

Whitby Town Deal

Town Investment Plan
October 2020



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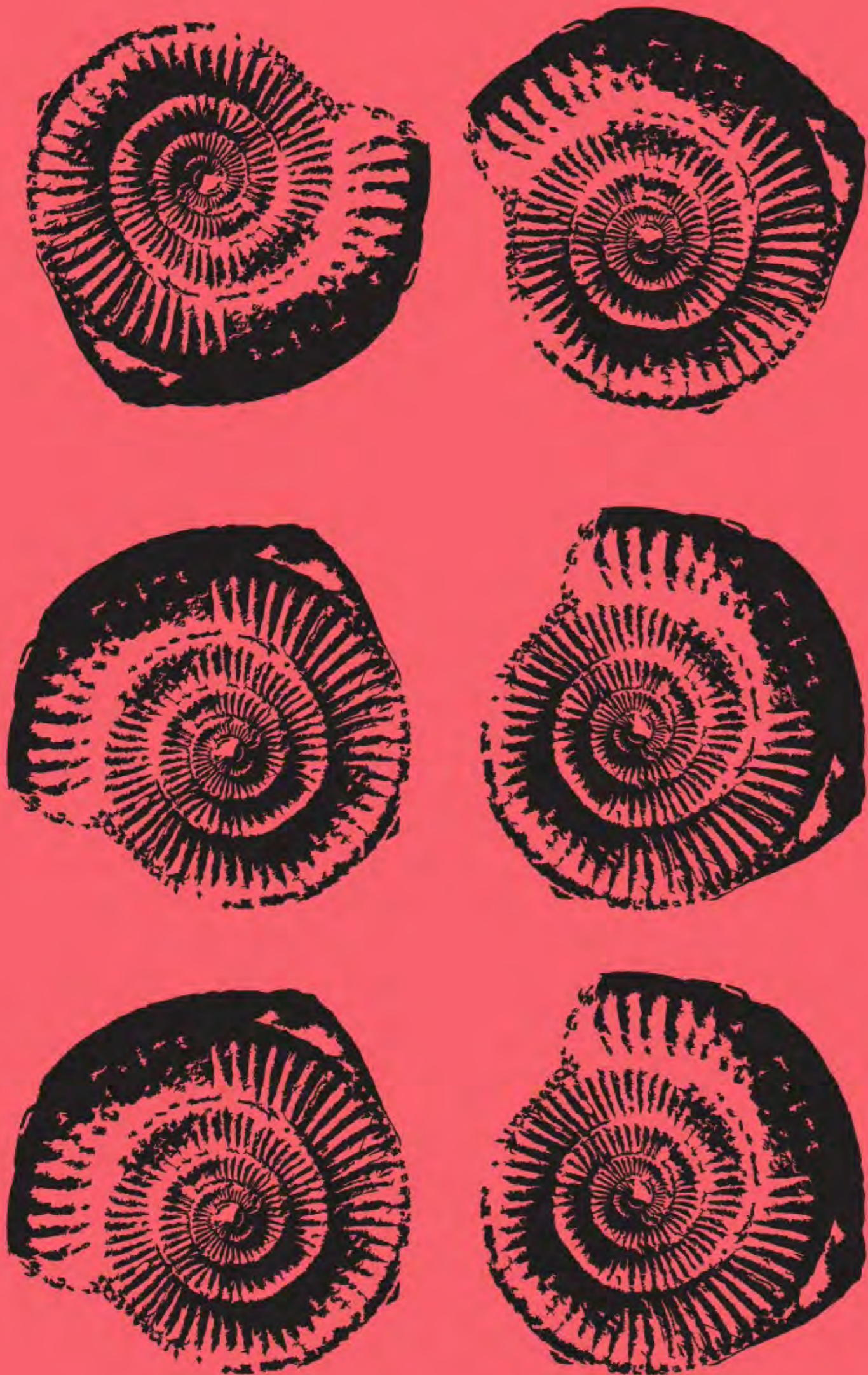
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Executive Summary

01

The historic Town of Whitby although small, has rich history and vibrant community and boasts great potential for sustainable growth and diversification, especially given its coastal location and the scale of investment planned along the Yorkshire coast. This blend of heritage and potential is the foundation for our Town Investment Plan. Our town has a unique opportunity to lift economic performance through the utilisation of underused public assets, maximisation of the offshore industries and an entrepreneurial workforce, and promotion of sustainability through green tourism, housing and transport schemes.

Our Town Investment Plan details and describes an exciting group of investment projects that both individually and collectively take advantage of Whitby's strengths and address its challenges by raising aspiration, opportunity and prosperity for all. In delivering our TIP we will overcome barriers currently facing the town and realise objectives that would not be possible without investment.

To deliver these outcomes, a shared vision for Whitby has been shaped, which outlines the ambition for our town over the next 15 years and is underpinned by 8 objectives, as shown further below.



Photo by Lison Zhao on Unsplash

Vision



Whitby's beating heart is its harbour, a shelter from the sea and a romantic and colourful place where the sea attracts a bustle of activity at its edge.

Our connection with the coast and the sea is a vital part of our identity and we celebrate it with walks and trails which follow the coastline and viewing points which point out nature's treasures and the wonders of the natural world.

Pride of place is the new Whitby Coastal and Maritime Training Academy, strengthening the town's connection with sea and continuing Whitby's long and distinguished history of attracting people in to hone their maritime skills and learn the latest seafaring innovations, new sustainable directions and technical thinking. The town is at the forefront of renewable energy with Dogger Bank the world's largest offshore wind farm directly offshore from Whitby which, when complete, will provide electricity for 4.5 million homes, around 5% of the UK's electricity demand.

Whitby is accessible to all and a joy to explore, with the historic town centre, harbour, waterfront, promenade and beaches eminently walkable. Take a very quick walk to the east of the River Esk and you will find the nearby Eastside Wellbeing centre set alongside the public spaces bordering Calla Beck.

Nearby the Old Town Hall is the launchpad for exploring our surprising, compact, town complete with its lovely network of old lanes, housing independent shops and a lively market. Walk up the 199 steps to visit the world-famous Whitby Abbey, once St. Hilda's Saxon monastery then a great Benedictine abbey, inspiration for Bram Stoker's 'Dracula' and just one part of the town's rich and layered cultural history. Descending again, cross over the pedestrianised bridge and then on to our modern start up and co-working space, the Whitby Innovation Hub, set in one of the town's many historic buildings.

Walk further up the hill to the west and be rewarded with the rejuvenated Pannett Gallery Cultural Centre, Whitby Museum and arts trail; all in a beautiful park setting.

Along the western banks of the Esk, a new location for businesses has been created within inspirational public realm improvements. From the harbour, our network of improved public realm and wayfinding interventions, lead out to new beacons of excellence to boost the skills, health and cultural enjoyment of those who live, work or visit the town. There is new space for world class businesses, both local and visiting, and for cutting-edge learning opportunities housed in iconic historical buildings.

On the town's south eastern edge, a new exemplar eco village at Broomfields points to the future of homes and how we live, where low energy, climate friendly, designed for home working where custom built homes point to a more climate friendly and people focused future.

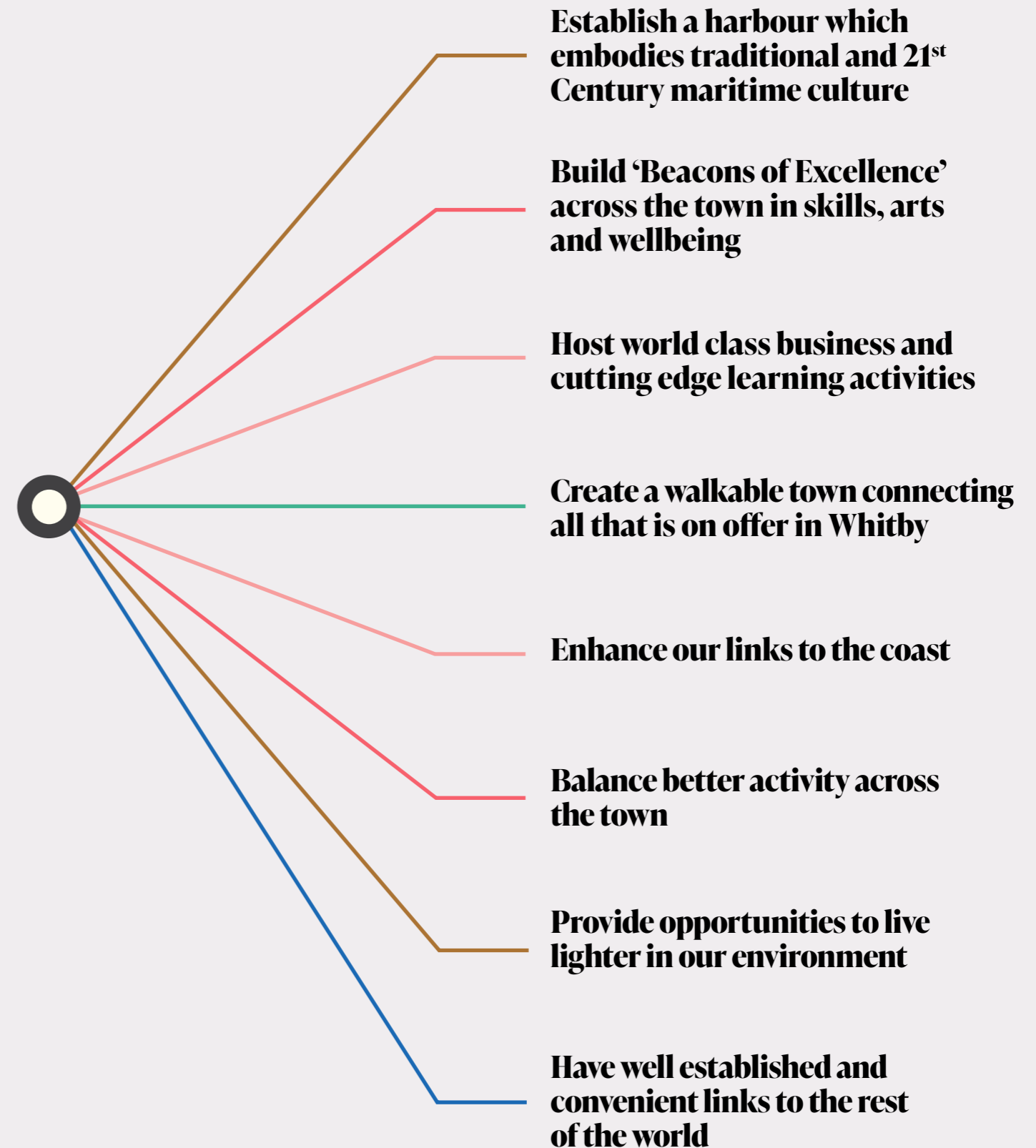
Further out, the town's backdrop is its stunning countryside, with the surrounding National Park offering nationally treasured landscapes and a place to appreciate the rhythm of nature and all the physical and mental wellbeing benefits that this can bring.

And it's all beautifully connected – Ultrafast 1Gb+ broadband and upgraded town wide Wi-Fi means you can link with and explore the world from Whitby. The town has reaped the benefits of a 'live here, work anywhere' business culture.



Photo by Nuno Lopes - Pixabay

Objectives



The outcomes of this investment for the town are considerable as shown below.

New

direct and indirect jobs created

Higher

value employment opportunities

More

opportunities to learn skills and new learners assisted

Change

in profile of Whitby's population and raising of aspiration

Improved

access to and use of the town centre, and natural and tourism assets

Increase

in % of people with qualifications

Improved

perceptions of Whitby amongst the resident population

Improved

digital connectivity for residents, tourist and businesses

Improved

prosperity for residents

60

carbon neutral homes resulting in improved living standards for all

Increased

ability of residents to work remotely and access jobs anywhere

Increase

in proportion of residents in year-round and well paid employment

Improved

experiences and increased spending by visitors to Whitby

Increased

resilience and recovery from Covid-19

Increase

in the breadth of the local skills offer that responds to local skills needs

Diversified

tourism offer (art, nature tourism)

Sustainable

growth and diversification of the Whitby economy centred around maritime and cultural sectors

Improved

health and well-being outcomes for Whitby residents



Photo by Stephen Ingham on Unsplash

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

The consultation process has included over:

- **9 public consultation events and exhibitions**
- **30,000 engagements/ views via electronic and social and traditional media**
- **390 direct contributions**
- **10 Town Deal Board meetings and over 30 development workshops.**

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:

- **Skills and enterprise**
- **Live here work anywhere**
- **Connectivity**
- **Heritage, culture and special places**
- **Well-being**
- **Resilience and sustainability**

Towns Funding will be used to catalyse the impacts of the investment projects by delivering them together which will realise the vision of the Whitby Town Deal and generate wide ranging social and economic outcomes for the town.



Image provided by Dalby Offshore

Our ask is for £24.997m for a c.£37.8m programme of investment that will stimulate growth over 15 years, framed around 9 priority projects:

Whitby Maritime Skills Academy

Delivering a new maritime skills facility in Whitby to provide training and certification for the maritime, offshore and renewable energy sectors, building upon the recent successful diversification of the fishery industry training school.

Whitby Innovation Hub

Creating a shared space for digital innovation in Whitby in an existing underutilised community building, to act as a hub for entrepreneurs and for learning opportunities to take place across several vocations and sectors.

Broomfields Farm Carbon Neutral Village

Delivering 60 Zero Carbon homes with a range of sustainability features in the first zero carbon, community custom build housing scheme in Yorkshire.

Free Wi-Fi Zone and Wayfinding

Providing a free access Wi-Fi zone in Whitby's harbour area and main routes up to the Abbey and West Cliff. The project includes provision of physical and digital wayfinding combined with digital tourism applications (e.g. gamification). The provision of free to use Wi-Fi will also assist the area in overcoming digital exclusion.

Harbourside Public Realm: Pedestrianisation of Whitby Bridge

Creation of a flexible pedestrianised route along New Quay Road across the Swing Bridge and onto Bridge Street and Grape Lane, enabled by improvements to public realm in the area and physical infrastructure changes to the road network.

Whitby Wild Eye

The creation of a new tourism product using world leading artists and designers to create a series of sculptures, wildlife viewing platforms and hides, each designed with 'live stream' cams and sounds of the wildlife which can be seen, experienced and enjoyed within Whitby and the coast. The sculpture trail will physically link to the Scarborough Wild Eye project via the coastal path network.

