

	<b>REPORT TO THE OVERVIEW AND SCRUTINY BOARD</b>  <b>TO BE HELD ON 05 July 2017</b>
	<b>Topic : Port Strategy for the Borough of Scarborough</b>
<b>Corporate Priority</b>	<b>Cabinet Portfolio Holder</b> <b>Cllr Mike Cockerill</b> <b>Portfolio holder for</b> <b>Harbours and</b> <b>Projects</b>

**REPORT OF: Director (NE)(reference 17/158)**

**Wards: All**

**SUBJECT: DRAFT STRATEGIC BUSINESS PLAN FOR  
SCARBROUGH HARBOUR**

**PURPOSE OF REPORT:**

To consult with the Overview and Scrutiny (O&S) Board upon the content of the draft Strategic Business Plan for Scarborough Harbour in order to obtain feedback and as the first phase of wider public consultation prior to presenting the plan to Cabinet for adoption or otherwise.

**RISK ISSUES:**

This report is for information and comment

**1. INTRODUCTION**

- 1.1 Scarborough Borough Council is landowner and Harbour Authority with responsibility for the three port undertakings of the Borough of Scarborough being the Port of Whitby, Scarborough Harbour and Filey Coble Landing.

- 1.2 The Council's previous ports strategy documents entitled Ports Strategy 'charting a course for the future' were adopted in 2008 and although some of the strategy is still relevant to this day, given the ever changing role of the maritime sectors, port operations and infrastructure requirements; and the changes to the wider economy, much of the document is now either implemented or outdated.
- 1.3 An up to date Ports Strategy with supporting business plan is required to assist in the effective strategic management of the Ports of the Borough for future years and importantly to communicate to stakeholders and the wider community the context and direction in which the ports are to be guided, managed and developed over the coming years.
- 1.4 Following a strategic review of the Ports in 2016 a number of "Strategic Principles" setting the basis for business plans for the port undertakings were presented to Cabinet in September 2016. These were subsequently adopted as the basis for progressing supporting business plan documents and activity.
- 1.5 The first document to be drafted is a Strategic Business Plan for Scarborough Harbour. This report has been compiled to inform O&S Board of the contents of the document, the findings and priority actions therein and to obtain O&S Board feedback and input into the draft as the first phase of wider public consultation.

## **2. CORPORATE AIMS/PRIORITIES**

- 2.1 The strategy supports the following objectives within the Corporate Plan:

Place: To protect and improve our environment, now and for the future.

Prosperity: To develop a prosperous and innovative borough, with a highly skilled and aspirational workforce.

Council: To be an efficient and effective Council, which is financially sustainable for the future.

## **3. BACKGROUND AND ISSUES**

- 3.1 It is recognised strategic business plans for the Ports of the Borough will provide both a useful tool for aiding in the ongoing strategic management of the ports and an invaluable medium for engaging with and communicating the strategic intent of the Borough Council and Harbour Authority to stakeholders, potential investors and the wider community. Strategic business plans will also aid the day to day management of the ports and provide the framework around which business decisions can be undertaken.
- 3.2 Development of updated business plans for the port undertakings has been explored on a number of occasions in recent years. The development of a strategy has stalled previously due to changes in Port management structure,

including the establishment of the subsequent discontinuation of the Pilot Whitby Harbour Board and due to changes in Borough Council structure.

- 3.3 However with the opportunity and resources to develop strategic plans for the Port undertakings is now available. Officers have subsequently undertaken a strategic review of the ports of the Borough in order to establish the baseline position of the undertakings, to examine the current context in which they operate and to identify the opportunities and threats which they face.
- 3.4 From this exercise, officers, in consultation with the Ports Development Group, drafted a strategic mission and vision for the ports and identified a number of Strategic Principles and next steps around which the business plans are being developed.
- 3.5 The first draft Strategic Business Plan for Scarborough Harbour is now complete and attached at Appendix 1. The document identifies and examines the external, internal and operating environment of the Harbour, identifies the harbours strengths, weaknesses, opportunities and threats and proposes a number of key actions for ensuring the ongoing sustainability of the Harbour.
- 3.6 Crucially the business plan identifies the fact that the harbour is very much a mixed use facility, valued and used by a wide range of groups. The Harbour is intrinsic to the wellbeing of the economy and community as a whole and is a key economic driver within town. Importantly the Harbour has historically always changed and adapted to new opportunities and must continue to do so if it is to remain sustainable and successful. Therefore a number of actions for achieving this sustainability are identified within the plan.

