

**REPORT TO CABINET
TO BE HELD ON
16 OCTOBER 2018**

Corporate Aims: People/Place/Prosperity/Council	Key Decision	No
	Forward Plan ref	20
	Portfolio Holder	Cllr H Phillips

REPORT OF: DIRECTOR (RB) – 18/234

WARDS AFFECTED: SCARBOROUGH ALL

**SUBJECT: DEVELOPMENT OF SCARBOROUGH TOWN CENTRE
STRATEGY**

RECOMMENDATION (S):

The Cabinet is recommended to approve:

- i. the strategic framework within this report as the basis for a Scarborough Town Centre Strategy
- ii. the undertaking of public and stakeholder consultation, in conjunction with the Council's Overview and Scrutiny Board (O&S Board), to further develop and inform the strategy prior to formal adoption and implementation.

REASON FOR RECOMMENDATION(S):

To enable the Council to draft a strategy and associated action plan for Scarborough Town Centre which will provide a framework for the future direction of the town centre and which is informed by a wide range of stakeholder interests.

HIGHLIGHTED RISKS:

Failure to develop and implement a strategy for the town centre could result in a decline in the sustainability of Scarborough Town Centre.

1. INTRODUCTION

- 1.1 In order to maintain Scarborough's position as a successful and enterprising town its "town centre" must adapt to the challenges it currently faces particularly within the retail sector. This report aims to highlight a strategic

approach to assist in ensuring Scarborough positions itself to embrace and capitalise on these challenges.

2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN

2.1 The Scarborough Town Centre Strategy will supports the Corporate Aims of

- **People** – to have a safe, happy, healthy population with people who feel valued and included
- **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

3. BACKGROUND AND ISSUES

3.1 Cabinet will be aware that the face of retail is changing at an ever increasing pace. Traditional modes of shopping are being rapidly replaced by alternative methods and options and therefore the way in which people view and use town centres is too.

3.2 Far fewer people utilise town centres for retail purposes than ever before, instead people are increasingly viewing town centres as places of leisure and entertainment. This is borne out by the number of high profile department / retail store closures which have been witnessed in recent months. Nationally high street shop vacancy rates are at an all-time high. However the proliferation of coffee houses, leisure and personal services providers, restaurants and bars etc. continues to grow.

3.3 Scarborough Town Centre is no exception to this trend. Although Scarborough continues to perform well in terms of footfall and shop vacancy rates when compared to other similar seaside towns, the statistics are showing a steady decline and the sustainability of Scarborough Town Centre in the medium term is increasingly being brought into question.

3.4 The reasons for this change are relatively simple to understand i.e. in many instances online and out of town shopping is generally more convenient and often cheaper than traditional retail shopping. The solutions to ensuring that town centres remain sustainable and vibrant in the future are considerably more complex. If Scarborough is to maintain a successful Town Centre then the Borough Council must make a concerted effort to adapt to these changes by working together with all stakeholders and the community at large.

3.5 As an initial step the Regeneration Services team, in conjunction with other services within the Council have undertaken a comprehensive review of town centre strategies from other local authority areas, of central government policy and the latest thinking from independent retail consultants and think tanks.

3.6 Some initial consultation has also taken place with local business owners and operators and a number of local landlords to obtain their views on the future direction and role of Scarborough Town Centre.

- 3.7 From this work an outline strategic approach was drafted and was presented to O&S Board on the 12 September 2018 Report Ref 18206: (a copy of the Extract Minute of the Board can be found at Appendix B)
- 3.8 O&S Board endorsed the outline Scarborough Town Centre Strategy and undertook to assist officers with a consultative evidence gathering session to help inform the further development of the strategy prior to a final draft being prepared and presented to Cabinet for adoption and implementation.
- 3.9 Subject to the further comments, input and approval of Cabinet it is proposed therefore that the following strategic plan be utilised as the basis for this consultation activity.
- 3.10 It is stressed that this document is still in its formative stages and may require considerable refinement before it can be adopted. Furthermore the document is purposefully brief, however it is intended to provide the commitment and strategic intent of the Council and act as a building block for more detailed plans and interventions to be developed and implemented.
- 3.11 **A Strategy for Scarborough Town Centre (outline draft)**

Introduction

Successful 21st century towns need to be vibrant active spaces that are relevant to the whole community. In Scarborough that includes the millions of visitors who pass through our borough every year.