Old Town Hall and Market Place

The strengthening of this unique gathering point and landmark in the Town, including full renovation of the Grade II* listed building, investment in market infrastructure, and developing potential new uses at the site to support more commercial and tourism activity. The Town Hall and Market Place will act as a focal point for onward exploration of the town.

Pannett Art Gallery Extension

Expanding the Pannett Art Gallery to host new displays, galleries, education and hospitality spaces and including a Government Indemnity Scheme approved space to host works from national collections. The scheme also proposes an art trail connecting the Gallery to the town centre.

Eastside and Calla Beck Wellbeing Centre

Expanding the Eastside Community Centre to provide a varied wellbeing offer to meet the needs of the local community and improving the adjoining green spaces at Eastside Park and Calla Beck to provide further wellbeing benefits.



The direct outputs of this programme of investment for residents of Whitby Town Deal area are:

>115,000sqm
of new free wi-fi coverage area

>2,200sqm
of skills and training space

>5km
of nature and art trails

0.5km
of flexibly
pedestrianised roads

>13,000sqm
of improved public realm

>2,690sqm
of community and visitor space

60
carbon neutral homes.

The long-term outcomes of this programme will be:

Sustainable

growth and diversification of the
Whitby economy centred around
maritime and cultural sectors

Increase

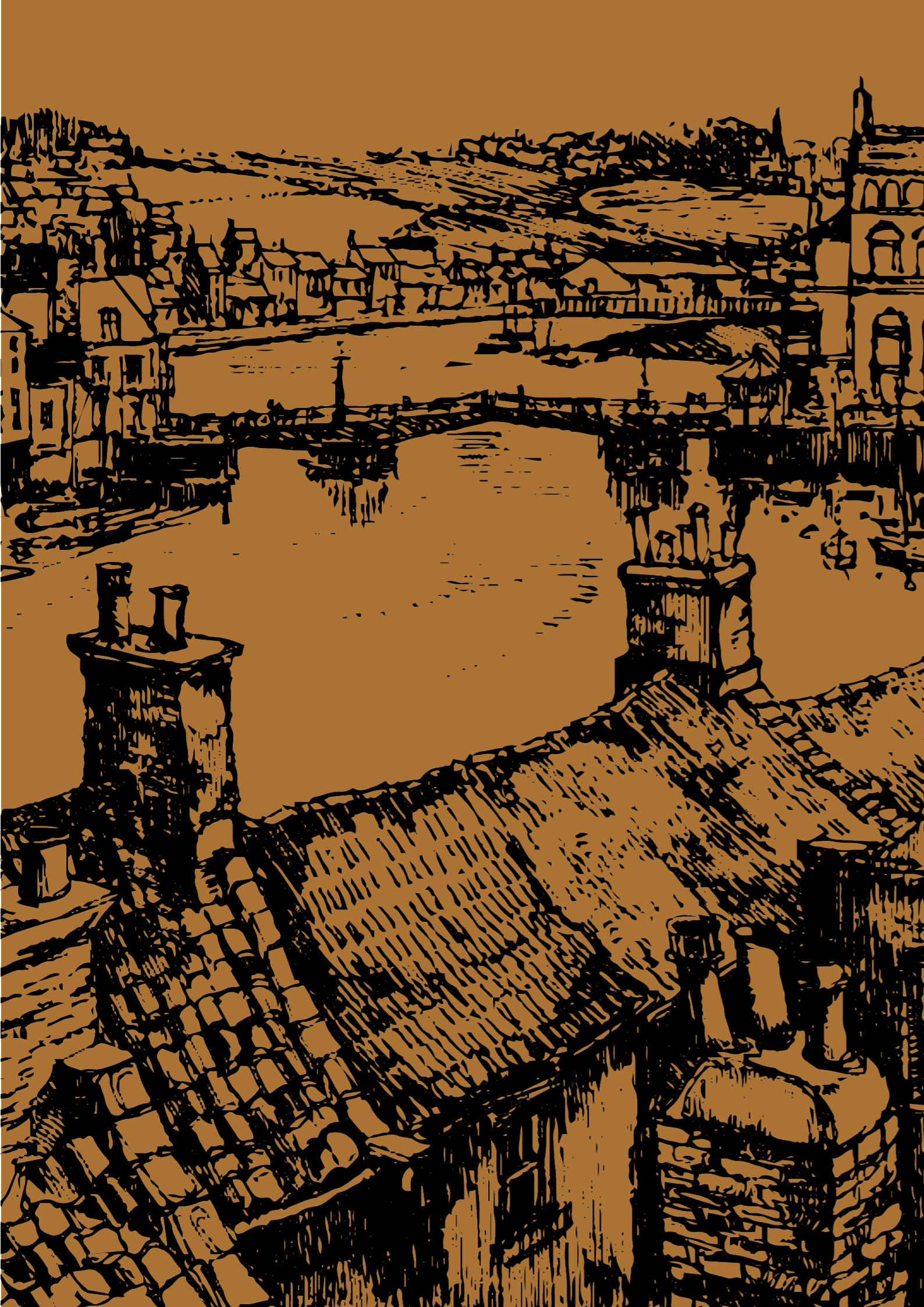
and change in profile (e.g. retention of
young people) of Whitby's population
and raising of aspiration

Increase

in proportion of residents in less
seasonal and well paid employment

Reduced

deprivation and increased
prosperity among Whitby residents.



Whitby - Our Town in Context

02



Profile of Whitby

The origins of Whitby can be traced back to when St. Hilda's Abbey was founded in 657 AD. The Abbey, which sits high upon East Cliff, dominates the skyline and can be seen from miles around. Whitby developed primarily on the eastern side of the river (below the Abbey) as a fishing town during the medieval period. The eastern side of the town still retains its medieval character, with narrow streets and tightly packed buildings running down towards the river. Once the bridge was constructed in the 14th Century, the town developed on the western side of the river, which expanded significantly during the 17th and 18th Centuries based around the development of the whaling, alum and ship building industries.

Whitby's history is intrinsically linked to its coastal location and harbour. The town developed as the harbour became an important east coast trading point in the 18th century centred around industries such as ship building, whaling and fishing. This and the development of associated trade saw Whitby become a significant town within Britain. Other notable industries in Whitby stemmed from its natural resources. Its fishing industry, along with tourism, is still a key part of Whitby's success. Whitby developed as a location for tourism in Georgian times gaining a reputation as a spa town, leading to the West Cliff area of Whitby developing the infrastructure for a tourism economy.

Today, Whitby is a picturesque and much-loved town with access to high quality coastal environment and a national park on its doorstep. The town remains a hotspot for tourism acting as a national and international visitor location that builds upon assets such as Whitby Abbey and the area's maritime history, particularly Captain Cook – arguably Britain's most prominent maritime explorer – and the ships he sailed which were all built in Whitby.

The tourism sector drives Whitby's economy but also provides significant challenges in terms of traffic congestion, high house prices compared to incomes, lower value seasonal employment and in work poverty, and the associated challenge of retaining or attracting young people to reside in Whitby. Binding together its strengths with the large scale of opportunities in the town these challenges have the potential to be addressed with wide-ranging social and economic outcomes for its residents.

Whitby Town Deal Area

The Whitby 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, home to 13,000 people, the impacts of these interventions will aim to bring benefits across a wider area reflective of Whitby's role as one of the important employment and service centres

for the borough and its surrounding areas. The TDA as shown in Figure 1 below represents the study area as agreed with Scarborough Borough Council and encompasses the urban area of Whitby and immediate surroundings.

Figure 1. Whitby Town Deal Boundary



Whitby strengths, challenges and opportunities

This section of the Town Investment Plan highlights the challenges and opportunities facing Whitby. These challenges and opportunities have informed the priority projects identified for Town Deal investment via an extensive phase of stakeholder and public consultation and significant development work by the Town Deal Board and its workstreams of activity.

This section demonstrates that while Whitby faces several challenges there is also an abundance of opportunities which the town can build 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. Further detail on these factors is in **Appendix A**.



Scarborough News and Whitby Gazette Photo by Richard Ponter

Challenges

A declining and ageing population

Whitby experienced a decline in population of between 2011 and 2018 (-1.4%), contrasting with the growth experienced both regionally in Yorkshire and the Humber and nationally (3.6% and 5.4% respectively). The proportion of the town's residents aged over 65 rose from 23.0% to 26.8% over the same period, compared to 18.5% regionally and 18.0% nationally. A declining and ageing population contributes to lower levels of economic activity and worsening employment opportunities and perceptions of the town as a place to do business.

Pockets of deprivation

Despite the generally attractive setting of the town itself, the harbourside and the surrounding rural and maritime environment, parts of Whitby suffer complex deprivation problems. The 2019 Index of Multiple Deprivation (IMD) ranks one area in Whitby within the bottom 10% and another two in the bottom 20%, including the centrally located Streonshalh ward and West Cliff wards. The nature of the local economy currently makes addressing this a particular challenge as described below. In terms of both health and living environment, a third of Lower Super Output Areas (LSOAs) in Whitby are in the 10% most deprived LSOAs in the country. As social problems and health issues are prominent in deprived areas, it is important that facilities provision is set-up to deliver both support services that address issues, and well-being initiatives that will serve to prevent these issues from occurring and reduce their impact.

An economy characterised by low skilled, part-time and seasonal employment

As of 2018, over 35% of employment in Whitby was concentrated in the Accommodation and Food Services Sector compared to 7.2% regionally and 7.5% nationally, this highlights

both the important and significant role that tourism plays in providing jobs and incomes locally. The retailing sector also accounts for more jobs in the town compared to regionally and nationally. Both sectors are characterised by seasonality (Job Seekers Allowance Claimant counts increase greatly in the winter months), part-time working, and lower skills levels, all translating into lower than average wage levels being experienced in the town.

Lower incomes and persistent in-work poverty

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

Low levels of educational attainment and aspirations of young people

A third of Whitby's working age residents possess no formal qualifications, significantly higher than the 22% of working age residents recorded nationally. Only 30% of residents hold a level 3+ qualification (e.g. 'A' levels or equivalent) compared to 39% nationally. Low educational attainment typically translates into low skills and contributes to low wage levels persisting, resulting in a sustained prosperity gap between Whitby residents and those living across Yorkshire and England. This contributes to low levels of aspiration amongst younger local residents.

Inability to retain and attract young people

In 2019¹, the area experienced net out migration of 1,400 residents, while a higher proportion of people aged 65 or over moved into the area than moved out of it. In a small town such as Whitby where the population aged over 65 is growing this points to an inability both to retain and attract new and more economically active residents.

1 Source: ONS, 2020: Internal migration: detailed estimates by origin and destination local authorities, age and sex. Accessed at: ons.gov.uk/peoplepopulationandcommunity/populationandmigration/migrationwithintheuk/datasets/internalmigrationbyoriginanddestinationlocalauthoritiessexandsingleyearofagedetailedestimatesdataset

Low skills base and aspirations of young people

Employment in the Professional, Scientific and Technical occupation in the town is 4.6% compared to 6.9% regionally and 9.0% nationally, suggesting that there are few opportunities in the area for highly qualified and/or skilled workers. Whitby's lack of skilled workers presents challenges for the expansion and diversification of its economy as businesses are not likely to be attracted to the area and or start in the area. This helps to perpetuate the town's reliance on tourism and other typically low value sectors. It also contributes to the out-migration of young people due to the inability to either attract or retain them given the lack of opportunity for better paid employment that it entrenches.

Low rates of business start-ups but high survival rate

Each year, there are around 6 new businesses founded per 1,000 working-age population in the Borough of Scarborough compared to around 7 in the region and 10 nationally. However, around 55% of new businesses started between 2013 and 2015 have reached their fourth year of existence and around 48% have reached their fifth year – comfortably higher than regional and national averages. This data indicates there is a good survival rate amongst local businesses. The challenge for Whitby is to create conditions

for more entrepreneurs to enter the market and to establish economic conditions that enable a larger amount of are higher value employment opportunities in the town.

Housing need

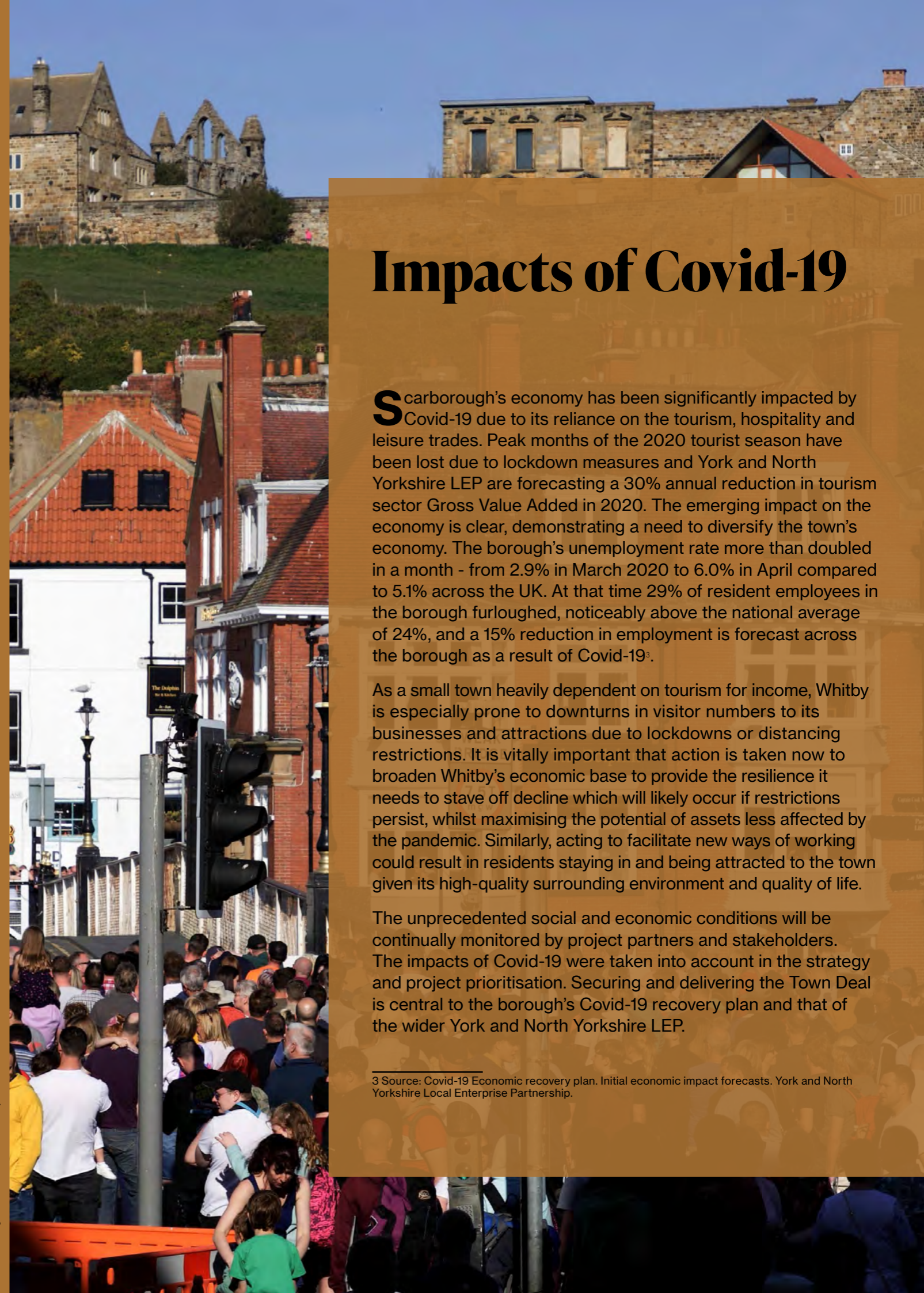
Scarborough's Local Plan² identifies that factors such as rising house prices and a proliferation of second-home ownership are driving a significant level of need for affordable housing within the town. The Local Plan therefore seeks to prioritise helping to meet local needs as far as possible, for example by ensuring an appropriate mix of new housing and maximising the provision of affordable homes. This sits alongside a strong Council ambition to see new Carbon Zero Homes built across the borough albeit the viability of such schemes locally is as yet untested and requires support to see this important ambition realised locally.

