

	<b>REPORT TO CABINET TO BE HELD ON 12 SEPTEMBER 2017</b>	
	<b>Key Decision</b>	<b>NO</b>
	<b>Forward Plan Ref No</b>	
<b>Corporate Priority Aim 3 – Creating Healthy and Vibrant Communities</b>	<b>Cabinet Portfolio Holder</b>	<b>Cllr Mike Cockerill</b>

**REPORT OF: DIRECTOR (NE) 17/191**

**WARDS AFFECTED: SCARBOROUGH ALL**

**SUBJECT: STRATEGIC BUSINESS PLAN FOR SCARBOROUGH HARBOUR**

**RECOMMENDATION (S):**

Cabinet is recommended to:

- i. Note the outcome of consultation on the Draft Strategic Business Plan for Scarborough Harbour:

Subject to any amendments by Cabinet:

- ii. Adopt the resulting Strategic Business Plan for Scarborough Harbour as the basis for developing future projects, investment and the strategic direction of the port.
- iii. Authorise officers, working in conjunction with the Overview and Scrutiny Board Task Group and stakeholders, to commence detailed development and implementation of the actions contained within the Strategic Business Plan subject to any necessary finance and consents.

**REASON FOR RECOMMENDATION**

To provide a strategic plan to aid in achieving a sustainable future for Scarborough Harbour.

## **HIGHLIGHTED RISKS:**

See attached risk matrix

### **1. INTRODUCTION**

- 1.1 Cabinet received a report in September 2016 (REF16/ 203) whereby a set of strategic principles for the ports of the borough of Scarborough were adopted as the basis for developing an overarching Ports Strategy and individual strategic business plans for each of the port undertakings at Scarborough, Whitby and Filey Coble Landing.
- 1.2 As part of the business plan development process Cabinet also authorised officers to undertake stakeholder and public consultation on the draft strategic business plans and to receive a future report/s on the outcome of the consultation with a view to adopting the business plans as the basis for future activity in the Ports.
- 1.3 The first such document to be drafted and consulted upon is the Strategic Business Plan for Scarborough Harbour. This report seeks to inform Cabinet of the outcome of consultation and subject to any further amendments from Cabinet to seek adoption of the plan and authorise officers to commence detailed development and delivery of the actions contained therein.

### **2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN**

- 2.1 The strategic business plan 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 that 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 Officers subsequently undertook 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.
- 3.3 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 were to be developed. These principles were adopted by Cabinet in September 2016, furthermore, Cabinet approved stakeholder and public consultation on the draft strategic business plans prior to receiving a further report to consider adopting them as the basis for future activity within the ports.
- 3.4 The first document to be drafted and consulted upon is the Strategic Business Plan for Scarborough Harbour (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.
- 3.5 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

## 4.0 CONSULTATION

- 4.1 Public consultation on the draft Strategic Business Plan for Scarborough Harbour was undertaken between 5<sup>th</sup> July 2017 and 18 August 2017 and commenced with a report to Overview and Scrutiny Board on the 5 July 2017. The Board made no amendments to the document and endorsed the approach to consultation.
- 4.2 Following this meeting the draft Strategic Business Plan was posted on the Council's consultation webpage and organisations and individuals were invited to visit the consultation page and provide their input and feedback.
- 4.3 The consultation was publicised through local press, social media and by direct correspondence via email to 443 people and groups including:
- Harbour related groups (e.g. RNLI, Scarborough Boat Angling Club, Scarborough Yacht Club & Marine Management Organisation)
  - 220 boat owners and operators including the commercial fishing, charter and leisure boat operators
  - All Borough Councillors and Staff
  - The residents panel of 194
  - The business panel of 26
  - All Parish Councils

The survey was also posted on the on the Councils website, Facebook and twitter pages.

- 4.4 In summary all consultees were asked to review the draft strategy, answer a series of questions and to provide any comments relating to each question.
- 4.5 A total of 88 responses were received:
- 53 responses were from the emails sent out:
    - 38 responses were from the residents & business panels
    - 1 were from the harbour related groups and other stakeholders (boat angling club)
    - 14 were vessels owners
  - 35 responses were from the website, Facebook, Twitter, Noticeboard, Councillors and Parish Councils

## RESULTS OF THE CONSULTATION

- 4.6 A full copy of the consultation and comments received is available within Appendix 2. The following results were received in respect of the Strategic Business Plan for Scarborough Harbour from the public and stakeholder consultation exercise:

## MISSION VISION AND OBJECTIVES SECTION

- Do you agree with the Mission Statement ?- **80% of respondents agreed or strongly agreed**
- Do you agree with the Vision?- **81% of respondents either agreed or strongly agreed**
- Do you agree with the objectives?- **86% of respondents either agreed or strongly agreed**

## OUTLINE ACTION PLAN SECTION

Do you agree with the proposals within the outline action plan?

1. The regeneration of West Pier including new mixed use development. - **69% of respondents either agreed or strongly agreed**
2. Exploring opportunities for additional retail / commercial concessions in and around the harbour. - **60% of respondents either agreed or strongly agreed**
3. Improving port user facilities - **85% of respondents either agreed or strongly agreed**
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- **83% of respondents either agreed or strongly agreed**

## OVERALL

- Do you agree or disagree that the Strategic business Plan for Scarborough Harbour will assist in securing a sustainable future for the Port? - **71% of respondents either agreed or strongly agreed**
- 4.7 In addition there was a range of some 10-15 comments from the consultees relating to each of the questions. The comments are not reproduced here in full; all of the comments are available within the consultation report at Appendix 2. In summary however, comments largely followed a regular theme i.e.
- One consultee/ organisation consistently stated that the document failed to be strategic in anyway and should not be considered a strategic business plan.

