

**REPORT TO CABINET  
TO BE HELD ON  
12 MARCH 2019**

<b>Corporate Aims:</b>  <b>People/Place/Prosperity</b>	<b>Key Decision</b>	<b>No</b>
	<b>Forward Plan ref</b>	<b>13</b>
	<b>Portfolio Holder for Transformation</b>	<b>Cllr Heather Phillips</b>

**REPORT OF: DIRECTOR (RB) - 19/061**

**WARDS AFFECTED: WARDS IN SCARBOROUGH**

**SUBJECT: SCARBOROUGH TOWN CENTRE STRATEGY AND ACTION  
PLAN - REPORT OF OVERVIEW AND SCRUTINY TASK AND  
FINISH GROUP**

**RECOMMENDATION (S):**

The Cabinet is asked to approve the following recommendations made by the Overview & Scrutiny (O&S) Board to:

- i. Note the report and findings of the O&S Scarborough Town Centre Strategy 'Task & Finish' Group;
- ii. Note the innovative consultative work undertaken (Appendix 2a);
- iii. Adopt the proposed Scarborough Town Centre Strategy and incorporated Action Plan (Appendix 1);
- iv. Support the proposed bid to the Future High Streets Fund;
- v. Thank those involved in the work; and
- vi. Note that a Town Centre monitoring report in six or so months (late 2019) may be considered by O&S.

**REASON FOR RECOMMENDATION(S):**

To ensure that the main vision (aim) of the review work 'to support development of the Scarborough Town Centre Strategy for promoting a sustainable, buoyant town centre' has resulted in an dynamic Action Plan with visible 'real world' outcomes, supported by, and involving, partners and underpinned by funding potential.

**HIGHLIGHTED RISKS:**

In the current climate of high street challenges nationally, not developing a long-term Strategy and effective Action Plan could damage the future potential of the Town Centre and have a wider negative local impact. Businesses and communities have responded positively to consultation events with numerous ideas and are keen to support and collectively work on delivering strategic aims so not going forward would undermine local confidence. Delivery of the Action Plan in full is subject to securing significant funding

from the national Future High Streets Fund. Some alternative funding opportunities have been identified and more may need to be considered.

## 1. INTRODUCTION

- 1.1 In 2018, the Regeneration Services Team developed a draft Scarborough Town Centre [Strategy](#), with seven key change themes, which was supported by the Overview & Scrutiny (O&S) Board on 12 September 2018 and then endorsed by Cabinet on 16 October 2018. The Strategy also aligned well with national review recommendations, e.g. finely defined town centres.
- 1.2 Cabinet also agreed proposals for wide-reaching public consultation on the proposed Strategy led by O&S ('task and finish' group). This recognised that it was essential to ensure that not only did local people and businesses have an opportunity to comment on the proposed themes and put forward their ideas but most importantly support whatever was agreed to be taken forward.
- 1.3 The consultation exercises formed a key focus of the O&S Scarborough Town Centre 'Task & Finish' Group's work which reviewed the proposed themes against consultation feedback.
- 1.4 **The Review Membership** was Cllrs Godfrey Allanson, Janet Jefferson, Tony Randerson, Phil Trumper and David Jeffels who acted as Chair. Cllr Mark Vesey also attended all meetings as an interested member and the O&S Chair, Cllr Liz Colling, also took part in a meeting.
- 1.5 Cllr Heather Phillips was invited to meetings to give her perspective as the Cabinet Member with responsibility for the Town Centre. The Commercial Director, Richard Bradley; Alex Richards, Regeneration Services Manager; and Matthew Joseph, Senior Community Regeneration Officer attended all meetings and provided high quality support.
- 1.6 **The Terms of Reference** (TOR) agreed by the O&S Board were:
1. *Consider common themes/findings emerging from public consultation*
  2. *Seek any further views/evidence (if required) from specific key stakeholders*
  3. *Identify innovation/consider benchmarking from other comparable towns*
  4. *Confirm the value of the original themes in delivering the Strategy vision*
  5. *Identify any gaps in delivering the Strategy aims, e.g. funding*
  6. *Make recommendations (including 'quick actions' and an outline Action Plan) to Cabinet*
- 1.7 **The proposed strategic themes** were:
1. *Making the town a mixed use environment*
  2. *An inviting public realm we can be proud of*
  3. *Developing a University Town*
  4. *Night Time Economy*
  5. *Introduce SMART town centre infrastructure*
  6. *Build our identity, image and brand*
  7. *Establish a collaborative and Supportive Town Centre community*
- 1.8 The full Strategy is attached at **Appendix 1** (with Action Plan incorporated).