2 Source: Scarborough Borough Council (2017); Scarborough Borough Local Plan 2017

Physical connectivity and legibility

The town experiences traffic congestion during the busy tourist season which increases pressure on the existing 'Swing Bridge' which suffers from high pedestrian-vehicle conflict, and inhibits walkability of the area resulting in harm to the experience of visitors and residents. Wayfinding and therefore legibility within the town is poor despite the attractive setting of the town's network of streets and its inter-related historic assets. Given its endowment of heritage assets complements others in the town, Pannett Park has lots of potential for greater use but currently lies outside the typical circulation of visitors due to such issues.

Photo by Dave Lowe on Unsplash



Impacts of Covid-19

Scarborough's economy has been significantly impacted 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 Gross Value Added in 2020. The emerging impact on the economy is clear, demonstrating a need to diversify the town's economy. The borough's unemployment rate more than doubled in a month - from 2.9% in March 2020 to 6.0% in April compared to 5.1% across the UK. At that time 29% of resident employees in the borough furloughed, noticeably above the national average of 24%, and a 15% reduction in employment is forecast across the borough as a result of Covid-19³.

As a small town heavily dependent on tourism for income, Whitby is especially prone to downturns in visitor numbers to its businesses and attractions due to lockdowns or distancing restrictions. It is vitally important that action is taken now to broaden Whitby's economic base to provide the resilience it needs to stave off decline which will likely occur if restrictions persist, whilst maximising the potential of assets less affected by the pandemic. Similarly, acting to facilitate new ways of working could result in residents staying in and being attracted to the town given its high-quality surrounding environment and quality of life.

The unprecedented social and economic conditions will be continually monitored by project partners and stakeholders. The impacts of Covid-19 were taken into account in the strategy and project prioritisation. 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.

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

Strengths and opportunities

High quality of life

Whitby's coastal location backed by the North York Moors National Park, means it offers a high quality of life to its residents. 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, and 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 build on this, draw new residents to the town and improve aspirations of young people.

Established visitor destination

Whitby's tourism economy is vitally important to the economic prosperity of the town. A total of 7m visits a year and over £500m worth of spend is generated by the tourism sector in Scarborough, with £94 million of this spent in Whitby – the 19th highest spend of any city/town in England⁴. Its high-quality visitor offer includes internationally recognised landmarks and attractions centred on its heritage assets. Alongside this are assets of natural and cultural heritage with potential for increased usage and by different and younger visitors. If realised this could contribute to increased lengths of stays/spending and provide/retain jobs and improve incomes.

⁴ Source: Visit England (2018); Most Visited Towns (2016-2018)

Diversifying the visitor profile

In 2018 VisitBritain/VisitEngland visitor research identifies that a high percentage of visitors to Whitby are repeat visitors, and the percentage of new visitors was relatively low. It was felt that more could be done to attract new affluent visitors to the area through promoting

cultural and heritage activities which could also increase lengths of stays. Given the relative scale and importance of tourism to the Whitby economy, there is both the opportunity to address this through focused action and the potential for significant positive outcomes. Principally, diversification could serve to reduce seasonality in the sector, therefore increasing incomes and contributing to a reduction in 'in-work' poverty and deprivation in the longer-term.

Build-on digital connectivity investment

Just 2.5% of premises in Scarborough has access to Ultrafast broadband (over 100Mbps), significantly lower than 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 respectively - among the lowest levels of service in England. However, the North Yorkshire Digital Infrastructure Programme will improve digital infrastructure across the area to improve connectivity; access to services; help to support businesses in their response to Covid-19; and bring fibre connectivity to businesses on business parks. This opportunity can be capitalised on through investment in interventions that would not be possible without the Programme and that build upon it.

⁵ Source: OfCom Connected Nations 2018 study

Build Back Greener and maritime opportunity

Government recently announced its plan to 'Build Back Greener' aiming to make the UK the world leader in clean wind energy – creating

jobs, slashing carbon emissions and boosting exports. According to the Government's Offshore Wind Sector Deal there will be 27,000 jobs created in the sector by 2030 which translates into a significant need for skilled workers. However, despite the scale of offshore development represented by the Dogger Bank wind farm and others there is currently no such facility located within the region (the nearest is in Blyth around 80 miles away) to service this need locally which could harm this ambition. Currently, levels of employment in maritime professions are relatively high in Whitby with 0.7% engaged in fishing and 0.9% in boat-building, against less than 0.1% regionally and nationally for both activities. It remains home to England's only fishing industry training school which has diversification ambitions. Its strategic location close to Dogger Bank and Hornsea mean that Build Back Greener presents an opportunity not to be missed for Whitby to deliver a skills and training facility that can provide both local and regional residents with the skills to capitalise on the opportunities from this far-reaching Government plan.

Capitalising on nationally important investments nearby:

- Woodsmith Mine - Construction has commenced by Anglo-American on a nationally important mine to extract potash near the town which when operational will contribute £1 billion to the UK Gross Domestic Product. Locally, the project has the potential to deliver well over 500 jobs split between direct employment (at the mine-head itself), supply chain industries and support services. Perhaps the greatest potential exists in maximising the indirect and induced employment benefit through the supply chain industries and support

services, which will require high-quality, readily developable land in locations that are accessible to the mine-head site. Ensuring that local residents can access all employment opportunities is a great opportunity for Whitby that will require timely investment in skills through new and enhanced training and learning infrastructure.

- Dogger Bank Wind Farm - More than £40bn is to be invested off the Yorkshire coastline at Dogger Bank to form the largest offshore wind farm in the world. Whitby is the nearest port to Dogger Bank which presents a massive opportunity for the town and Borough of Scarborough to capture the direct and indirect employment and supply chain opportunities that this investment will create. To do so it will need to provide a dedicated facility that will furnish Whitby residents with the skills to match the needs of the offshore and renewables sectors. Doing this could contribute to greater retention of young people, increased incomes and a diversified economic base more resilient to the effects of economic shocks.

Aligning with Towns Fund Accelerated Funding

Whitby has been allocated £500,000 as part of the Towns Fund Accelerated Funding to assist economic recovery of the local area. The following projects will be delivered as part of the Accelerated Funding:

- Pedestrianisation of Whitby Swing Bridge** - This pilot project will have a beneficial impact on Whitby, alleviating well documented congestion and conflict between vehicle users and pedestrians at the very heart of the town. A factor which has been significantly exacerbated by Covid19 owing to social distancing requirements. The scheme will assist the longer term ambitions of Whitby's Town Investment Plan – reducing impact from motor vehicle and improving air quality and greatly enhancing the experience of those visiting and using the area.
- Whitby Wild Eye and Walk with Heritage Through** - The use of sculpture trails, public art and viewing platforms these schemes will enable people to discover new aspects of Whitby's history and its historical figures and Whitby's wildlife. Working with Yorkshire Wildlife Trust, English Heritage and the local creative sector the project will create up to seven new sculptures within the town and its first "Wild Eye" nature observation platform at Whitby Pavilion delivering a whole new tourism offer for the area. A sister location is also proposed for Scarborough as part of their Town Fund proposals.



Photo by Kirsten Drew on Unsplash



Visualisation of Whitby Wild Eye

Scarborough - Complementary Challenges & Opportunities

Scarborough, also a TDA, is the largest town in the borough of Scarborough located 19 miles from Whitby to the south along the coast. Scarborough has its own unique identity and 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 several similar challenges to Whitby notably in respect of its peripherality and associated challenges of connectivity which is more pronounced given its greater size, a low skills base and low levels of educational attainment and aspiration. It is also reliant on economic sectors that are lower in value, tourism particularly but with retail having strong importance. The two towns share several of the same strengths and opportunities and it is evident that by attracting investment to Whitby need will be addressed in Scarborough and indeed vice versa.

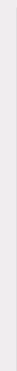


Photo by Chris Burrows



Strategy

03



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 Whitby Town Deal Board.

The strategy for Whitby 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 1 has highlighted the key priorities on which to build. This has identified several primary investment drivers in Whitby and together with the priorities provides the context for the vision and objectives for the town as set out next.



Image provided by Dalby Offshore

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Our connection with the coast and the sea is a vital part of our identity and we celebrate it with walks and trails which follow the coastline and viewing points which point out nature's treasures and the wonders of the natural world.

Pride of place is the new Whitby Coastal and Maritime Training Academy, strengthening the town's connection with sea and continuing Whitby's long and distinguished history of attracting people in to hone their maritime skills and learn the latest seafaring innovations, new sustainable directions and technical thinking. The town is at the forefront of renewable energy with Dogger Bank the world's largest offshore wind farm directly offshore from Whitby which, when complete, will provide electricity for 4.5 million homes, around 5% of the UK's electricity demand.

Whitby is accessible to all and a joy to explore, with the historic town centre, harbour, waterfront, promenade and beaches eminently walkable. Take a very quick walk to the east of the River Esk and you will find the nearby Eastside Wellbeing centre set alongside the public spaces bordering Calla Beck.

Nearby the Old Town Hall is the launchpad for exploring our surprising, compact, town complete with its lovely network of old lanes, housing independent shops and a lively market. Walk up the 199 steps to visit the world-famous Whitby Abbey, once St. Hilda's Saxon monastery then a great Benedictine abbey, inspiration for Bram Stoker's 'Dracula' and just one part of the town's rich and layered cultural history. Descending again, cross over the pedestrianised bridge and then on to our modern start up and co-working space, the Whitby Innovation Hub, set in one of the towns many historic buildings.

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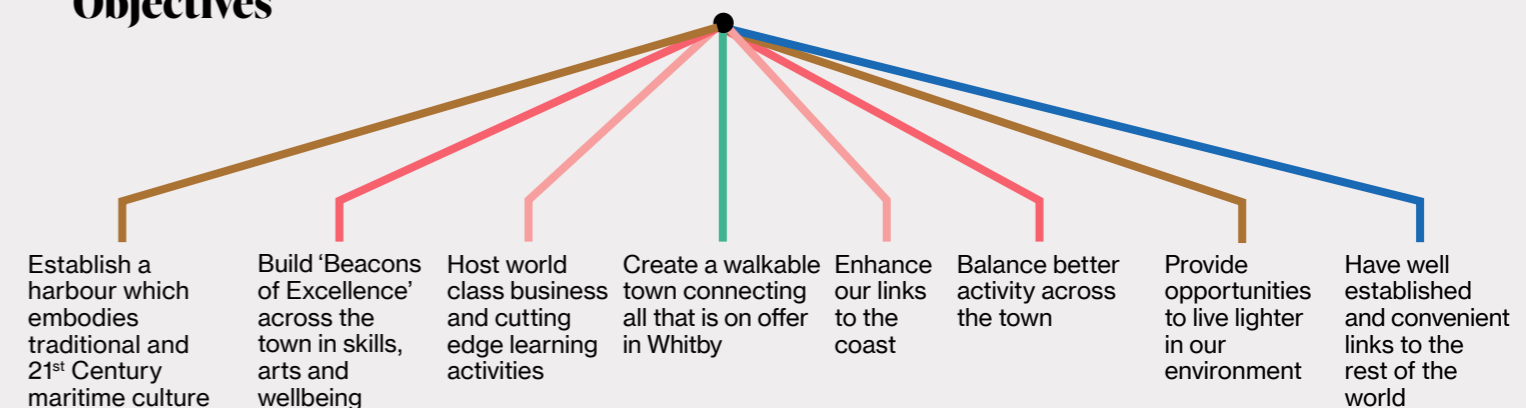
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Further out, the town's backdrop is its stunning countryside, with the surrounding National Park offering nationally treasured landscapes and a place to appreciate the rhythm of nature and all the physical and mental wellbeing benefits that this can bring.

And it's all beautifully connected – Ultrafast 1Gb+ broadband and upgraded town wide Wi-Fi means you can link with and explore the world from Whitby. The town has reaped the benefits of a 'live here, work anywhere' business culture.

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Objectives



Objectives and Targets

The statement of ambition is underpinned by a set of eight strategic objectives.

- 1** Establish a harbour which embodies traditional and 21st Century maritime culture
- 2** Build 'Beacons of Excellence' across the town in skills, arts and wellbeing
- 3** Host world class businesses and cutting-edge learning activities
- 4** Create a walkable town to better connect all that is on offer
- 5** Enhance our links to the Coast
- 6** Provide opportunities to live lighter in our environment
- 7** Balance better activity across the town
- 8** Having well established and convenient links to the rest of the world

1

Establish a harbour which embodies traditional and 21st Century maritime culture

The various uses of the harbour will be regenerated or strengthened through the creation of Harbour Renaissance Zones, so that each of which will embody a different character and functionality, a key objective. A new Maritime Skills Academy will be a key focal point of this regeneration both in terms of economic activity and in terms of changing the perception of the town. This will occur on the basis that the 21st century facility will draw learners and businesses from beyond Whitby and the Borough of Scarborough. Flexible pedestrianisation of the Whitby Bridge will reduce congestion around the harbourside and together with improved public realm will ensure that it remains a well-functioning asset at the core of the town. A Free Wi-fi Zone will provide access to digital tourism applications and wayfinding information that will showcase both what the harbour has to offer today, and its rich history.