Scarborough is not a typical town by many measures, in comparison to other coastal towns we enjoy significantly greater footfall and visitor's numbers and are less seasonal than many. This is largely due to the fact that we have so much to offer throughout the calendar year, from the coastline to culture, heritage, retail, leisure and entertainment and a year round events and festivals programme.

Unlike many other towns Scarborough "Town Centre" is only one element of what Scarborough has to offer. If the Town Centre is to thrive it needs to be more relevant and attractive to those who visit and use the town for other reasons.

The town centre needs to become a thriving hub with something to offer across all generations and demographics and for both the local community and visitors.

Our Vision:

Scarborough Town Centre will re-align itself for the 21st century to become a hub of leisure, learning and living by building on its rich heritage, culture and traditional retail and leisure offer. It will become a national exemplar through dynamic, welcoming and customer / community focussed activity and intervention. This will be measured by footfall, vacancy rates, levels of investment, new business start-ups, stakeholder involvement and customer satisfaction.

Strategic Objectives:

To build the success of Scarborough Town Centre as a vibrant, mixed use centre for all stakeholders, investors and the community we aim to:

1. Be the best performing Coastal Town Centre in England by 2025 and the primary economic hub for retail, leisure, learning and living within the Yorkshire Coast Area.
2. Increase residential living within our town centre by 25% by 2025
3. Work together with public and private property owners and agencies to ensure the built environment and infrastructure exceeds the expectations of our customers and community by 2025.

The Focus of our activity

1. Making the town a mixed use environment:

Encouraging a diverse offer within the Town Centre through festivals and events, incentives, planning, licensing and regulation and building on the cultural and heritage assets by:

- Rebranding the town as a socio - economic hub for the Borough offering the full range of public and private sector services.
- Utilising vacant premises for alternative activity and entrepreneurship i.e. pop up shops, office and residential space, leisure, creative and cultural activity.
- Working with partners to acquire and develop town centre property in line with the strategy for residential and alternative use.
- Ensuring policy is aligned and supports changes in town centre activity including:
 - A planning policy that supports and actively encourages change of use within the Town Centre.
 - Targeted rate relief / business support for certain sectors / start-ups within the town centre.
 - Reviewing of parking fees and provision and transport routes into and out of the town centre.
- Establishing a comprehensive programme of festival and events in support of town centre activity and maximise footfall.
- Encouraging specialist and evening activities which contribute positively to the economic and social wellbeing of the community providing access to affordable quality goods which also compliments mainstream retailing.

2. An inviting public realm we can be proud of:

We will work to deliver interventions which will:

- Clearly redefine the Town Centre parameters giving a focus for investment and activity.
- Physically improve and make best use of our heritage assets by encouraging property owners to maintain, improve / reinstate shop fronts and premises in keeping with the historic nature / high quality image of the town
- Ensure accessibility to all
- Invest and improve the public realm infrastructure and streetscape
- Make the most of empty premises and encouraging alternative uses through incentives to landlords
- Provide a clean and safe environment for all

3. Developing a University Town

Building on the growing student population generated by the expansion of Coventry University, the provision of the UTC and Scarborough Tech we will:

- Work with the FE and HE providers to establish student living accommodation in the town centre and to grow the student population
- Work to meet the needs of a student population who will in turn generate footfall and income outside of the traditional operating limits.
- Provide space within the town centre for accommodation, study and social interaction whilst creating a town centre experience that will attract students including pubs, bars, live music venues and sports and leisure facilities.

4. Night Time Economy

Encouraging a more diverse evening economy that appeals to a wider range of ages and interests and increase the number of people using the Town Centre during the early evening by working with partner agencies to:

- Encourage diversification, balance of uses and types of establishments
- Develop the transition process from day to night time economies
- Make use of legislative tools and powers, including the CIZ to shape activity, improve quality and responsible activity of businesses
- Develop a programme of night time economy events

5. Introduce SMART town centre infrastructure

By capitalising and investing in the existing high speed broadband network we will work to:

- Establish a SMART town centre through the use of 4G wifi (5G may be possible in time) technology providing up to date information on everything happening within the town through one virtual platform.
- Establish the provision of electric vehicle charging infrastructure

6. Build our identity, image and brand

Establishing a coherent and collaborative marketing and promotional platform for the town by:

- Creating a common marketing hub providing pathways to everything the town has to offer and bringing together the retail, leisure, tourism, cultural, heritage and community through one gateway.

