

	REPORT TO CABINET TO BE HELD ON 13 February 2018	
	Key Decision	No
Corporate Aims – All - People/Place/Prosperity/Council	Forward Plan Ref No Cabinet Portfolio Holder	Cllr D Bastiman, Leader of the Council

REPORT OF: Director (LD) 18/34

WARDS AFFECTED: All

SUBJECT: PRIORITY PROJECTS PLAN

RECOMMENDATION (S):

That Cabinet notes

- The significant achievements made by the Council in delivering a wide range of projects and initiatives including the opening of the new leisure village and football ground, supporting the opening of the UTC and new Coventry University Campus, delivery of major events such as the Tour de Yorkshire, the continuing success of the Open Air Theatre and the opening of the Alpacare Waterpark;
- The development of the Priority Projects Plan which sets out the list of on-going and future projects which have been identified as key priorities in delivering the Council's Corporate Plan

REASON FOR RECOMMENDATION (S):

To assist with the effective management of resources to ensure that the Council's priority projects can be delivered, on time and to budget.

HIGHLIGHTED RISKS:

Without a Priority Projects Plan in place, the Council has no strategic framework document in order to provide a focus for delivery of major projects and assist with resource planning.

1. INTRODUCTION

- 1.1 The Council's current Corporate Planning process includes the publication of a Corporate Plan, which sets out the aims and priorities of the Council for a five year period, and an Annual Report and Improvement Plan (ARIP), which sets targets for the next 12 months.
- 1.2 The Corporate Plan is the Council's key strategic planning document, which articulates the Council's overall aims and ambitions, and also serves to be a focus for setting key targets for the Council. This is a high level strategic document which sets out a long term view of the Council's aspirations for the Borough.
- 1.3 In addition to the Corporate Plan, an Annual Report and Improvement Plan (ARIP) is published, which looks back over the past 12 months, reviewing the Council's achievements. The ARIP is also a forward looking document which sets out plans for the next twelve months, and targets for all services to achieve.
- 1.4 The development of a Priority Projects Plan is designed to supplement the strategic planning process by providing an additional focus on the projects considered to be of the highest priority in making progress towards delivery of the Council's ambition of 'Towards a Prosperous Borough, with a high quality of life for all'. The Priority Projects Plan also links to the ten year Capital Strategy document and Council's Medium Term Financial Strategy.

2. CORPORATE AIMS

- 2.1 The development of the Priority Projects Plan provides an additional focus for the Council to deliver its aims of 'People, Place, Prosperity, and Council'.

3. BACKGROUND AND ISSUES

- 3.1 At a strategic level, Members and the Directors' Team need to ensure that projects are delivered and services are provided which meet the needs of the public, now and in the future, whilst operating within the budget available. Members and Directors' Team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making progress towards our vision, and aims as published in our Corporate Plan. The Council's Corporate Planning Process and Performance Management Framework assists by providing information to Members to allow both planning of services and projects, and monitoring of their delivery, to take place.
- 3.2 The Priority Projects Plan has been developed as a key document which aims to supplement the Council's Corporate Plan, and Annual Report and Improvement Plan. The Plan sets out details of the Council's key priority projects for the next two to five years, and as such provides a framework to assist the Council in delivering the priority projects which are key to achieving our ambitions.

4. CONSULTATION

- 4.1 Consultation on the Corporate Plan was been undertaken with a wide range of organisations, including North Yorkshire County Council, Parish Councils, partner organisations, and also with local residents. The Priority Projects Plan supports the delivery of the Corporate Plan aims and objectives.
- 4.2 The Priority Projects Plan has been developed through workshop events with the Council's Cabinet and key Service Unit Managers.