Photo by Chris Burrows



Image provided by Dalby Offshore

2

Build 'Beacons of Excellence' across the town in skills, arts and wellbeing

Spaces of excellence will be created under this objective which confirm Whitby as a town of regional and national importance. The Whitby Beacons will represent a set of high-impact interventions which will provide the facilities and infrastructure to ensure that Whitby becomes a vibrant home for the arts, for creative practitioners and for academic institutions. The landmark spaces and sites will invite inward investment and will help us to retain our local talent. They will be located around the town and become important destinations. These include:

- **Whitby Maritime Skills Academy** will occupy an iconic position on Endeavour Wharf. This will act as a multi-purpose training centre catering to huge variety within the maritime sector.
- **The Whitby Innovation Hub** a unique place where co-working can be embraced, learning can take place and businesses can collaborate. It will help to diversify the town centre's economic base and capture local creative capital.
- **The Broomfields Carbon Neutral Village** will be a flagship site for sustainable, carbon neutral development which will help to retain buyers in Whitby through the provision of modern, desirable accommodation.



- **A new Wellbeing Centre** which will complement the planned increase in new homes and support the new training sites. It will address social issues through the promotion of wellbeing initiatives
- **The extension to the Pannett Art Gallery** will diversify the use of the existing space and contribute to the attraction of west Whitby. This is a culturally rich but largely underutilised attraction and this objective seeks to raise the profile and functionality of this historic asset.

3

Host world class businesses and cutting-edge learning activities

Creating spaces which can play a part in the development of existing enterprises into world-class businesses can serve to attract others and is an important objective. This aligns with the provision of cutting-edge learning activities that improves the skills base and diversifies the economy will result in retention of new and existing businesses and drawing in others due to the availability of higher skills in the labour force. The realisation of the Whitby Innovation Hub, Whitby Skills Academy and the provision of space at other locations including the Carbon Neutral Village will serve this objective well by providing new and fit for purpose facilities to drive a transformational change in the town's skills base. The Skills Academy will build links with other multi-national businesses in the maritime and offshore renewables and already has the support of Shell and has engaged with such national bodies as Maritime UK and Merchant Navy Training Board.



Photo by Adrienguh on Unsplash



4

Create a walkable town to better connect all that is on offer

Public Realm improvements

The Whitby Bridge is a vital connection for the town centre, and its part-pedestrianisation will be supported which will help to reduce pedestrian-vehicle conflict and better link the railway station in the west with the major car parks in the east. This will strengthen movement patterns between two key anchors; the Pannett Art Gallery and Whitby Abbey.

Wayfinding

Physical and digital wayfinding interventions proposed will help to improve the visitor experience. These will improve legibility with signage to destinations and offer new platforms for communication. New wayfinding capabilities through Whitby Wild Eye, and the Free Wi-fi Zone will help to change and refresh the experience of Whitby, with new trails and platforms for visitors to interact with, and introduction of gamification. This will allow us to diversify our visitor base with a flexible network of routes and attractions. The information point provided by the Town Hall and Market Place regeneration will provide a fitting gathering point from which adventures to the Abbey and the Old Town can begin.

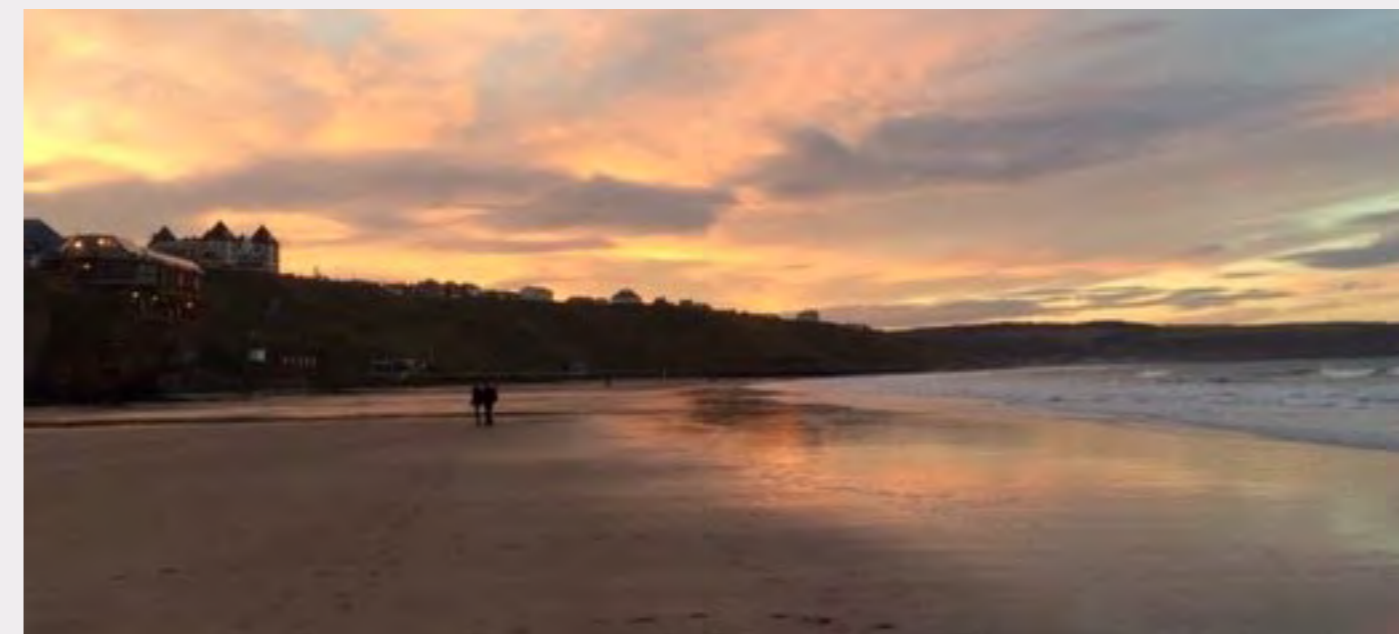


5

Enhance our links to the Coast

Whitby's location along the coastline will be celebrated with a new focus on nature tourism and art. A new nature and arts tourism product along the coast Whitby Wild Eye, will help to build recognition of Whitby as a regionally important tourist destination merging wildlife with art platforms and installations and increasing the length of stays and attracting new visitors.

These outputs will catalyse new employment opportunities across the town. Increasing gallery and exhibition space at the Pannett Art Gallery will create a Government Indemnity Space and help build on Whitby's creative merits embodied through the coastal landscape focus of its existing exhibits and artists.



6

Provide opportunities to live lighter in our environment

Low-impact ways of living will be encouraged and will welcome all measures of sustainable expression through a series of Carbon Neutral Initiatives. The Broomfields Carbon Neutral Village development occupies a strategic position on the eastern gateway to Whitby and will signal our ambition for a low-carbon future of housebuilding and living. This site will be used as a blueprint for future development and demonstrate the viability of such investment. The part-pedestrianisation of Whitby Bridge will encourage more journeys to be taken by sustainable means, reducing residents and visitors carbon footprints.



Visualisation of Broomfields Farm: Image provided by Keyland

Photo by Nicholas Doherty on Unsplash

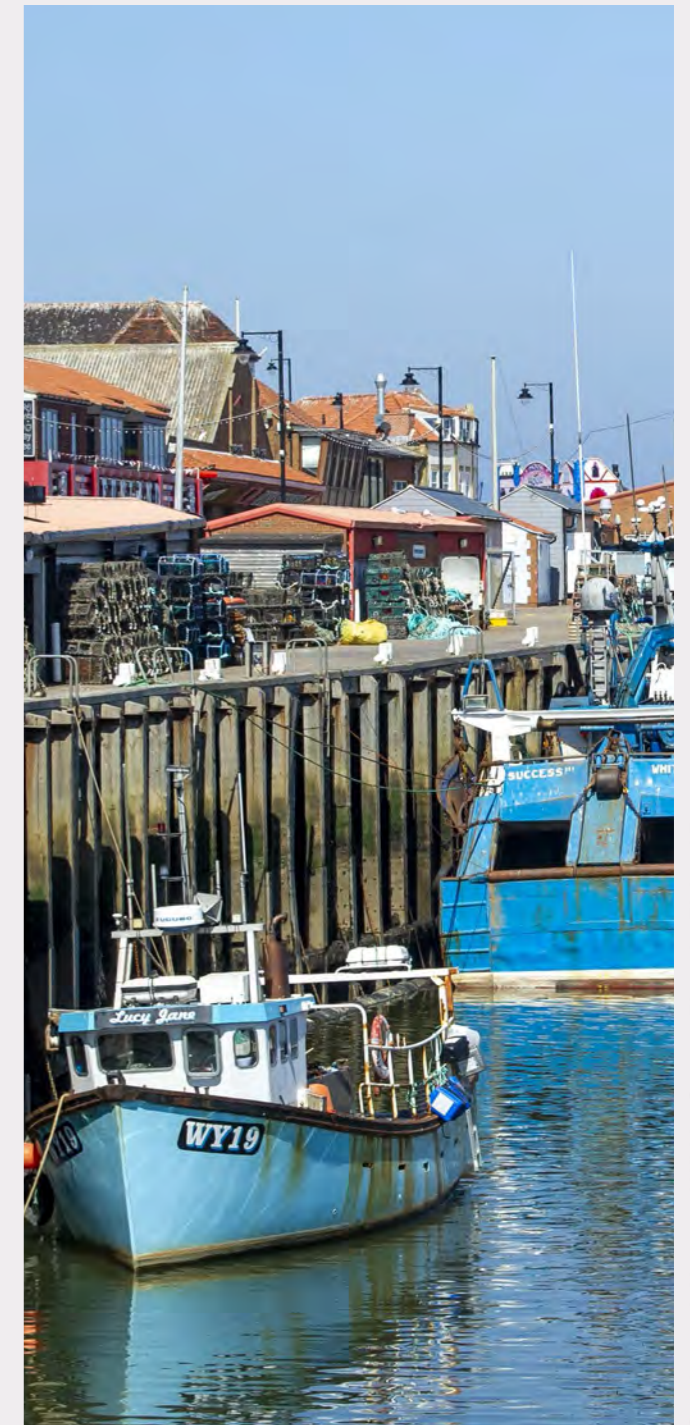


7

Balance better activity across the town

In order to balance the beacons, upgrades to the Pannett Art Gallery, will contribute to the attraction of west Whitby. This is a culturally rich but largely underutilised attraction and we want to raise the profile and functionality of this special building. Expansions to the building and upgrades to the garden will create a welcoming place for all to visit, and provide an anchor in the west for visitors.

The part-pedestrianisation of the Whitby Bridge will also serve to balance activity better by reducing the barrier to movement presented by pedestrian and vehicle conflict so that circulation within and across the town improves including through the railway station in the west becoming better linked to the east. The art trail will celebrate artistic presence in the town and complement the public realm improvements of the West Cliff area, also helping to balance economic activity in Whitby.



Scarborough News and Whitby Gazette Photo by Richard Ponter

8

Having well established and convenient links to the rest of the world

The town will be embedded into its regional, national and global context with improved digital and physical connectivity initiatives. We will embed ultrafast broadband across the town to ensure that no-one feels disconnected. A Free Wi-fi Zone across the harbourside and town centre and advanced digital connectivity at the Whitby Innovation Hub will help to facilitate new working practices and support various communications which will benefit Whitby's people and profile. Improved public transport links will help with local and regional connectivity, whilst enhanced strategic cycling and walking routes supported by the part pedestrianisation of Whitby Bridge will encourage linked trips.



Photo Lison Zhao on Unsplash

Photo by Headway on 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 Whitby. The priorities identified for the Whitby Town Deal are presented below. These priorities have been developed via a process that has included significant engagement with stakeholders from the public, private and community sectors led by representative from the Whitby Town Deal Board. Representatives from the 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 Whitby Town Deal Board which guided development of priority projects is set out below, along with their statements of success.

Prioritisation as part of Public Engagement



Table 1. Workstreams chosen and statement of success

Workstream	Statement of success
Skills and Enterprise	By 2035 Whitby is the place where people and businesses achieve their potential. The town offers high level skills and training pathways, vibrant start up and co-worker space along with modern workspace for businesses building the tech of the future. There are excellent opportunities for development, growth and sustainability. The jewel in our crown is the Whitby Coastal and Maritime Training Academy which attracts students and professionals from around the globe who wish to live and develop their careers in one of the finest places in the world.
Live here, work anywhere	By 2035 Whitby is a 1GB+ town and all residents and business are reliably connected to the rest of the world by ultra-fast connectivity. To live in Whitby means you can work remotely effectively and enjoy a great lifestyle in a vibrant community. There are state of the art tech hubs and co-worker spaces for meetings, to share ideas and build a business community. If you are a learner of any age, our hubs provide classrooms for groups to access on-line resources and you can study 'anything' in a well-equipped and modern learning space.
Connectivity	By 2035 Whitby has a carbon neutral infrastructure: Pleasant streets and spaces are well used by people walking and cycling with electric car facilities, reliable public transport runs morning to night seven days a week, the beautiful harbour sees many arrive by sea. All have access to ultrafast digital connectivity boosting work, promoting tourism and heritage and connecting people.
Heritage, culture and special places	By 2035 Whitby's thriving year-round heritage, culture and leisure offer has a unique identity. The colour and character of the town is a mix of its modern maritime identity, dramatic cultural heritage and 'quirky' local character and has developed a place like no other, providing a backdrop for a vibrant creative community. This is most clearly seen in the beautifully maintained and developed built and natural heritage as well as through our coordinated offer of exploration and learning, for visitors and residents; ensuring that the town attracts and supports a diverse range of cultural enterprises, creative practitioners, organisations and events, while nurturing future generations of creative individuals.
Well-being	By 2035 Whitby is a community that can live, learn and earn locally. Good quality homes are affordable and offer good quality life for everyone. The community celebrates its uniqueness. Residents enjoy a lifestyle of ambition and aspiration, with access to good quality fresh food, celebrated maritime culture and pastimes and a bustling working harbour. In this compact historic town, most is made of the streets and spaces to encourage everyone to walk and cycle together for work and leisure rather than drive.
Resilience and sustainability	By 2035 all new development in Whitby benchmarks carbon neutrality. To support this goal, existing buildings and spaces owned by the council will have had a program of improvements to reduce their net energy impact. Enhancements to the district energy network have been identified and the town is undertaking a package of joined up initiatives to reduce energy consumption, harness green energy, and redeploy lost energy. The car as the mode of transport choice will be defunct, as the options to walk, cycle and use public transport will be attractive, safe, fast and reliable.