7. Establish a collaborative and Supportive Town Centre community

To establish a culture which will:

- Create a Town Centre Commission with a Town Centre Champion providing a leadership and ambassadorial role for the Town.
- Be flexible, welcoming and supportive of entrepreneurs and inward investment.
- Recognise the needs of customers and the wider community and place them at the forefront of what we do.
- Clearly identify roles and responsibilities and the timeframe for action and delivery and; to secure effective working between the public and private sectors.

4. CONSULTATION

- 4.1 In order for the Town Centre Strategy to be fully informed, effective and implementable it is recognised that the widest range of stakeholder views be gathered and considered prior to the drafting of the final strategy for adoption by Council.
- 4.2 To this end, and in line with the resolution of O&S Board (Rep Ref: 18/206) the Council's Community Regeneration team, Democratic Services team, the Portfolio Holder for Transformation and the Chair of O&S Board are working to develop a comprehensive consultation plan. Subject to the approval of Cabinet the plan aims to:

- ensure the development of the Scarborough Town Centre Strategy and associated Action Plan in line with community and stakeholder opinion and vision.
- ensure that local residents, stakeholder and community groups feel ownership of the future direction of Scarborough Town Centre.
- promote and reinforce a culture of developing initiatives ‘with’ communities rather than ‘for’ them.

4.3 In order to achieve this it is proposed that active and extensive consultation and engagement with different communities be undertaken. This will be undertaken through the usual established channels, i.e. through the Councils website and social media and through engagement with the residents and business panels; however it is also proposed to hold two ‘Community Engagement Evenings’ during November and December 2018.

The first event, will be for invited stakeholders and groups with a specific interest in the development and future of Scarborough Town Centre including landlords, traders and retailers, other agencies i.e. Emergency Services, NYCC etc. Civic Society, Creative Sector and business community etc.

The second event will be open to the wider community including the general public, and community groups.

Each of the Engagement events will include interactive feedback session to draw out the major themes and priorities discussed and inform the strategy and action plan.

In addition and in order to ensure the Council reach the widest range of stakeholders, particularly those who don’t typically engage in such consultation activity it is also proposed that ‘on the road’ consultation be undertaken with our hardest to reach stakeholders. Using existing community group contacts the Senior Community Regeneration Team will take the consultation activity out to community and neighbourhood groups including:

- Neighbourhood and residents’ associations
- Parents and toddler groups
- Winkler services (representing Eastern European Migrants)
- Disablement Action Group
- Young People and University Students

4.3 O&S Board will assist in the planning, facilitation and subsequent reporting of the outcomes of this consultation activity.

5. ASSESSMENT

5.1 Subject to the approval of Cabinet, officers will use this strategic outline as the basis of a Scarborough Town Centre Strategy and undertake further and wider consultation community and wider stakeholders to seek their views.

5.2 Subject to the outcome of this consultation a further draft of the strategy will be compiled including a comprehensive and accompanying action plan. This will be presented to O&S Board for their further comment prior to the document being taken to Cabinet and Council for approval and adoption.

6. IMPLICATIONS

6.1 Policy

Subject to further consultation and the approval of Cabinet and Full Council it is envisaged the strategy will be adopted as Council Policy

6.2 Legal, Financial, Equalities and Diversity, Staffing, Planning, Crime and Disorder, Health and Safety, and Environmental implications

I have considered whether the above listed implications arise from this report and am satisfied that there are no identified implications

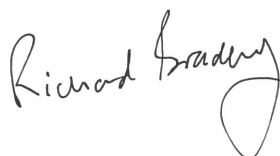
6.3 **Communications** – this report is being publicised through via the Council's Cabinet webpage

(a) Risk

6.4 The risks are set out in Appendix A

7. ACTION PLAN

September 2018	O&S Board scrutinise outline strategy
October 2018	Outline Strategy to Cabinet for approval to undertake consultation
October 2018 - January 2019	Stakeholder consultation Report back to O&S Board
February 2019	Adoption of Strategy Cabinet and Council



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Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	02/10/18	Cabinet do not approve development of Strategy for Scarborough Town Centre	Possible unsustainable decline of Scarborough Town Centre	This report	C3	B2	AR Regeneration Services	Develop and Deliver Strategy
2	02/10/18	Cabinet do not approve consultation plan as proposed	Town Centre Strategy may not be comprehensive in addressing key stakeholder interest and therefore be inadequate in delivering necessary strategic direction	Proposed consultation activity	C3	B2	AR Regeneration Services	Develop and Deliver Strategy

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
Corporate Objectives	An assessment of the Corporate Objectives that are affected by the risk identified.
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					
	4					
	3					
	2					
	1					
		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