In summary the key actions are:

1. The regeneration of West Pier including new mixed use development.
  2. Exploring opportunities for additional retail / commercial concessions in and around the harbour.
  3. Improving port user facilities
  4. Investment in key port infrastructure including:
    - Addressing structural issues with listed building on West Pier
    - Carrying out strengthening works to North Wharf
    - Piling / facing and corrosion protection to harbour structures
- 3.7 However, the Strategic Business Plan for Scarborough Harbour is still in draft form. Public consultation to obtain feedback and further input from key stakeholders and the wider community is essential if the document is to be successful in delivering a sustainable future for the Harbour.

## **4. ASSESSMENT**

- 4.1 Through this report the O&S Board are asked to provide their feedback and suggestions on the draft business plan and going forward to provide regular oversight on the process of consultation, adoption and implementation of the plan.

### **Consultation plan**

- 4.2 Comments received from O&S Board will be incorporated within the business plan where possible. Following this process it is proposed that further / wider consultation be undertaken with other key stakeholders and external bodies including but not limited to:

All harbour users including

- Fish catching sector - over 10m and under 10m
- Fish processing sector
- Scarborough Yacht Club and Boat Angling Club
- Retail operators including kiosk operators
- Pleasure craft and charter boat operators
- Other Council tenants located within the harbour
- The RNLI
- The Marine Management Organisation

Commercial, business community:

- South Bay Traders Association
- Potential developers and investors
- Offshore service sector

Wider community:

- Scarborough and District Civic Society
- The Town Team and CLLD Local Action Group
- Castle Ward Tenants and Residents Association
- Scarborough Maritime Heritage Centre
- The General Public

All Borough Councillors

- 4.3 Where possible electronic copies of the draft business plan will be sent directly to stakeholders. Hard copies of the business plan will also be located in the Town Hall and at the Scarborough Harbour Offices. The plan will also be published on the Council's website consultation page <https://www.scarborough.gov.uk/home/council/consultations> . The consultation will be publicised via the use of social media and conventional media including the local press.

- 4.4 Stakeholders will be invited to provide written comments and feedback on the proposals and it is proposed that the Consultation period run from 10 July 2017 until 18 August 2017.
- 4.6 The comments and input received will then be collated and officers will compile a final draft of the plan, incorporating consultee suggestions where appropriate. Officers will then submit a report to the Council's Cabinet for their consideration in September 2017.
- 4.7 The Cabinet report will include evidence of the consultation undertaken and responses received and their incorporation or otherwise into the plan. Subject to any final further amendments by Cabinet, the recommendation of the report will be to adopt the business plan as the basis for the strategic management of the harbour and to commence delivery of the actions contained therein.

### **Delivery Phase**

- 4.5 Subject to adoption of the Strategic Business Plan for Scarborough Harbour by Cabinet officers will undertake to deliver the actions within the plan. It is proposed the O&S Board provide an overseeing scrutiny role during the delivery phase.
- 4.6 Periodic reports can be provided to the O&S Board to ensure that delivery of the plan is undertaken in an open and transparent manner and that due process is adhered to. The O&S Board may also wish to call on independent expert support to inform their scrutiny role as development proposals emerge and delivery progresses.

## **5. IMPLICATIONS**

### **5.1 Policy**

O&S board are asked to note that the Strategic Business Plan will not be a Council policy document, rather it is intended to be supplementary to the Council's Corporate Plan and to provide a tool for communicating the intent and focus of the Harbour Authority.

### **5.2 Legal**

There are no legal implications associated with this report however some of the actions contained within the Strategic Business Plan for Scarborough Harbour may have legal implications as they progress. Any implications which may arise will be reported to Members as they arise and will be subject to the ongoing scrutiny of the Board.

### **5.3 Financial**

There are no financial considerations directly arising as a result of this report. The delivery of capital projects contained within the Strategic Business Plan for Scarborough Harbour will almost certainly have financial implications.

These implications will be the subject of future reports and will be considered on an individual basis as they occur.

#### 5.4 **Planning, Staffing, Crime and Disorder. Environmental.**

I have considered whether the following implications arise from this report and am satisfied that there are no identified implication that will arise from this decision with regard to staffing implications, planning implications, crime and disorder or environmental implications.

A handwritten signature in black ink, appearing to be 'Alex Richards', written over a horizontal line.

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IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT ANY OF THE BACKGROUND PAPERS, PLEASE CONTACT Alex Richards ON 01723 384317 e-mail [alex.richards@scargborough.gov.uk](mailto:alex.richards@scargborough.gov.uk)