Whitby's Town Deal Ask - priority projects

Towns Fund investment is critical to the successful delivery of this investment plan and the future of Whitby and particularly its town centre, historic harbour, shoreline, 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 require £24.997m of Towns Fund investment to deliver a transformational programme of interventions predominantly focussed on regenerating and bringing new uses to key sites; diversifying the tourism offer; investing in projects that will enhance skills and levels of entrepreneurship; improving wellbeing and providing high quality sustainable housing. The spatial focus of the Investment Plan is primarily Whitby Town Centre and Harbour, but also includes areas along the seafront, and residential areas in gateways to Whitby.

The investment programme will directly and indirectly complement existing and proposed public and private sector priorities such as investments in offshore wind along the east coast at Dogger Bank. 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 generate opportunities for our residents. The focused and targeted approach to regeneration we have prioritised has the potential to generate a significant economic

return. In addition are the softer outcomes these schemes will inevitably deliver for Whitby such as renewed confidence and pride in the town and unquantifiable improvements to visitor 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 our 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 Whitby Town Deal and generate wide ranging social and economic outcomes for the Whitby. This package of Towns Fund projects has been identified to kick-start the delivery of the vision for Whitby and 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 below summarises the proposed Towns Fund interventions and the funding ask for each intervention.

Table 2. Summary of Towns Fund Investment Projects

Objective	Description	Town Ask (£)
Whitby Maritime Skills Academy	The project seeks to establish a new Maritime Skills Academy in Whitby, capitalising on the recent successful diversification of the fishery industry training school (England's only such facility but one which is part of a declining sector) into providing training and certification for the maritime and offshore and renewable energy sectors. This would be achieved by expanding the training and certification provision to allow for greater numbers and by creating courses relevant to careers in these sectors. The Academy will be accommodated by the creation of a new centre of 2,185 sqm in size which caters for all the basic training requirements required to engage in the sectors identified above. The Academy would accommodate traditional learning environments such as classrooms and learner accommodation as well as more bespoke facilities to provide specialist training environments such as for working at height, working in confined spaces, firefighting and water survival pools. Training would be offered to residents within the Borough of Scarborough with a view to potentially expanding the offer to serve other coastal communities in East Riding. The desired location for the Academy is at the Whitby harbourside. A secondary location is also potentially required, possibly at the Whitby Business Park, which is currently being explored.	10.0m
Whitby Innovation Hub	The project seeks to develop a shared space for digital innovation in Whitby to act as a hub for entrepreneurs work and for learning to take place. This will be done by adapting an existing community building to incorporate the facets of a digital hub (high speed digital connectivity, shared work training and networking/meeting space, modern office space and communal facilities) to be enjoyed by likeminded start-ups, entrepreneurs and learners. The proposed location for the project is the Flowergate Unitarian Chapel which would become the Whitby Innovation Hub, where the reconfiguration of the existing unused chapel building would enable 550 sqm of managed workspace, likely over 2 levels to capitalise on the internal building height. The Hub would offer on-site and remote learning opportunities across a number of vocations and sectors. The project would seek to partner with existing local education and training providers such as Coventry University, Scarborough UTC and Teeside University to provide learning activity that is either delivered on-site as part of the provider outreach activity or accessed remotely through digital means.	0.75m
Harbourside Public Realm: Pedestrianisation of Whitby Bridge	This project aims to reduce pressure on the existing 'Swing Bridge' which suffers from high pedestrian-vehicle conflict during busy periods, improve walkability of the area and hence enhance the experience of visitors and residents. This will be achieved by a flexible pedestrianisation of New Quay Road across the Swing Bridge onto Bridge Street and Grape Lane, combined with the improvement of public realm in this area. Flexible pedestrianisation will require physical infrastructure changes to the road network such as: a new roundabout at the east junction of Church Street and Grape Lane, improvements at the junction of A171 and Spital Bridge Road, improvements at the junction of Bagdale Road an A174, and traffic signals at key junctions.	2.30m

Objective	Description	Town Ask (£)
Free Wi-Fi Zone and Wayfinding	The project seeks to provide a free Wi-Fi zone service in Whitby's harbour area and the main route up to the Abbey from the town, with lampposts accommodating wi-fi units providing to ensure reliable coverage for users to an area of 115,000 sqm. In addition, a range of digital tourism applications (e.g. gamification) digital wayfinding technologies and physical wayfinding tools will be established for visitors to improve connectivity and ease of movement in Whitby. These improvements will comprise a digital application, 5 monoliths with digital screens, 5 monoliths with maps and 22 fingerposts. The applications will allow visitors to navigate the area and discover Whitby's offering through novel means, including its history, culture and heritage as well as attractions, restaurants and bars. The digital screens will provide further information for visitors such as bus timetables, tide times, upcoming events for the town and offers for local businesses.	0.237m
Broomfields Farm Carbon Neutral Village	The project seeks to deliver 60 Zero Carbon Homes, totalling over 5,900 sqm of development, within the first zero carbon, community custom build housing scheme in Yorkshire. The scheme is the second phase of a larger housing allocation in Whitby. The housing scheme will incorporate a range of dwelling and community level sustainability features to ensure the homes are fully green. The community led custom build approach is enabled through the landowner working closely with a local delivery partner to provide site level infrastructure, such as utilities as well as a phasing approach that enables a build out at a rate which can be accommodated by local suppliers. This approach removes the requirement for a traditional developer to be involved in the scheme, removing developer profit, which can then be recycled back into the scheme to support the sustainability features. Through trialling the approach in Whitby, the feasibility of novel delivery methods will be tested, which could provide a replicable approach to sustainable, community focussed, multi-generational housing for Yorkshire and beyond.	2.60m
Whitby Wild Eye	Whitby Wild Eye will create an alternative tourism to complement the towns existing tourist attractions which is centred around nature and art. World leading artists and designers will create a series of sculptures, wildlife viewing platforms and hides each designed with 'live stream' cams and sounds of wildlife. Each exhibit will form part of a 4.5km long nature trail from the west of Whitby, along the coast, through the town and back out along the coast to the east. These physical works will be complemented by a year-round, three-year programme of art, science and conservation activities and an annual festival to celebrate local nature. The project will be backed up by a marketing and investment plan to be developed in partnership with Welcome to Yorkshire which will help attract both local and international visitors. This will include linking nature assets to other local businesses such as distinctive food experiences and by providing local businesses with training in green tourism and local nature attractions.	1.79m (Including 0.179m of revenue funding)

Objective	Description	Town Ask (£)
Old Town Hall and Market Place	The project seeks to revitalise the Old Town Hall and Market Place of Whitby through renovation and renewal. A renovation of the Town Hall would secure its structural integrity and improve the visual appearance of this Grade II* listed building. The 272 sqm Market Place building would be repurposed to provide year-round space for community and cultural activities and modern facilities for market traders. Wayfinding infrastructure will be included to direct visitors to other places of interest and the project will include a link to the Pannett Park Art Gallery and Museum. Overall the aim is to create an outdoor a 'European-style piazza' space which is more attractive to residents, shoppers and visitors than the existing setting.	1.0m
Pannett Art Gallery and Extension	The project aims to provide additional facilities and floorspace at Pannett Art Gallery which is located at a site in Pannett Park which also accommodates the Whitby Town Museum. Extending the Pannett Art Gallery will involve improving display provision, providing facilities for educational activities and study, and establishing a Government Indemnity Scheme approved space to enable the loan and display of works from national collections. An art trail from the town up to the park is also proposed that will reference art displayed in the gallery and artists with a Whitby association, guiding people to the area which is not currently felt to be a clear destination within the town. An orangery style cafe/restaurant is also included in the plans as a means of providing visitors with facilities for lunch, and for dining in the evenings with potential to host events and exhibitions. The project is also expected to establish an education programme for residents, raising the profile of our local heritage and contributing to the longer-term sustainability of the Gallery and the Museum.	4.83m
Eastside and Calla Beck Wellbeing Centre	The project, central to the wider Eastside Wellbeing Project, consists of the expansion of the Eastside Community Centre to provide an improved wellbeing offer to meet the needs of the local community and improvements of adjoining green spaces for further wellbeing benefits. The 750 sqm expansion of the community centre building will incorporate: the creation of a number of separate rooms to allow multiple activities to be held at once, a 250 sqm boxing hall to accommodate Whitby Boxing Club, a community café, increased office space and other facilities to allow an expanded support service. The expanded support services programme will include mental health support, pregnancy and motherhood support, family crisis support, financial management support, educational support and elderly support. The parks and gardens surrounding the facility, such as Eastside Park and Calla Beck, will be upgraded to create more accessible areas for physical activity and social interaction. This project will reduce social isolation, family issues and health deprivation for residents in Whitby.	1.49m

Approach to project prioritisation

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

Long-list development - Consultation and 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

This 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 the borough of Scarborough. More details are shown in **Appendix B**.

The approach to prioritisation was tested and agreed with Scarborough Borough Council and the Whitby 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 the information gaps were filled resulting in the prioritised set of projects that are presented for Town Deal investment in this document.

A simplified table of our multi-criteria assessment is presented overleaf in Table 4 for the nine projects proposed for Town Deal Investment, with the key shown in Table 3 below.

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 to 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

Weighting	Strategic fit			Economic case		Financial		Commercial		Management			
	Town Deal Priorities	Wider policy fit		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?		
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 Build Back Better Initiative	
35%	5%	5%	20%	15%	10%	10%							
Free Wi-fi Zone	H	NE	VH	M	VH	L	L	H	M	M	VH	VH	H
Whitby Maritime Skills Academy	H	VH	L	VH	L	H	H	H	M	H	M	M	VH
Wild Eye Nature Tourism	VH	M	M	M	VH	H	M	M	VH	H	VH	M	M
Harbourside Public Realm - Pedestrianisation of Whitby bridge	VH	NE	VH	H	M	VH	H	VH	NE	L	VH	VH	VH
Broomfields Farm Carbon Neutral Village	H	L	NE	VH	L	M	M	M	M	H	H	H	M
Old Town Hall and Market Place	VH	NE	L	H	M	H	H	M	M	H	M	H	VH
Pannett Gallery Extension	VH	L	VL	H	M	M	M	M	H	M	VH	H	VH
Whitby Innovation Hub	H	L	L	M	VH	VL	VL	NE	NE	NE	H	L	L
Eastside and Calla Beck Wellbeing Centre	M	NE	VL	VL	VL	NE	NE	M	VL	H	VL	H	NE

Table 4. Assurance Multi-criteria prioritisation assessment

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 six 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 projects are set out within the Town Investment Plan Section 2 (provided separately)



Photo by Chris Burrows

Whitby Innovation Hub

Rationale

Strategic Context

- Local strategies, including
 - Emerging Local Industrial Strategy
 - Scarborough Building a Better Borough (2020)
 - Scarborough Employability and Skills Plan (2015)
- Covid-19 Recovery Strategy (2020)
- UK Digital Strategy (2017)
- UK Technology Innovation Strategy (2019)

Need for Investment

- Inability to retain and attract young people, leading to an ageing population
- An expanded learning offer is required to upskill workforce and remove dominance of low-skill activity
- Opportunity to support culture of enterprise and entrepreneurialism to lead recovery from Covid-19
- Need to rescue this neglected historic building and return it to productive use

Inputs

- £0.75m Towns Fund capital investment
- £0.75m planned co-funding
- Stakeholder engagement & partnership working

Activities

- Reconfiguration of the existing, unused Flowergate Unitarian Chapel building
- Delivery of shared workspace and communal facilities as a hub for entrepreneurs
- Learning facilities such as classrooms and PC labs

Outputs

- 150sqm provision of new employment floorspace (managed workspace)
- 150sqm of shared workspace or innovation facilities

Outcomes & Impacts

- Short term:** increased access to training and infrastructure, increased ability of residents to work remotely or access jobs, improved digital connectivity
- Medium term:** increased skills, employment rate and social value from heritage assets
- Long term:** Sustainable pattern of economic growth, retention of young people to change Whitbys profile, well-paid employment



Photo by Shridhar Gupta on Unsplash

Whitby Maritime Skills Academy

Rationale

Strategic Context

- Local strategies, including:
 - Y&NY LEP Covid-19 Economic REcovery Plan (2020)
 - Scarborough Employability and Skills Plan (2015)
- UK Industrial Strategy and Clean Growth Strategy (2017)
- Offshore Wind Sector Deal (2019)
- Maritime 2050 (2019)
- UK Post-16 Skills Plan (2016)

Need for Investment

- Economy is currently characterised by low skilled, low wages and seasonal employment
- Opportunity to maximise the potential of the maritime and offshore industries
- Opportunity to support and maximise prospects for self-employment
- Capitalise on the recent successful diversification of the fishery industry training school to increase skills further

Inputs

- £10m Towns Fund capital investment
- Stakeholder engagement & partnership working

Activities

- Delivery of a new Maritime Skills Academy at potentially two locations
- New classrooms and learner accommodation with more bespoke specialist facilities
- Variety of new courses and training to local residents

Outputs

- 2,185sqm of new state of the art skills facilities, incorporating study and innovation space
- 70 increased and closer collaborations with local businesses
- 50 new courses provided

Outcomes & Impacts

- Short term:** increased access to high quality training and infrastructure; increased aspirations amongst residents
- Medium term:** increased skill levels (Level 3+), increased employment rate entrepreneurship and business creation
- Long term:** reduced deprivation and increased prosperity in Whitby, sustainable growth of Whitby economy in maritime sector

Broomfields Farm Carbon Neutral Village

Rationale

Strategic Context

- Local strategies, including
 - Scarborough Building a Better Borough (2020)
 - Scarborough Local Plan (2017)
 - Scarborough Employability and Skills Plan (2015)
- UK Industrial Strategy (2017)
- Planning for the Future Paper (2020)
- Building a Greener Future Policy Statement (2007)

Need for Investment

- Borough wide pledge to become carbon neutral by 2030 to combat climate change
- Economy characterised by low skilled, low wage and seasonal employment
- Opportunity to support and maximise prospects for self-employment
- Inability to retain and attract young people causing an ageing population