5. ASSESSMENT

- 5.1 The Council has a proven track record of successfully completing a wide range of projects and initiatives. This has included development of Business Parks at Scarborough and Whitby, the redevelopment of the Scarborough Open Air Theatre, major sea defence works in all areas of the Borough, the redevelopment of Woodend and more recently:
- Adoption of the new Local Plan for the Borough of Scarborough which will run until 2032 and establishes the overall planning framework for the Borough of Scarborough for the next fifteen years. It sets out where development will be allowed to happen, but also seeks to protect the Borough's much loved coast and countryside that are so important for local residents and visitors.
 - The completion of Scarborough Sports Village, which includes the new community football stadium. The stadium is a focal point within the village and the brand new home for Scarborough Athletic Football Club (SAFC) and Scarborough Ladies Football Club, as well as a community based facility for football and other sports.
 - The Scarborough University Technical College opened in September 2016 giving students a fantastic opportunity to gain practical experience in engineering and computer science whilst studying for Technical Qualifications, GCSEs and A-Levels.
 - The new Coventry University Scarborough Campus opened in September 2016. The building, which includes engineering and science labs, a mock law court and a library, is part of a £50m sports and education facility, and will be home to over 2,000 students.
 - A waterpark, Alpamare, has opened in Scarborough's North Bay, providing a major all-year round visitor attraction for the Borough.
 - Scarborough Market Hall and Vaults has been transformed through completion of a major £2.8m refurbishment project. The transformation, which has taken just under a year to complete, has created a fresh and modern 21st Century retail space for businesses, shoppers and the local community
- 5.2 Whilst this record of successfully delivering has been nationally and internationally recognised, the Council is not complacent and continues to

develop an ambitious programme of projects and initiatives for all areas of the Borough.

- 5.3 The introduction of the Priority Projects Plan seeks to strengthen the Council's Corporate and Service Planning Framework, by setting out a programme of priority projects for the next 2 to 5 years and thereafter, to provide a clear focus and to ensure that these projects are adequately resourced.
- 5.4 It should be noted that the plan is not a complete, inclusive list of every project/initiative being undertaken. The identification of projects as 'priority' is intended to provide clarity as to which projects are seen to be particularly key in delivering the Council's ambitions for the Borough and its communities. It should be noted that the Plan is intended to be a living document and will be updated on a regular basis to reflect changes to priorities, circumstances and funding opportunities which may occur over time. The projects listed in the plan are at varying stages, ie, whilst some are still being formulated, others are well developed and currently in the delivery stage.
- 5.5 The Leader and Cabinet will receive regular reports on progress of each of the Priority Projects, including through the quarterly Performance Management Framework monitoring reports which are presented to Cabinet on a quarterly basis. Other projects and initiatives will also be monitored through existing mechanisms.
- 5.6 Some examples of the Priority Projects identified in the plan are as follows:
- Redevelopment of key sites in the Borough, including the former Futurist site, delivery of the Sands project, and other areas identified for redevelopment.
 - Delivery of coastal defence works, including the Whitby Piers project, Scarborough Spa Cliff stabilisation works, flood defence and cliff stabilisation works in Filey, as well as coastal protection schemes in Runswick Bay and Robin Hoods Bay.
 - Improvements to Sports Provision, including a new sports hall in Filey, Athletics Track, tennis courts, and bowling facilities in Scarborough, and development of a 3G Sports Pitch in Whitby.
 - Improvements to Peasholm Park including essential work on the boat deck and a new multi-purpose kiosk to replace the current Buttercup Kiosk, together with essential maintenance work to the lake.
 - The construction of permanent decking over the lake at Scarborough Open Air Theatre and a 10-year deal with Live Nation Music (UK) Limited which will build the future sustainability of the venue for high profile and large scale entertainment.
 - A major project to improve the entire Scarborough South Cliff Gardens, following a successful Stage 1 bid to the Heritage Lottery Fund. The HLF have indicatively earmarked £4.7m of funding for the final Stage. This is

intended to be combined with a capital allowance for reinstatement of the Gardens behind the Spa as part of the Spa cliff stabilisation scheme, which with additional income from volunteers and increased revenue opportunities, aims to deliver a £7m scheme to improve the whole of South Cliff Gardens.

