Engagement with the Local Community

The general public were invited from the outset to submit their ideas for what they thought was needed most in the town. The consultation process has included at least 9 public consultation events and exhibitions, over 30,000 engagements/views via electronic and social and traditional media and over 400 direct contributions, 10 Town Deal Board meetings and over 30 development meetings.

The outcomes of consultation with the community played an important role in prioritisation overall both initially and once the projects for inclusion were identified. An overview of the role of the community in shaping the projects and the TIP overall is presented in Figure 3.

As shown above and described in Section 3 the community were consulted from the first stage in the process. The general public and local businesses were invited from the outset to submit their ideas for what they thought was needed most in the town. The Town Investment Plan has also sought to align with other engagement activities delivered by partners to ensure a wide range of views were captured.

On 29th February 2020 AECOM representatives led a workshop session with the public held at Scarborough Library. The session ran from 10am to 4pm and members of the public were invited to share their thoughts through a series of workshop activities. Activity stations were set up and facilitated covering the items below.

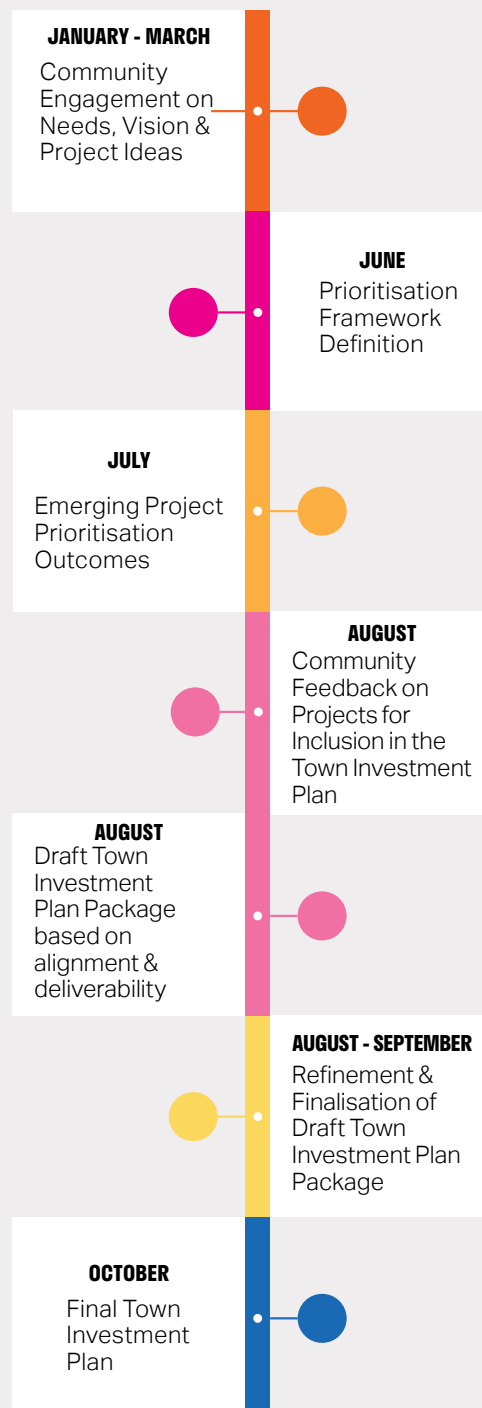


Figure 3. Community involvement in TIP development

ACTIVITY 1

What is the current perception of Scarborough?

ACTIVITY 2

A Vision for Scarborough in 2035

ACTIVITY 3

Areas of opportunity

“We will create a new tourism product formed from both the creative industries and nature conservation sectors attracting new visitors, longer stays and leading to learning on the benefits of nature tourism both locally and nationwide.”

Adam Cooper (Invisible Dust)

Wild Eye on Scarborough - Scarborough's nature tourism

Engagement via a range of communication techniques, media and social media was key to achieving a strong level of outreach across the town.