Inputs

- £2.6m Towns Fund capital investment
- £11.4m capital co-funding from the developer
- Stakeholder engagement & partnership working

Activities

- Development of first zero carbon, community custom build housing scheme in Yorkshire
- Interactive community arts project
- Expanded training programme for carbon neutral construction

Outputs

- Delivery of 60 zero carbon homes
- Delivery of community hub/shared workspace floorspace in arts, culture and enterprise infrastructure

Outcomes & Impacts

- Short term:** delivery of green homes, increased access to high quality training, increase ability of residents to work remotely
- Medium term:** retrain young people, reduce unemployment, reduce carbon emissions and pollution in Whitby
- Long term:** large scale delivery of carbon neutral homes across Yorkshire and the UK, transition to sustainable growth patterns

Free Wi-fi Zone and Wayfinding

Rationale

Strategic Context

- Local strategies, including
 - Scarborough Building a Better Borough (2020)
- Covid-19 Recovery Strategy (2020)
- Visit England's five-year strategy (2020)
- UK Tourism Action Plan (2016)
- UK Digital Strategy (2017)

Need for Investment

- Low levels of fast and reliable internet connectivity for visitors and residents
- A need to improve connectivity, wayfinding and animation of tourism assets
- A need to diversify Whitby's tourism offer and visitor profile through attracting a younger demographic
- Opportunity to support and maximise prospects for self employment

Inputs

- £0.237m Towns Fund capital investment
- £0.2m planned co-funding from public sources
- Stakeholder engagement & partnership working

Activities

Outputs

Outcomes & Impacts

- Free access wi-fi zone service in harbour area and main route up to the Abbey from the town
- Digital tourism applications (e.g. gamification) and services for tourism
- Range of physical and digital wayfinding technologies

- Approximately 115,000 sqm area covered by free wi-fi and specialist digital technologies
- 34 new wayfinding points (Monoliths and fingerposts)
- 5 new monoliths with digital screens

Short term: improved digital connectivity for residents, tourists and businesses; increased use of the town centre and tourism assets

Medium term: improved experiences for visitors, increased visitor numbers and spending, improved perceptions of place

Long term: reduced deprivation and increased prosperity among Whitby residents

Harbourside Public Realm: Pedestrianisation of Whitby Bridge

Rationale

Strategic Context

- Local strategies, including
 - Scarborough Local Plan (2017)
 - Scarborough Employability and Skills Plan (2015)
- UK Covid-19 Recovery Strategy (2020)
- Emergency Active Travel Fund (2020)
- National Planning Policy Framework (2019)
- UK Cycling and Walking Investment Strategy (2017)

Need for Investment

- Aspirations to achieve a net carbon neutral Whitby
- A need to improve connectivity, wayfinding and animation of tourism assets
- The need to respond to Covid-19 through better designed outdoor spaces
- The need to reduce congestion in the town centre and improve the look and feel of Whitby as a destination

Inputs

- £2.3m Towns Fund capital investment
- £0.4m co-funding from Town Deal Advance payment
- Stakeholder engagement & partnership working

Activities

Outputs

Outcomes & Impacts

- Flexible pedestrianisation of New Quay Road across the Swing Bridge onto Bridge Street and Grape Lane
- Physical infrastructure changes to road network
- Improvement of the public realm in this area

- 0.5 km of a flexibly pedestrianised road
- 13,000 sqm of public realm around the harbour

Short term: increase access to and use of town centre and natural/tourism assets, increase use of sustainable transport

Medium term: improved experiences for visitors, increased visitors and spending, reduced carbon emissions and pollution

Long term: sustainable growth around the harbour as a driver of maritime and tourism sectors, increased resilience to Covid-19

Whitby Wild Eye

Rationale

Strategic Context

- Local strategies, including
 - Scarborough Building a Better Borough (2020)
 - Scarborough Local Plan (2017)
 - Scarborough Employability and Skills Plan (2015)
- Covid-19 Recovery Strategy (2020)
- Visit England's five-year strategy (2020)
- UK Tourism Action Plan (2016)

Need for Investment

- A need to diversify Whitby's tourism offer and visitor profile as there is unfulfilled potential, an ageing visitor profile and reliance on repeat visitors
- Poor pedestrian connectivity and legibility to tourist assets
- 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

- £1.79m Towns Fund capital investment
- Potential for match or co-funding (£0.1m)
- Stakeholder engagement & partnership working including Welcome to Yorkshire, Coventry University and National Parks

Activities

- Series of sculptures, wildlife viewing platforms and hides with 'live stream' cams
- Creation of nature trails within the town and along the coast
- Year-round programme of art, science and conversation activities to celebrate nature

Outputs

- 4.5km long nature trails
- 5 new visitor centres and platforms to create a new tourist experience in Whitby

Outcomes & Impacts

Short term: improved digital connectivity for residents, tourists and businesses; increased use of the town centre and tourism assets

Medium term: improved experiences for visitors, increased visitor numbers and spending, improved perceptions of place

Long term: reduced deprivation and increased prosperity among Whitby residents

Old Town Hall and Market Place

Rationale

Strategic Context

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Y&NY LEP's Workforce Skills Strategy (2019)
- Covid-19 Recovery Strategy (2020)
- UK Tourism Action Plan (2016)
- UK Government Heritage Statement (2017)

Need for Investment

- Neglected location in the heart of the town that suffers from deprivation but can act as the gateway to other assets and improve the animation of facilities
- A need to invest in heritage assets to protect and enhance their future
- A need to diversify Whitby's tourism offer and visitor profile as there is unfulfilled potential, an ageing visitor profile and reliance on repeat visitors

Inputs

- £1m Towns Fund capital investment
- £0.265m co-funding
- Stakeholder engagement & partnership working

Activities

- Renovation of the Grade II* listed Town Hall
- Alteration of the Market Place building to provide year-round space for community and cultural activities and modern facilities for market traders
- Wayfinding infrastructure

Outputs

- 140 sqm of floorspace regenerated at the Town Hall heritage asset to secure its structural integrity
- 272 sqm of redeveloped market space within paved area at Market Place

Outcomes & Impacts

Short term: improved access to and use of the town centre, increased use of heritage assets, diversified tourism offer

Medium term: increase in visitor numbers and spending, improved perceptions of place by residents and businesses, increased social value from built heritage

Long term: improved economic prosperity in an area which experiences deprivation

Pannett Art Gallery Extension

Rationale

Strategic Context

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Scarborough Building a Better Borough (2020)
- Covid-19 Recovery Strategy (2020)
- UK Tourism Action Plan (2016)
- UK Government Heritage Statement (2017)

Need for Investment

- A need to diversify Whitby's tourism offer and visitor profile as there is unfulfilled potential, an ageing visitor profile and reliance on repeat visitors
- A need to invest in arts and culture assets to protect and enhance their future after the effects of Covid-19
- Underused parkland location with the potential to capitalise on increasing domestic tourism

Inputs

- £4.83m Towns Fund capital investment
- £0.17m co-funding
- Stakeholder engagement & partnership working

Activities

- Delivery of additional floorspace at Pannett Art Gallery for new displays, galleries and hospitality
- Provision of new facilities for education activities and study
- Production of an art trail from the town to Pannett Park

Outputs

- 305 sqm expansion of the arts venue
- 1,105 sqm new Government Indemnity Space for new galleries, education and hospitality spaces
- 800 sqm of new art trail including public realm and artworks

Outcomes & Impacts

- Short term:** diversified tourism offer, increased use of heritage assets, increased learning opportunities
- Medium term:** increase in visitor numbers and spending, improved perceptions of place by residents and businesses, enhanced skills and employment levels
- Long term:** improved economic prosperity in an area which experiences deprivation



Photo by Isaw Company on Unsplash



Photo by Jessica Pamp on Unsplash

Eastside and Calla Beck Wellbeing Centre

Rationale

Strategic Context

- Local strategies, including
 - Y&NY LEP Covid-19 Economic Recovery Plan (2020)
 - Scarborough Local Plan (2017)
 - Scarborough Building a Better Borough (2020)
- UK Covid-19 Recovery Strategy (2020)
- UK Industrial Strategy and Clean Growth Strategy (2017)

Need for Investment

- Range of interrelated social issues in Whitby's deprived areas including low incomes, poor health and family issues
- Key driver is that Whitby's economy is characterised by low skilled, low wage and seasonal employment
- The need to increase aspirations amongst residents through activities, classes and events

Inputs

- £1.49m Towns Fund capital investment
- £0.325m co-funding secured through Whitby Boxing Club from Sport England, Coastal Communities Fund and Scarborough Borough
- Stakeholder engagement & partnership working

Activities

- Expansion of the Eastside Community Centre
- Provision of new rooms, office space, boxing hall and café
- Improvement to adjoining green spaces at Eastside Park and Calla Beck
- Expanded services and support

Outputs

- 750 sqm expansion of a major community asset and skills facilities
- Upgraded parks and gardens

Outcomes & Impacts

Short term: improved access to community focused health and well-being facilities and services, increased use of heritage assets and town centre, increased aspirations

Medium term: improved health and wellbeing outcomes, increased employment rate

Long term: reduced deprivation and increased prosperity, increase in year round and well paid employment



Strategic fit

This Town Deal Investment Plan seeks to accelerate delivery of priorities arising from the emerging strategic masterplan for the borough with a particular focus on Whitby town centre, its key gateways and harbour. The town faces a set of challenges centred on its economy being dependent on low wage activities in tourism and related activities. The seasonality of these activities ensures that incomes remain low and levels of in-work poverty is high and becoming engrained. Educational attainment levels are low and lack of opportunity to gain higher qualifications and training without leaving the town mean that investment in higher-value added economic activities is deterred by the low skills base.

Physical and digital connectivity is poor which serves to perpetuate some of these characteristics. Residents also experience a lack of affordable housing that provides for the needs of workers in the lower value sectors that predominate. Low levels of aspiration amongst Whitby's residents is an outcome of these challenges with an ageing population being a consequence both of this and the desirability of the area from the perspective of its physical location and heritage. Intervention is needed in order to drive a step-change in growth underpinned by diversifying the economic base.

The focus on priority projects within the emerging strategic masterplan provides significant advantages. The process undertaken in preparing this means our programme of investment has already been subject to testing of market demand and viability and is strategically co-ordinated.

The strategic fit of our proposed 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, 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; 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 below.



Photo by Dave Lowe on Unsplash



Photo by Jess McMahon on Unsplash

Mapping of aligned and complementary strategies, programmes and investments

National Policy	National Planning Policy Framework	UK Industrial Strategy	Offshore Wind Sector Deal	UK Clean Growth Strategy	Emergency Active Travel Fund	Covid-19 Recovery Strategy	Post-16 Skills Plan	UK Digital Strategy	Maritime 2050	UK Tourism Action Plan	Visit England Five Year Strategy	UK Cycling and Walking Invest. Strategy	Planning for the Future Policy Paper	A Green Future: 25 Year Plan	UK Govt Heritage Statemen	UK Tech. Innovation Strategy	NHS Five Year Forward View	Govt Zero Carbon 2050 pledge
	Free Wi-fi Zone and Wayfinding																	
Whitby Maritime Skills Academy																		
Whitby Wild Eye																		
Harbourside Public Realm Pedestrianisation of Whitby bridge																		
Carbon Neutral Village																		
Old Town Hall and Market Place																		
Pannett Gallery Extension																		
Whitby Innovation Hub																		
Eastside and Calla Beck Wellbeing Centre																		

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

Local Policy

Local Policy	Emerging Local Industrial Strategy	York & North Yorkshire LEP's Covid-19 Economic Recovery Plan	Scarborough's Building a Better Borough	Scarborough Local Plan	York, North Yorkshire and East Riding LEP Strategic Economic Plan	Employability and Skills Plan	North Yorkshire Local Transport Plan	Scarborough Borough Council Carbon Neutral 2030 Pledge
	Free Wi-fi Zone and Wayfinding							
Whitby Maritime Skills Academy								
Wild Eye Nature Tourism								
Harbourside Public Realm - Pedestrianisation of Whitby bridge								
Carbon Neutral Village								
Old Town Hall and Market Place								
Pannett Gallery Extension								
Whitby Innovation Hub								
Eastside and Calla Beck Wellbeing Centre								

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

Town Deal outputs and outcomes

Whitby's programme of Town Deal investment provides a co-ordinated package of investment that delivers and accelerates the key priorities in the borough's emerging strategic 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.

Artists impression of how the Whitby Wild Eye might look



Direct outputs of the investment projects include:

>115,000sqm
of new free wi-fi coverage area

>2,200sqm
of skills and training space

>5km
of nature and art trails

0.5km
of flexibly pedestrianised roads

>13,000sqm
of improved public realm

>2,690sqm
of community and visitor space

60
carbon neutral homes.

The programme of investment in Whitby will have a transformational impact on the town. Its long-term impact will leave a legacy of:

Sustainable

growth and diversification of the Whitby economy centred around maritime and cultural sectors;

Increase

and change in profile (e.g. retention of young people) of Whitby's population and raising of aspiration;

Increase

in proportion of residents in less seasonal and well paid employment; and

Reduced

deprivation and increased prosperity among Whitby residents.

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

New

direct and indirect jobs created

Higher

value employment opportunities

More

opportunities to learn skills and new learners assisted

Change

in profile of Whitby's population and raising of aspiration

Improved

access to and use of the town centre, and natural and tourism assets

Increase

in % of people with qualifications

Improved

perceptions of Whitby amongst the resident population

Improved

digital connectivity for residents, tourist and businesses

Improved

prosperity for residents

60

carbon neutral homes resulting in improved living standards for all

Increased

ability of residents to work remotely and access jobs anywhere

Increase

in proportion of residents in year-round and well paid employment

Improved

experiences and increased spending by visitors to Whitby

Increased

resilience and recovery from Covid-19

Increase

in the breadth of the local skills offer that responds to local skills needs

Diversified

tourism offer (art, nature tourism)

Sustainable

growth and diversification of the Whitby economy centred around maritime and cultural sectors

Improved

health and well-being outcomes for Whitby residents

Whitby Town Deal Financial ask

The following table provides an overview of each project's Towns Fund funding requirement. In line with guidance, our investment programme is predominantly seeking capital investment (£24.818m) with a small revenue 'ask' (£179,000) to support the establishment of the Whitby Wild Eye. The Overall Town Deal request therefore stands at £24.997m for a £37.852m programme of investment in Whitby TDA with details shown in Table 7.