## 2. CORPORATE AIMS

2.1 The following corporate aims will be promoted through the proposed Strategy and Action Plan:

- 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 National reviews of high streets and town centres in recent years e.g. [Grimsey review of high streets](#), [Timpson review of high streets](#) have recognised the pressures and challenges faced by local businesses and communities, e.g. closure of major retail brands against increasing out-of-town and online shopping. The Housing, Communities and Local Government Committee has also just published its [High Streets and Town Centres in 2030 report](#).

3.2 The reviews have looked at the underlying issues and how some failing towns have dramatically turned their fortunes around with innovative ideas and changing from a retail reliance to towns with a greater mix of 'things to do' and opportunities on offer for everyone (residents, visitors, workers and students).

3.3 Scarborough Town Centre is performing better than comparable 'neighbours' such as other coastal towns of a similar size with high numbers of visitors and relatively good spend. However, there are still issues of shop closures and the option of 'doing nothing' will not maximise opportunities to achieve the strategic aim of becoming the 'heart of' / leading visitor economy for the Yorkshire Coast by 2025 and boosting residential occupancy of empty town centre properties (reoccurring comment throughout the review).

## 4. CONSULTATION

4.1 **Consultation** on the proposed strategic themes was innovative with two stakeholder/public events held at the Royal Hotel in late 2018. These attracted over 150 people from the private, public and voluntary/community sectors including special interest groups and local residents. Review members, the portfolio holder, O&S Chair plus other members also attended.

4.2 The participants were given an overview of current successes, challenges and proposed themes. Their input was sought through round table discussions with numerous ideas scribbled on notice boards. There was considerable enthusiasm recognising that action was needed now and that work needed to be taken forward in partnership.

4.3 There was universal support for the seven strategic themes and a number of other strategic/delivery ideas were put forward. One of the main additional suggestions was to have a Town Centre Manager.

4.4 In addition to these events, officers and some members met remaining business and community groups, e.g. students, disability representatives,

chamber of trade and small businesses and the civic society. Further ideas were suggested although these mainly mirrored input from the public events.

- 4.5 The summary consultation responses report is attached at **Appendix 2(a)**. A full list of all individual comments made is attached at **Appendix 2(b)**. The Scarborough Business Ambassadors commented during the consultation and sent a detailed document (**Appendix 2(c)**) following the last meeting of the Task and Finish Group.

## 5. ASSESSMENT

- 5.1 **A draft Action Plan** was developed from the strategic and consultative work. This contains 16 practical actions for a range of activities/projects as part of the whole strategic programme. A number of actions are proposed to be achieved in the short-term ('quick wins' which members were keen on to ensure so people could see visible progress) whilst others may involve more medium/longer-term work. The Action Plan is dynamic so may evolve over time as new challenges and opportunities arise.
- 5.2 Some actions cut across more than one strategic theme with some actions covering all themes. There are also links to other strategic work, e.g. the Harbour and Homelessness. The actions covered a diverse range of innovation from clean, safe, brighter green/open spaces, to promoting events and festivals, creating a town square focus and a cultural quarter and technology 'hub' to support new businesses as well as some funding for small businesses and modern practical tools such as free wi-fi and use of information to provide 'real-time' local information to people, e.g. events and weather alerts.
- 5.3 An important element is the proposed creation of a representative partnership body of all sectors which will lead on delivering the Action Plan supported by the proposed Town Centre Delivery Manager who would co-ordinate action. Actions would be delivered in partnership usually with a 'lead' partner for each action and some actions would also be directly at 'ground-level', i.e. seeking the involvement of local residents and businesses.
- 5.4 Although not explicitly referred to in the Action Plan, it is hoped that, in due course, effective outcomes could be considered for adapting in the towns of Whitby and Filey to support their future opportunities.
- 5.5 The proposed Action Plan is attached at **Appendix 1** (alongside the Strategy).
- 5.6 **Funding and other resource** will be central to supporting delivery of the proposed Action Plan. The Government recently created a national '[Future High Streets Fund](#)' (£675million) with first stage 'expressions of interest' sought by the end of 22 March 2019. Since the Fund was announced, Regeneration officers have taken a recent opportunity to meet Fund administrators at a regional event in York to learn more about the funding detail. For successful first stage bidders, detailed second stage bids will need to be submitted by the end of spring 2020 (some bids will be considered earlier). Although second stage bidders may be offered some revenue funding to develop their detailed bids, final capital funding etc. will not be awarded until after spring 2020. The presentation for the regional event is attached at **Appendix 3**.