The following sources and mediums were utilised:

- HM Government #MyTown website
- The Scarborough News
- Scarborough Borough Council Website
- Radio: Yorkshire Coast Radio
- Twitter: Scarborough MyTown @ ScarboroughMy
- LinkedIn: Scarborough My Town
- Leaflet Distribution
- Email and Written Communications
- Facebook: Scarborough Borough Council and HM Government Cabinet pages

As a specific focus of activities, engagement with young people via both digital and public meetings reached significant numbers. This included an informal youth group that undertook its own survey of 30 teenagers across four colleges. Participants included: the Sidewalk youth group, indoor skatepark campaigners, youths from the cultural sector and members of the YMCA.

Overall it is estimated that tens of thousands of residents and visitors were reached and invited to contribute to the plans and proposals which have now been prioritised for inclusion within this Town Investment Plan for Scarborough. The comments received were analysed by the workstream groups to identify and shape the long-list of project priorities and the subsequent short-list as explained in more detail in Section 3. A selection of comments is shown in Figure 4 below.



I'd like to see greater choice of employment opportunities, greater choice of communal services and skills development facilities, better health care provision

Yulia Pavlova (LinkedIn
Scarborough My Town)
FabLab+

A modern Scarborough Fair - To showcase Scarborough to businesses, tourists and the younger generation by bringing back a very modernised version of Scarborough Fair which would be exhibited in the Town Centre each month with a different theme and quality musicians playing the folk song in different ways. Like an ongoing updated Great Exhibition.

Carol - 21st March 2020
Scarborough Fayre

Transport Hub – residents and tourists - With the gorgeous train station at its heart Scarborough would benefit from an integrated transport hub helping to bring the public into the centre of Scarborough whilst allowing them to easily reach the tourist options around the borough through public transport.

Sean - 20th May 2020
Station Gateway

Increase the beauty - Scarborough should work on making a pleasant walkable, cycle and public transport route between the train station, the town, both beaches and the castle to increase local sociability and to give tourists a welcome.

Anonymous
Cycling and walking improvements –
Scarborough town and beyond

Develop the harbour as a seafood/local food hub - Scarborough needs to make more of its harbour area. The pontoons were a great start and changed the atmosphere hugely. The spare buildings around the harbour could be re-purposed as an upmarket food area, to match the Old Market just up the road. Innovative sea food that will support the local fishing industry, encourage purchase of top quality locally caught seafood and develop the town as a seafood centre on the East Coast.

Magnus - 5th July 2020
Harbour Regeneration



Future Engagement Activities

Ongoing and future engagement to support delivery of Scarborough's Towns Fund projects will be managed through a Consultation and Communication Plan which will be developed for each project based on the outcome of the Town Deal agreement. The Plan will take into account the level of involvement across groups to date, appropriate engagement methods and any changes in social circumstances to ensure compliance with any future restrictions and guidance.

The Scarborough Town Deal delivery team will work with local community partnerships to maximise engagement on Towns Fund projects. The team will work closely with Council departments to ensure best practice is reflected and participation maximised. At this stage we anticipate holding community events (online due to Covid-19 restrictions) in the town to raise awareness of the programme.

“Generate SME growth - Better office space and connectivity is crucial if we're to stabilise current SMEs in the town and encourage others to start. The towns offering for emerging sectors (digital being our example) isn't good enough.”

Richard Askew - 24th January 2020
Woodend PLUS

In addition, invitations to join focus groups will be sent to a range of stakeholders including:

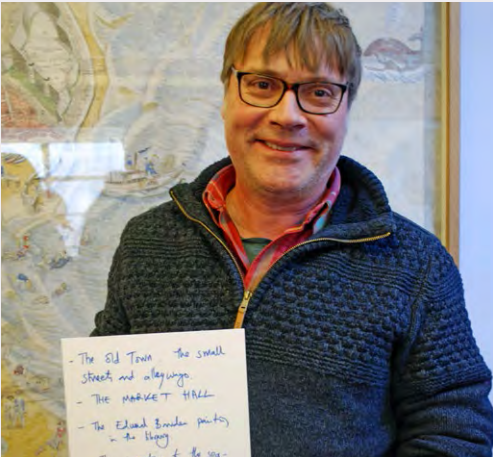
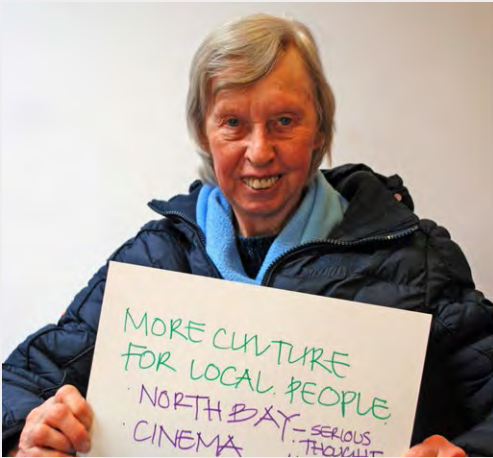
- Residents Associations;
- Cycling and bike user groups;
- Train and public transport user groups;
- Skills and training providers;
- Road user groups; and
- Creative sector / Arts incl. Digital / Media

Impact of engagement activities will be monitored and assessed, and a monitoring and evaluating plan will be produced as part of the business cases.



“ **A comprehensive network of cycle paths separated from the busy roads by greenery so that people can stop using cars and feel safe while cycling. This would reduce reliance on motor vehicles for residents and tourists, encourage healthier options for residents and visitors and reduce emissions into the environment.** ”

Trudy Oldroyd - 14th March 2020
 Cycling and walking improvements – Scarborough town and beyond



Private Investment Ambitions

Investment in skills & training provision

The ambition is for Scarborough's Town Investment Plan to create conditions which attract and encourage private sector investment currently lacking in the area and contributing to the issues and challenges facing the town. Investment in skills and training provision is crucial to delivering the vision for the town and is a key focus of the proposed interventions within the skills and enterprise workstream.

As part of the Fablab+ investment, £300,000 private sector / sponsorship contribution will be secured. This is expected to be realised either through sponsorship by businesses, or through further and higher education sponsorship by private sector providers given the linkages and partnerships being developed between the scheme and businesses and such providers.

FabLab+ Scarborough is an ambitious and innovative project - pulling academic institutions, industry, people and technology together to reduce the levels of digital exclusion across the borough of Scarborough, while simultaneously contributing to the borough's urban and rural regeneration. The FabLab+ combines the delivery of a high street 'home' for innovation and technological excellence with a community development approach that empowers local people to address personal barriers and to grow community life.

Steve Bromham (Save9 Limited)

FabLab+



Investment in the Town Centre

Pioneering community rooted businesses and organisations is a key objective underpinning the Town Investment Plan and the proposed interventions in the Town Centre and station gateway are expected to act as a catalyst for further investment in quality and in-demand small commercial space provision. The interventions will improve the perception of the town which is seen currently as a barrier to investment. Private businesses and voluntary sector organisations will be drawn to the town by its enhanced offer as well as the public realm and connectivity improvements which will be realised through the Town Deal Investment Plan.

Business Case Process

Green Book-compliant business cases will be developed for each project. The business cases will set out:

- **The Strategic Case** including demonstration of need and market failure, and alignment with objectives of Towns Fund;
- **The Economic Case** demonstrating impacts of the scheme and value for money;
- **The Financial Case** demonstrating affordability;
- **The Commercial Case** demonstrating deliverability; and
- **The Management Case** outlining capability and management arrangements.

The business case development process is expected to commence upon agreement of headline terms (est. January 2021) with local authorities drawing on support from external consultants as required. In parallel, activities to refine design and options for projects will continue as will further community and stakeholder engagement on the proposals and options. Delivery and management arrangements will be firmed up, including plans for ongoing monitoring and evaluation.

The business cases will be assured using Scarborough Borough Council's assurance processes (with Scarborough Borough Council as the Accountable Body).