	Town Deal Ask Capital (£)	Town Deal Ask Revenue (£)	Co-funding (£)	Total project cost (£)
Free Wi-fi zone and Wayfinding	237,000		200,000	437,000
Whitby Maritime Skills Academy	10,000,000		-	10,000,000
Whitby Wild Eye	1,611,000	179,000	100,000	1,890,000
Harbourside Public Realm - Pedestrianisation of Whitby Bridge	2,300,000		400,000	2,700,000
Broomfields Farm - Carbon Neutral Village	2,600,000		11,400,000	14,000,000
Old Town Hall and Market Place	1,000,000		265,000	1,265,000
Pannett Gallery Extension	4,830,000		170,000	5,000,000
Whitby Innovation Hub	750,000		-	750,000
Eastside and Calla Beck Wellbeing Centre	1,490,000		320,000	1,810,000
Total	24,818,000	179,000	12,685,000	37,852,000

Table 7: Financial Ask



Engagement and delivery

04

Engagement

The preparation of the Whitby Town Deal Investment Plan has been driven by extensive stakeholder and community engagement with 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 gathered between February 2020 and September 2020.

Engaging with the 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 Whitby Town Deal Fund Board. The Board was established by Scarborough Borough Council in 2020 with a diverse representation of expertise from the public, private and community sector. The Board is chaired by Gareth Edmunds the External Affairs Director of Anglo American who are delivering the Woodsmith Project potash mine, a landmark investment in the local community.

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 Whitby 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 Whitby and a set of projects that would deliver these aspirations identified by the workstreams. To date there has been more than 10 meetings of the Town Deal Board and over 30 workstream meetings. As outlined earlier, the 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.

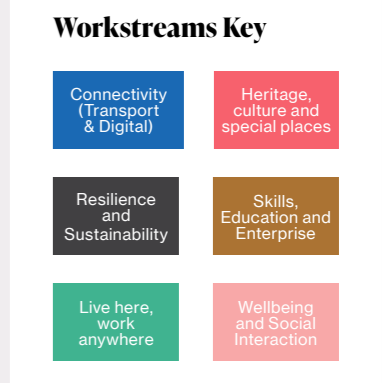
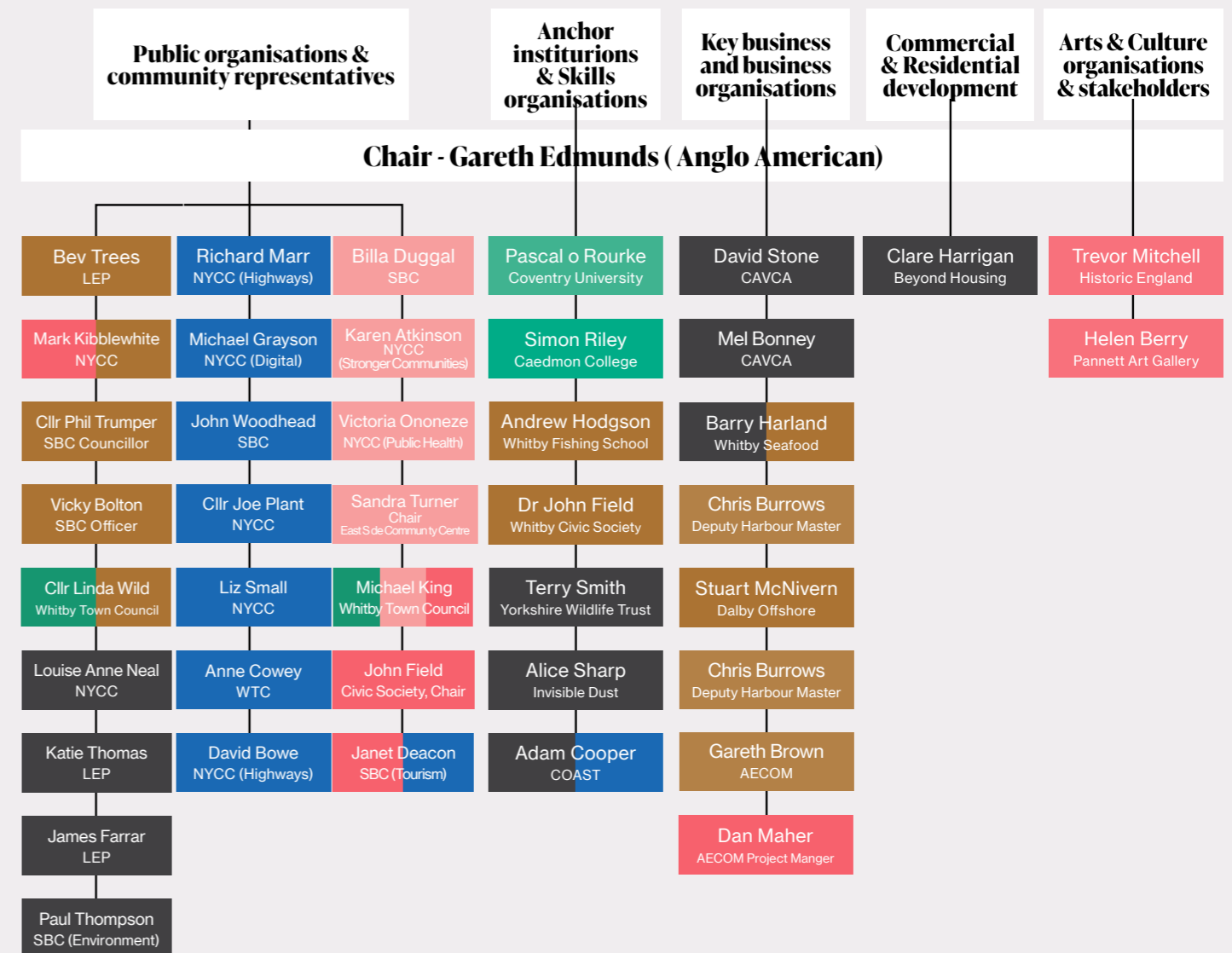


Figure 2. Whitby Town Deal Workstream Working Groups

Engagement to inform development of Town Investment Plan

Anchor institutions, businesses, public and voluntary agencies

Several of the key anchor institutions, businesses, public and voluntary agencies referenced in Figure 2 are represented on the Whitby 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), Whitby Town Council, Y&NY LEP, Parish Councils, North York Moors National Park, and Civic Society.

- Key businesses and business organisations such as CAVCA, Whitby Seafoods, Dalby Offshore, Shell UK, AECOM, Parkol Marine and the Deputy Harbour Master.
- Anchor institutions and skills organisations including Coventry University, Caedmon College, Whitby Fishing School, Invisible Dust, and COAST.
- Arts and culture organisations and stakeholders including Historic England and Pannett Art Gallery.



Community involvement in developing priorities for the town

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 over 9 public consultation events and exhibitions, over 30,000 engagements/views via electronic and social and traditional media and over 390 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 below.

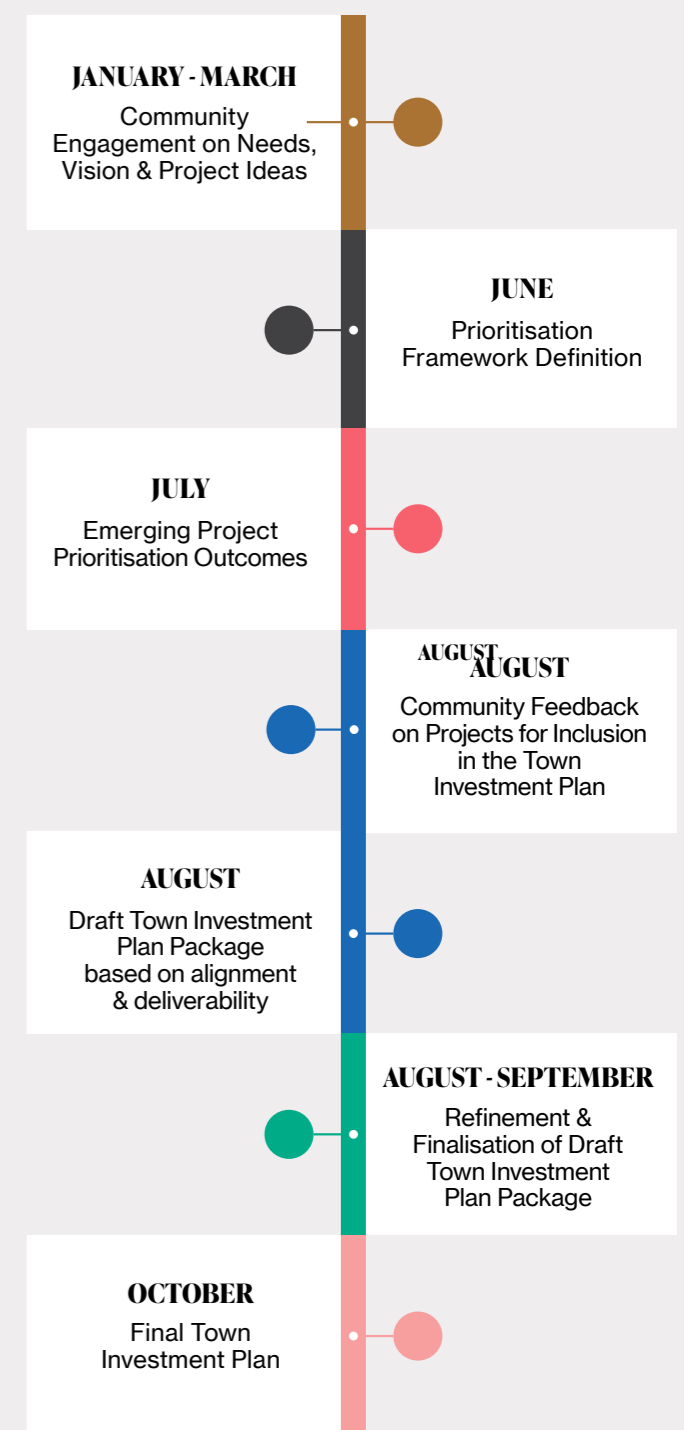


Figure 3. Community involvement in TIP development

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 was captured.

AECOM representatives led a workshop session in Whitby. 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 by AECOM.

- Yorkshire Coast Radio
- Twitter: Whitby MyTown @WMyTown
- Leaflet Distribution
- Email and Written Communications
- A Whitby Town Deal Q&A
- Facebook: Scarborough Borough Council and HM Government Cabinet pages

In addition to this, contact was made with the following groups in particular to encourage members to have their say: Whitby Disablement Action Group, Whitby and District Tourism Association (50 members representing the tourism and hospitality businesses, and Whitby Civic Society, the latter publishing an article on the Whitby Town Deal in its newsletter to its 150 members.

Also, the views of the leaders of four youth groups were sought comprising Whitby Boxing Club, Whitby Youth Assembly, Whitby Air Cadets 740 Squadron, and Whitby school federation. This generated comments on the #mytown website from individuals in these groups.

Overall 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 the Town Investment Plan for Whitby. 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.

Activity 1
What is the current perception of Whitby?

Activity 2
A Vision for Whitby in 2035

Activity 3
Areas of opportunity

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 Whitby Gazette
- Scarborough Borough Council Website

“ We need to look to the future and the jobs that are on the horizon - green jobs and tech jobs - they need to be supported to come here.

Diane Leith - 19th February 2020
Whitby Maritime Skills Academy

Better pedestrian/cycle routes - Improve pedestrian and cycle routes, so residents and visitors can safely get around the town and access the wonderful trails into the surrounding countryside.

Wendy English on 4th June 2020
Harbourside Public Realm: Pedestrianisation of Whitby bridge

Business Hubs and Innovation Centres - Smart, connected work space for start-up businesses. Be it office space or hot desks where assistance can be provided to access government funds available or private investment. Increased connectivity will increasingly allow people to work remotely and to be able to do so from a dynamic space with the town will certainly help with keeping the talent that we have within the town.

Lee Derrick on 3rd February 2020
Whitby Innovation Hub

Add an extension to the Pannett Art Gallery (PAG) to house the world famous collection of photographs of the Whitby area taken by Frank Meadow Sutcliffe. This would include artefacts as well as images.

John Freeman on 27th April 2020
Pannett Gallery Extension

Digital Connectivity - I think there should be further investment into making sure Scarborough, Whitby and the surrounding areas have access to high-speed fibre internet speeds. I believe this is possible in the town centre but not further out.

Anonymous on 23rd March 2020
Free Wi-fi Zone and Wayfinding

Regeneration of historic buildings. Whitby has a strong seasonal offer for tourists, but little long term employment outside the summer season. Many shops are for tourism purposes. Given the range of beautiful historic buildings in the town centre in poor condition perhaps investment & a range of year round businesses utilising historic properties would encourage year round visitors & create full time employment opportunities.

Rebecca on 30th June 2020
Old Town Hall and Market Place

Good mental health is the basis of every thing from parent child interaction to the needs of our elderly; connections are critical be it digital or human connections. We need spaces to come together be it for tech innovation or for vulnerable young parents, young people and our older residents.

Diane Leith on 19th February 2020
Eastside and Calla Beck Wellbeing Centre

”

Figure 4. Comments received

Future Engagement Activities

Ongoing and future engagement to support delivery of Whitby'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 Whitby Town Deal delivery team will work with local community partnerships to maximise engagement on Towns Fund projects within the area to introduce community engagement activities. The team will work closely with Council departments including to ensure best practice is reflected and participation maximised. At this stage we anticipate holding events (online due to Covid-19 restrictions) in the town to raise awareness of the program and invite the community to participate in focussed project consultations.

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 each project's business case.

Photo by Lee Jeffson on Unsplash



Photo by Jo Szczepanska on Unsplash

Private investment ambitions

Investment in skills and enterprise

Whitby's Town Investment Plan will create conditions which attract and encourage private sector investment that is currently lacking 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.

The Whitby Maritime Skills Academy is the flagship intervention of the Whitby Town Deal. Private co-funding has not yet been secured but is currently being explored through discussions with the projects commercial partners including maritime sector businesses including Shell UK who recognise that "a Maritime and Marine Training Hub that can support the development of the next generation of maritime and marine workers is vital for Whitby, the North-East of England and the UK." Dalby Offshore have expressed an interest in supporting and partnering with the hub. Furthermore, co-funding by academic partners is also being explored, such as with Hull University who have expressed interest in supporting and partnering with the Hub. Whitby Rowing Club is also interested in being part of the project and has expressed that they have the potential to raise funds/provide funding.