- One consultee/ organisation articulated the need for additional leisure berthing and facilities
- One consultee/ organisation consistently highlighted the difficulties faced in launching small day boats from Scarborough and that this should be addressed.
- A number of consultees/ organisations expressed their frustration that a strategic plan for Whitby had yet to be drafted.
- One consultee/ organisation strongly highlighted the need to create a sense of place and heritage, not to lessen the quality of environment through over-development /commercialisation and to consider environmental impact.

4.8 Three comments were also received directly via email,(attached in redacted form where necessary), at appendix 3. In summary the comments received were as follows:

- 1 individual expressed overall support for the Strategic Business Plan.
- Whitby Civic Society expressed support for the vision and mission but deep disappointment at the lack of progress of a strategic business plan for Whitby.
- Scarborough Yacht Club conveyed that regular dredging of the harbour was required.

## **5.0 ASSESSEMENT**

5.1 Having reviewed and assessed the consultation results received it can be concluded that:

1. There is significant support for the vision, mission and objectives of the Strategic Plan.
2. In general there is also support for the actions identified therein; however a number of consultees expressed concern about proposals for retail concessions and the possible loss of heritage.
3. There was a clear expression of disappointment that no strategic plan had yet been consulted upon for the Port of Whitby.
4. Overall there was support for the strategic plan.

5.2 On the basis of the outcomes recorded it is not considered necessary to change the draft Strategic Plan for Scarborough Harbour. The underlying principles are supported, however the comments received to date will be referred to when developing proposals in detail and considering the feasibility and implementation of any actions arising.

- 5.3 Furthermore, as individual actions enter the detailed development phase further consultation will be undertaken with key stakeholders to ensure activity is feasible, sustainable and appropriate.
- 5.4 To reinforce this principle and to ensure openness and transparency it is proposed officers' work with a Task Group from the Overview and Scrutiny Board in developing and ultimately delivering key elements of the Strategic Plan over the coming months. The Task Group will call upon expert and stakeholder advice and opinion to assist in interrogating proposals which come forward and ensuring the resulting activities are robust and evidence based.
- 5.5 Therefore, subject to any amendments which Cabinet consider necessary, it is proposed that the Strategic Business Plan for Scarborough Harbour be adopted as the basis for developing future projects, investment and the strategic direction of the port. That officers, working in conjunction with the Overview and Scrutiny Board Task Group and stakeholders, commence detailed development and implementation of the actions contained within the Strategic Business Plan subject to any necessary financial requirements and consents.
- 5.6 Furthermore, should Cabinet consider the process undertaken in developing and consulting upon the Strategic Plan for Scarborough successful, officers will now commence to undertake the same exercise for the Port of Whitby.

## **6.0 IMPLICATIONS**

### **6.1 Policy**

The Strategic Business Plan for Scarborough Harbour is not 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.

### **6.2 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 Cabinet as they occur and will be subject to the ongoing scrutiny of the Overview and Scrutiny Board.

### **6.3 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.

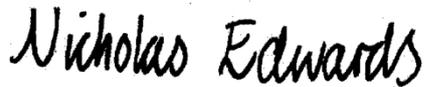
#### **6.4 Planning, Staffing, Crime and Disorder, Environmental.**

I have considered whether the following implications arise from this report and I am satisfied that there are no identified implications that will arise from this decision with regard to staffing implications, planning implications, crime and disorder or environmental implications. Actions arising from the plan, if adopted, will inevitably have implications on all of the issues however.

### **7.0 PROGRAMME**

#### 7.1 Outline programme:

Report to Cabinet	12 Sep 2017
Report to O&S Board for establishment of Task Group	13 Sep 2017
Commence detailed development and implementation activity	Oct 2017 onward



**Nick Edwards**  
**Director**

**Author: Alex Richards: Project Manager, Regeneration Services**  
Telephone No: 01723 384317  
E-mail address: alex.richards@scarborough.gov.uk

**Background Papers: Report Ref: 16/203 and Ref17/158**

IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT ANY OF THE BACKGROUND PAPERS, PLEASE CONTACT ALEX RICHARDS ON 01723 383649 OR E-MAIL [alex.richards@scarborough.gov.uk](mailto:alex.richards@scarborough.gov.uk)

## Risk Matrix

<b>Risk Ref</b>	<b>Date</b>	<b>Risk</b>	<b>Consequences</b>	<b>Mitigation</b>	<b>Current Risk Score</b>	<b>Target Score</b>	<b>Service Unit Manager/ Responsible Officer</b>	<b>Action Plan</b>
1	Sept 2017	Cabinet does not adopt the strategic business plan	<p>Actions to improve sustainability of the Harbour may be delayed.</p> <p>There will be a need to re-consult on any significant amendment to the plan.</p>	The draft plan has been widely consulted upon both during and following drafting. No significant issues have been highlighted to date	B3	A1	Alex Richards	
2	Sept 2017	Failure to deliver the objectives contained within the strategic business plan.	<p>Failure of the Harbour to maintain its position as a sustainable operational undertaking.</p> <p>Loss of stakeholder support for the plan.</p>	Significant resources allocated to delivering the plan with oversight and scrutiny being provided by OS board and Task group.	B3	B1	Project delivery team	