Delivery

Development and submission of Scarborough Town Deal Investment Plan has been carried out in accordance with the Board's Terms of Reference and the Town Deal Fund Guidance provided by the Ministry of Housing, Communities and Local Government (MHCLG). As a result, this plan is compliant with the requirements of the Town Deal and provides a comprehensive programme of investment that will revitalise Scarborough; make a significant contribution to Council's Building a Better Borough Initiative; and help to mitigate the impacts of Covid-19 on the Town Centre and borough.

This Town Deal Investment Plan contains a wide range of transformational projects. These projects have emerged as a result of the process outlined above, led by the Town Deal Board. The projects have been developed to the required level of detail for the Town Deal Investment Plan which has been based on the principles of the HM Treasury

Green Book. The rationale, opportunity, financial implications and timescales for each project have been articulated. Many of these projects are relatively early stage and, in line with Town Deal Guidance, detailed business cases as described above are required to further refine and confirm the detail of each project. We understand this stage of activity is part of Phase 2 of the Town Deal process that will take place once Heads of Terms have been agreed on projects.

Scarborough Borough Council will be responsible for leading on the delivery of Towns Fund investments although for six of the nine projects a partnership between the Council and the operator or main stakeholder(s) respectively will be implemented, with further details on these partnerships provided in Section 2. The adjacent diagram (Figure 4) demonstrates the outline governance and delivery processes for Scarborough Towns Fund investments.



Photo by Eloise Rawling

The Council delivery team has significant experience in implementing capital projects of this nature, most recently implementing the £2.8m Scarborough Market Hall refurbishment as well as a large number of other externally funded projects through the Coastal Revival Fund, Coastal Communities Fund and Heritage Lottery programmes.

As part of the Towns Fund funding ask, Scarborough is seeking funding to support project delivery which will include a dedicated project manager and an officer within the Council who will

oversee the process. The delivery plans for the package of investments will utilise the experience and well-tested governance arrangements within Scarborough Borough Council, including utilising similar procurement and management arrangements that were used for the Scarborough Market Hall refurbishment. Projects where the Council will partner with the delivery body identified above will also be led by experienced teams with governance provided by the Council.