“The way we live is increasingly being shaped by science and technology, and so our vision is to help equip future generations of problem-solvers and innovators with the understanding to lead us as society changes. It will bring economic success and opportunities to the UK, and enable our brightest minds to help address some of the biggest challenges we face, for example by helping in the complex transition to a low-carbon economy.

We want the UK - and this part of it in particular - to have the pipeline of engineering skills and scientific ingenuity to make a big difference in the decades to come.

John Raine, Shell UK
Whitby Maritime Academy

Investment in live here, work anywhere

The Carbon Neutral Village will deliver 60 Zero Carbon homes with a range of sustainability features with the costs of the project principally being met by the developer. It is intended for Towns Fund money to be used to support with the realisation of sustainable aspects of the development. Through trialling the approach in Whitby, the feasibility of novel delivery methods will be tested, which could provide a replicable approach to sustainable, community focussed, multi-generational housing for Yorkshire and beyond, and potentially result in further private investment in sustainable development.

“Broomfields Farm phase 2 represents an opportunity for Keyland to develop the first zero carbon, community custom-build housing scheme in the UK. This project, alongside our other flagship schemes, showcases the level of ambition set out in our Blueprint and proves our commitment to changing the way that houses are built and bought in the UK.

Luke Axe, Keyland Developments
Broomfields Farm – Carbon Neutral Village

Photo by Andy Carne on Unsplash



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 designs 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).



Photo by Mark König on Unsplash

Delivery

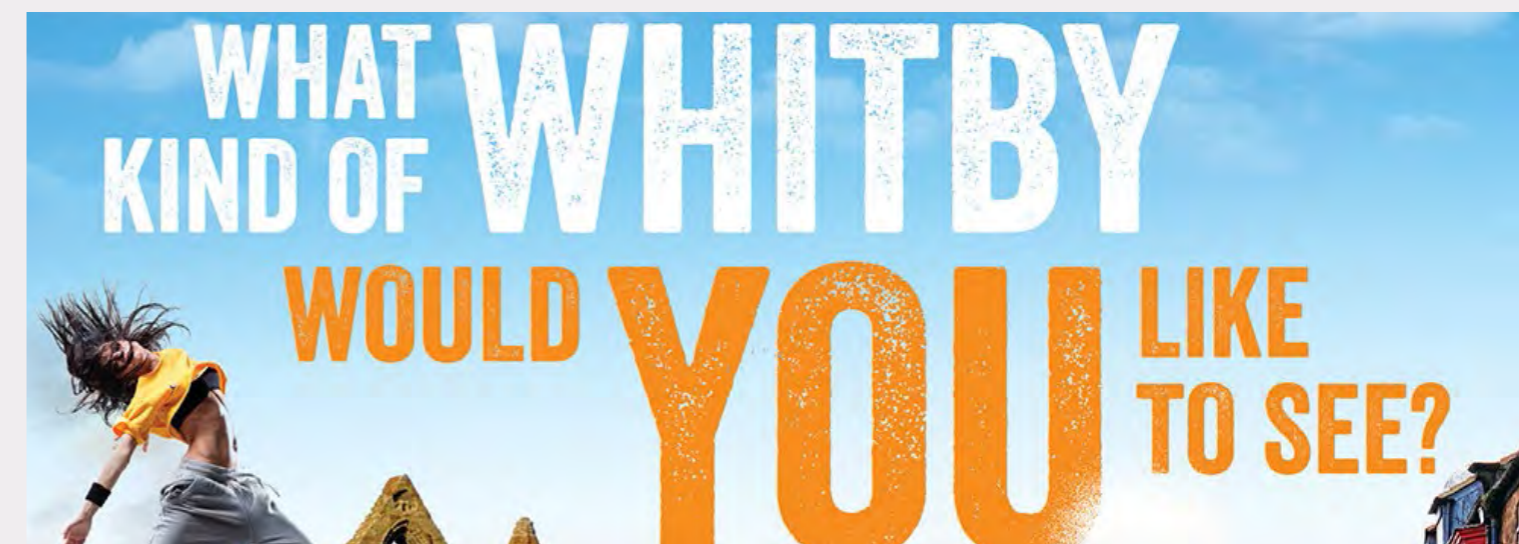
Development and submission of the Town Deal Investment Plan has been carried out in accordance with the Board's Terms of Reference and the Town Deal Fund Guidance provided by the Ministry of Housing, Communities and Local Government (MHCLG). As a result, this plan is compliant with the requirements of the Town Deal and provides a comprehensive programme of investment that will revitalise Whitby; make a significant contribution to the Council's Building a Better Borough Initiative; and help to mitigate the impacts of Covid-19 on the TDA 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 has therefore 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 five of the nine projects a partnership between the Council and the operator or main stakeholder(s) will be implemented, with further details on these partnerships are provided in Section 2. The diagram below demonstrates the outline governance and delivery processes for Whitby Towns Fund investments.

Example of brochure and media used to engage local people and stakeholder groups: image by four tigers media



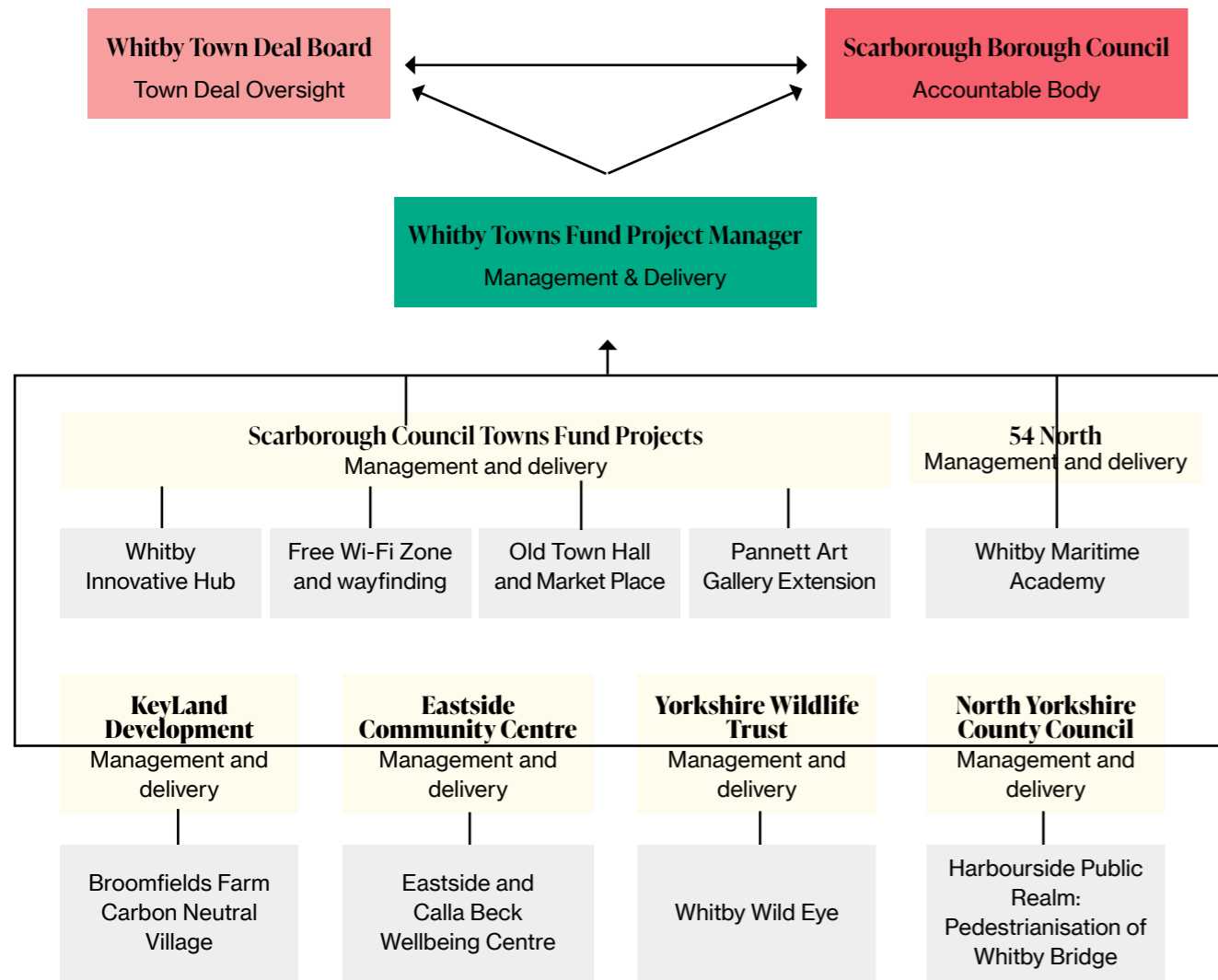


Figure 5. Whitby Towns Fund Governance & Delivery Structure

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 Borough Council 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.

Risks and dependencies, key timescales and milestones

Risks and Dependencies

The key risks and dependencies identified for the projects are outlined in Table 8 below. Monitoring and mitigation will be provided drawing on the Council's well-tested governance arrangements deployed on other projects to manage them.

Table 8. Risks and Dependencies

	Free Wi-fi Zone	Whitby Maritime Academy	Wild Eye Nature Tourism	Pedestrianisation of Whitby bridge	Carbon Neutral Village	Old Town Hall and Market Place	Pannett Gallery Ext.	Whitby Innovation Hub	Eastside and Calla Beck Wellbeing Centre
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 and sustainability of intervention									

Key timescales and milestones

Outline delivery timescales for the projects selected for Towns Fund investment are summarised in Table 9 below. The milestones demonstrate that the projects will be delivered in line with Towns Fund requirements to complete spend on projects by 2023/24 financial year.

Table 9. Delivery Timescales

	Business case development, including • Design development • Stakeholder engagement • Options Appraisal	Planning	Start construction	Completion
Free Wi-fi zone and Wayfinding	Jan – Dec 2021	Autumn 2021	Spring 2022	2022/23
Whitby Maritime Academy	Jan – Dec 2021	Autumn 2021	Autumn 2021	2022/23
Whitby Wild Eye	Jan – May 2021	Autumn 2021- Spring 2022	Spring 2022	2022/23
Pedestrianisation of Whitby Bridge	Jan – May 2021	Autumn 2021	2022	2024
Broomfields Farm Carbon Neutral Village	Jan – Dec 2021	Autumn 2021	Late 2021	2022/24
Old Town Hall and Market Place	Jan – Jun 2021	Late 2021	Late 2021	2022/23
Pannett Gallery Extension	Jan – Jun 2021	Late 2021	Spring 2022	2023/24
Whitby Innovation Hub	Jan – Jun 2021	Autumn 2021	2021/22	2022/23
Eastside and Calla Beck Wellbeing Centre	Jan – Dec 2021	2021	Autumn 2021	2022/23

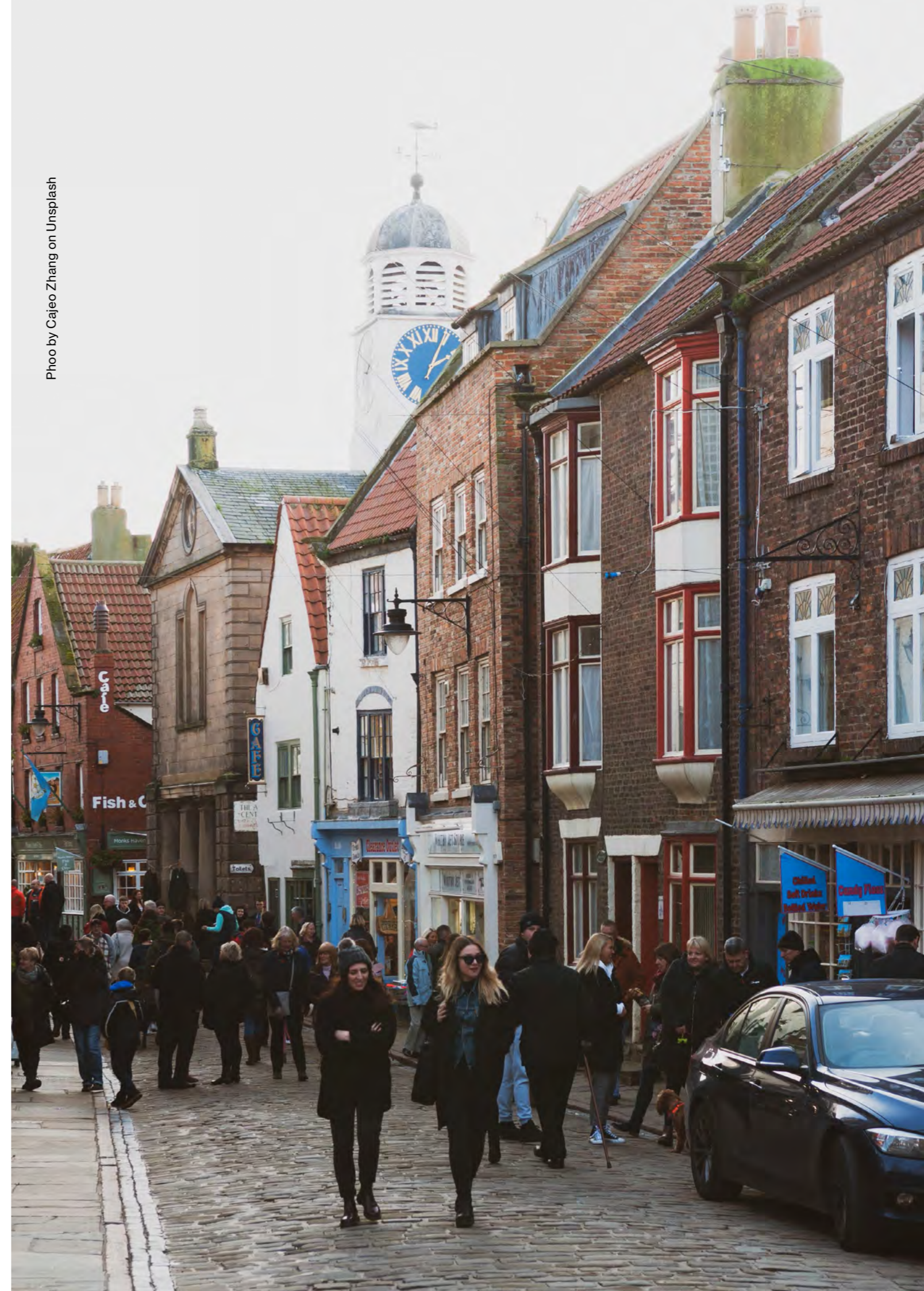


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