

SCARBOROUGH TOWN DEAL BOARD

DATE: MONDAY 14TH FEBRUARY 2022

TIME: 15:00PM UNTIL 17:30PM

VENUE: VIA ZOOM VIDEO CONFERENCE

Join Zoom Meeting

<https://us06web.zoom.us/j/82846711860>

Meeting ID: 828 4671 1860

Passcode: 700804

AGENDA PACK

1. APOLOGIES

- Rosemary Du Rose, Beyond Housing
- Jackie Mathers, Coventry University

2. DECLARATIONS OF INTEREST

3. MINUTES OF LAST MEETING (ATTACHED) AND MATTERS ARISING

4. FABLAB+ (PAPERS ATTACHED) – CHRIS BOURNE | SBC

5. STATION GATEWAY (PAPERS ATTACHED) – CHRIS BOURNE | SBC

6. SCARBOROUGH FAIR (PAPERS ATTACHED) – JANET DEACON | SBC

7. SCARBOROUGH WALKING AND CYCLING CINDER TRACK (PAPERS ATTACHED) – LOUISE NEALE | NYCC

8. SCARBOROUGH NATURE TOURISM (WILD EYE) (PAPERS ATTACHED) – DARREN TIFFNEY | YWT

9. SCARBOROUGH HARBOUR/WEST PIER (PAPERS TO FOLLOW) – HELEN JACKSON | SBC

10. TOWNS FUND PROGRAMME UPDATE – HELEN JACKSON | SBC

11. DATE OF NEXT MEETING

- TBC

SCARBOROUGH TOWN DEAL BOARD

THURSDAY 16TH DECEMBER 2021

9:30AM VIA ZOOM VIDEO CONFERENCING

DRAFT MINUTES

IN ATTENDANCE

Chair David Kerfoot MBE DL DK Kerfoot Group CS	Jackie Mathers JM Coventry University
Vice Chair James Farrar JF YNY LEP	Lee Kilgour LK Scarborough UTC
Marc Cole MC SBC	Mark Williamson MW English Heritage
Alex Richards AR SBC	Billa Duggal BD SBC
Cllr Steve Siddons SS SBC	David Price DP Agenda Item 5 Sohoco
Helen Jackson HJ SBC	Graham Ratcliffe GR Agenda Item 5 Northern Regeneration
Richard Flinton RF NYCC	Kerry Levitt KL SBC
James Goodall JG Scarborough Town Centre Team	Leigh Brand LB SBC
Liz Small LS NYCC	Kelly Rose KR SBC
Steve Bromham SB Save 9	Carl Gavaghan CG SBC
Rosemary Du Rose RDR Beyond Housing	Ellis Cooper EC Minutes SBC
Richard Grunwell RG Scarborough Business Ambassadors	

1. APOLOGIES

- Mike Greene, Scarborough Borough Council
- Clare Harrigan, Beyond Housing
- David Stone, CAVACA
- Trica Kane, MHCLG
- Robert Goodwill, MP

2. DECLARATION OF INTERESTS

None.

3. MINUTES OF LAST MEETING AND MATTERS ARISING

3.1. Minutes of the meeting held on 4th October 2021 as a true record

3.2. DK reiterated to the board they need to ensure their Register of Interest Forms to be returned.

4. STATION GATEWAY UPDATE

4.1. AR presented to the board an update on the Station Gateway project and what the intended plan for the area. MC stated that this is a transformational project and can be delivered with the relevant funding.

4.2. RF sees the project to have potential to make a difference to Scarborough and that NYCC are pleased to help with the transport levelling up bid.

4.3. DK expressed support of the project and the positivity of Transpennine Express being invested.

5. GREEN CONSTRUCTION SKILLS VILLAGE

5.1. DP presented the full business case for the Green Construction Skills Village (GCSV). GR discussed the financial situation of GCSV, the funding already secured and the strength of support from local businesses.

5.2. SS and JF expressed their support of the scheme.

5.3. RF stated that the delivery of the skills programme is essential in Scarborough and the benefits outweigh the financial sustainability risk which will always be present with training provision.