- More than £6.5 million of European Funding has been secured to support community development, business growth and enterprise along the Yorkshire Coast, with the majority of funds to be targeted at Bridlington and Scarborough. The Yorkshire Coast CLLD Programme is multi-fund grant programme which aims to:
 - support business and enterprise growth, sustainability, increase employment and increase commercial floor space (built or renovated)
 - help those furthest from the labour market move closer to employment and develop their skills and experience, including improvement to community buildings in target areas.

6. IMPLICATIONS

a) Policy

- 6.1 The Priority Projects Plan is key to setting out the Council's overall priorities.

(b) Financial

- 6.2 The delivery of the Council's Priority Projects will require investment. However, all the projects, where not already approved, will be required to be considered and approved in the line with the procedures in the Council's Constitution. The Plan links to the Council's Capital Strategy.

(c) Legal

- 6.3 There are no specific Legal Implications, however, all the projects, where not already approved, will be required to be considered and approved in the line with the procedures in the Council's Constitution.

(d) Equality and Diversity

- 6.4 An Equalities Impact Assessment has been undertaken to identify any issues arising from the Priority Projects Plan, to ensure that it supports the Council's Equality and Diversity Scheme. No issues have been identified.

(e) Communications

- 6.5 The Priority Projects Plan will be published on the Council's website and promoted through social media channels. Hard copies will be made available on request.
- 6.6 I have considered whether any staffing, planning, crime and disorder, sustainability implications arise from this report and am satisfied that there is no identified implication that will arise from this decision.

7. ACTION PLAN

- 7.1 Monitoring of the priority projects listed in the action plan will be incorporated into the Council's Performance Management Framework which includes reports which are presented to Cabinet on a quarterly basis.



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Background Papers:

Corporate Plan

IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT ANY OF THE BACKGROUND PAPERS, PLEASE CONTACT THE AUTHOR.

Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	January 2018	Whilst the Council has a Corporate Plan which articulates its overall aims and ambitions, priority projects are not identified	<p>Lack of focus on projects which are identified as key in delivering the Council's Corporate Plan.</p> <p>Service delivery not aligned to community and stakeholder shared priorities.</p> <p>Council unable to achieve its ambitions</p>	Priority Projects Plan has been developed which supplements the Corporate Plan and integrates to the Performance Management Framework	C3	A1	All	Priority Projects Plan maintained and monitored
2	January 2018	Council's Priority Projects are not aligned to Financial Strategy	<p>Resources not available for priority projects. Projects cannot be delivered.</p> <p>Use of resources not in line with priorities, potential for priorities not to be achieved</p>	New Priority Projects Plan has been developed which is aligned with the Financial Strategy	C3	A1		Priority Projects Plan maintained and monitored

Glossary of Terms

Risk

An event which may prevent the Council achieving its objectives

Consequences

The outcome if the risk materialised

Mitigation

The processes and procedures that are in place to reduce the risk

Current Risk Score

The likelihood and impact score with the current mitigation measures in place

Target Risk Score

The likelihood and impact score that the Council is aiming to achieve

Service Unit Manager

The Service Unit or Officer responsible for managing the risk

Action Plan

The proposed actions to be implemented in order to reduce the risk to the target score

Risk Scoring

Impact	5	[Hatched]				
	4	[]	[]	[Hatched]		
	3	[Shaded]	[]	[]	[Hatched]	
	2	[Shaded]	[Shaded]	[]	[]	[Hatched]
	1	[Shaded]	[Shaded]	[Shaded]	[]	[]
		A	B	C	D	E
	Likelihood					

Likelihood:

A = Very Low

B = Not Likely

C = Likely

D = Very Likely

E = Almost Certain

Impact

1 = Low

2 = Minor

3 = Medium

4 = Major

5 = Disaster