Scarborough Towns Fund Governance & Delivery Structure

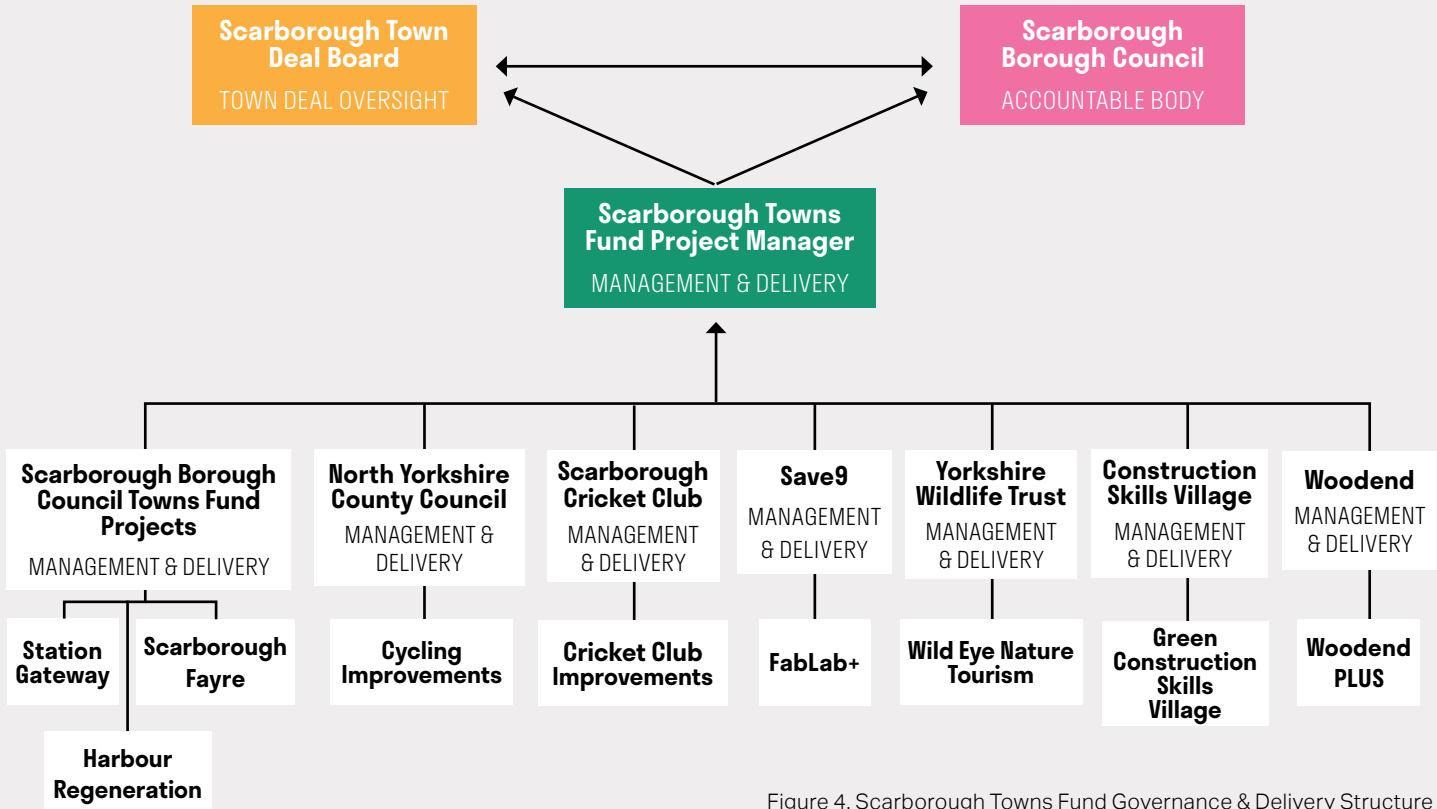


Figure 4. Scarborough Towns Fund Governance & Delivery Structure

Risks and dependencies, key timescales & milestones

Risks & Dependencies

The key risks and dependencies identified for the projects are outlined below. Monitoring and mitigation will be provided drawing on the Council's well-tested governance arrangements deployed on other projects to manage them.

	Property acquisition	Requiring relevant planning applications and consent	Securing funding to support project delivery	Partnership working required to deliver projects successfully	Impact of Covid-19 on deliverability & sustainability of intervention
Station Gateway					
Cycling and walking improvements					
Harbour Regeneration					
Wild Eye on Scarborough					
FabLab+					
Woodend PLUS					
Scarborough Fayre					
Improving Cricket Club					
Green Construction Skills Village					

Table 8. Risks and Dependencies

Key timescales & milestones

Outline delivery timescales for the projects selected for Towns Fund investment are summarised in the table below. The milestones demonstrate that the projects will be delivered in line with Towns Fund requirements to complete spend of fund monies on projects by 2023/24 financial year.

Table 9. Delivery Timescales

	Business case development, including <ul style="list-style-type: none"> • Design development • Stakeholder engagement • Options Appraisal 	Planning	Start Construction - Development	Completion
Station Gateway	Jan – Dec 2021	Autumn 2021 / Spring 2022	2022	2022/25
Cycling and walking improvements	Jan – Dec 2021	Autumn 2021	Spring 2022	2022/23
Harbour Regeneration	Jan – Dec 2021	Autumn 2021	Summer 2022	2022/23
Wild Eye on Scarborough	Jan – Dec 2021	Autumn 2021	Spring 2022	2022/23
FabLab+	Jan – Dec 2021	Autumn 2021	Early 2022	2022/23
Woodend PLUS	Jan – Dec 2021	Autumn 2021	Early 2022	2022
Scarborough Fayre	Jan – Dec 2021	Autumn 2021	Early 2022	2022
Improving Cricket Club	Jan – Dec 2021	Autumn 2021 / Winter 2021	Early 2022	2022
Green Construction Skills Village	Jan – Dec 2021	Autumn 2021	Summer 2021	2022

AECOM

BEgroup

HEMINGWAYDESIGN
We design things.