- 5.7 Review members recognised that the proposed Strategy and Action Plan for a dynamic and diverse town centre, underpinned by innovative engagement and ongoing involvement with all sectors including businesses, community groups and residents, stood an excellent chance of funding success and needed to be fully supported. The Action Plan includes smaller funding opportunities too for specific elements such as cleaner and healthier places. The funding bid will include indicative costings across the Action Plan.
- 5.8 **Next steps** following Cabinet's consideration, and subject to Cabinet approval, would be to commence with the Action Plan including submitting a first stage application for funding from the Future High Streets Fund. Note - the final Strategy and Action Plan will be submitted to Council in May 2019.
- 5.9 A progress report would be considered by O&S in six months (late 2019).

## **6. IMPLICATIONS**

### **6.1 Policy**

The final adopted Strategy (supported by the Action Plan) will become Council policy.

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

- 6.2.1 I have considered whether the above listed implications arise from this report and am satisfied that there are no identified implications other than the comments noted below and in the policy section above.
- 6.2.2 There are no direct legal issues arising from this report but legal advice will be sought as appropriate on funding bids, the proposed partnership delivery body and any other areas with potential legal issues.
- 6.2.3 Revenue and other funding will be mainly sought through the Future High Streets Fund. The funding bid will include detailed assessment of costings across the Action Plan. Other funding opportunities may include the Local Enterprise Partnership etc. There is currently no direct funding sought from the Council (or delivery partners) or impact upon staffing resource but this is subject to sufficient funding being secured, e.g. for resourcing of the proposed Town Centre Delivery Manager.
- 6.2.4 Robust inclusive consultation has taken place using various techniques such as public events and meetings with specific groups, e.g. students, older people and disability representatives. Any specific actions/activities which may require detailed equalities and diversity consideration will be undertaken as appropriate.

### **6.3 Communications**

The Town Centre Strategy work and public consultation events were well advertised through local media. Contact details for interested people were collected in order to keep them updated of progress etc. The Portfolio Holder and lead officer did a feature in the local paper. The proposals in this report will be publicised through the Council's website by reporting both to the O&S Board and to the Cabinet. Effective communications will be pursued through

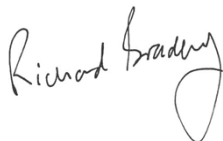
the lifetime of the Action Plan reported progress to members, partners and local people.

#### 6.4 Risk Management

The risks referred to in the 'highlighted risks' section are set out in the Risk Matrix below.

### 7. ACTION PLAN

March 2019	Subject to Cabinet approval, commence with the strategic Action Plan (Appendix 2) and submit a first stage 'expression of interest' bid to the Future High Streets Fund.
Ongoing	Work with delivery partners (proposed Town Centre Delivery Team with co-ordination by the proposed Town Centre Delivery Manager) including funding opportunities to deliver the strategic Action Plan.
Ongoing	Keep under review the strategic Action Plan and 'real world' challenges and opportunities, i.e. ensure that actions remain relevant / adapt as necessary subject to any necessary approvals.
May 2019	Submit to Council
Late 2019 (six months or so after March 2019)	Progress report to O&S Board
Late 2019 / April 2020	Subject to success at the first stage to submit the detailed second stage bid to the Future High Streets Fund.



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**Commercial Director**

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## 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	01/03/19	Not developing a long-term Strategy and effective Action Plan.	In the current climate of high street challenges nationally, could damage the future potential of the Town Centre and have a wider negative local impact.	To pursue delivery of the strategic Action Plan with delivery partners including seeking successful funding and other opportunities.	B2	A1	AR Regeneration Services	Develop and Deliver Strategy
2	01/03/19	Undermining local confidence.	Damage the future potential of the Town Centre and have a wider negative local impact including reputational damage.	Businesses and communities have responded positively to consultation events with numerous ideas and are keen to support and collectively work on delivering strategic aims, i.e. work in partnership to deliver the strategic Action Plan and any opportunities.	B2	A1	AR Regeneration Services	Develop and Deliver Strategy
3	01/03/19	Future High Streets Fund bid not successful.	Funding shortfall for delivering the Action Plan in full.	Submit robust properly costed bid to Future High Streets Fund. Some alternative funding opportunities have been identified and more may need to be considered.	C3	B2	AR Regeneration Services	Develop and Deliver Strategy underpinned by sourcing a range of funding opportunities.

## 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