5.4. DK proposed that the Board support the GCSV project and recommend the submission to DLUHC. The Board unanimously agreed to support the FBC for the GCSV and the submission of the Summary Document to DLUHC.

6. TOWNS FUND PROGRAMME UPDATE

6.1. HJ presented a brief update on the status of all Scarborough Towns Fund projects. Progress of the Full Business Cases (FBC) is being monitored by the programme team with most projects being ready for submission for the March 2022 deadline.

6.2. JF queried if the announcement regarding Yorkshire County Cricket club will impact the FBC of Scarborough Cricket Club (SCC). HJ confirmed that there is no concern relating to SCC.

6.3. RF questioned the amber status of the Scarborough Fair project being too generous. HJ stated that due to the amount of work already been conducted the project has been given amber status. However, the right option needs to be picked for delivery. A meeting is due to take place this week and following, a paper will be going to the delivery board for discussion.

7. A.O.B

7.1. DK stated that he is talking to Mike Greene about new membership for the Board to introduce a greater skill diversity.

8. DATE OF NEXT MEETING

8.1. 14th February at 3PM via Zoom

DRAFT

Item 4

Scarborough Town Deal Board

Fab Lab+ Business Case Summary

1 PURPOSE OF THE REPORT

- 1.1 This report presents the Business Case for FabLab+ to the Scarborough Town Deal Board. The Board should consider whether to support the acceptance of the Business Case and the submission of the Summary Document to the Department of Levelling Up, Housing and Communities or recommend that further work is required before the Business Case is accepted.

2 BACKGROUND

- 2.1 Fablab+ will create a skills and innovation centre in Scarborough town centre that will drive new commercial activity and provide opportunities for local people and businesses to develop skills and capabilities in areas such as robotics, 3D modelling and cyber security. The aspiration is for the Fablab+ to be housed on the site of the old Comet building which forms part of the Station Gateway project. Fablab+ has a Towns Fund allocation of £1.4million and delivery will be project managed by SBC.
- 2.2 The cyber focused facilities present the potential for Scarborough to secure a strategic role in driving cyber resilience in the UK economy. Our key stakeholders presence Anglo American and GCHQ are already based in Scarborough. The relevance would benefit large manufacturing and food processing companies would also benefit from having cyber security in the area.

3 PROJECT APPRAISAL

Summary of findings

- 3.1 The Business Case has been appraised by SBC and has been accepted acknowledging that the preferred option requires additional funding to be secured.
- 3.2 Investing in Fablab+ presents opportunities to revitalise the town centre enabling commercial uses to shift from tourism to more innovation, skill development and entrepreneurship supporting the local economy and cultural diversification in the Scarborough Town Centre.
- 3.3 To redevelop and repurpose under used buildings within the Station Gateway area, for commercial use driving land value up and encouraging new enterprises to use high quality and sustainable commercial space.

- 3.4 Strategic Case – Fablab+ will address social-economic challenges facing the town including dependency on season, low skilled employment opportunities low qualifications and poor digital connectivity. A range of outcomes are expected from the scheme including: increased numbers of the working-age population completing certified technical training courses and qualifications/apprenticeships; the number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces; increased footfall; the delivery of entry level digital skills support and community and STEM engagement undertaken..
- 3.5 FabLab+ will be instrumental in addressing a range of policy priorities and objectives at the national, regional and local levels. At the local level, the scheme supports multiple objectives stated in SBC’s Local Plan, Town Centre Strategy and Building a Better Borough by supporting the growth and diversification of the economic base, investing in improving the skills and educational attainment of the local population and workforce and supporting the delivery of the Scarborough Cybersecurity Cluster Strategy.
- 3.6 Economic Case – the preferred option options delivers a good Benefit-Cost Ratio of 2.48. The Scheme will also provide significant non-monetised benefits which provide potential benefits to the local economy and community over the long-term.
- 3.7 Commercial Case - Scarborough Borough Council will lead the delivery of Fablab+. The preferred option of SBC is a design and build contract to deliver this project. This is because
- This shows SBC will be solely responsible for delivering the project
 - It will provide greater certainty of the budget
 - The contractor can commence the works more quickly
 - The involvement of builder in the design results in the project having greater buildability.
- 3.8 On completion of the new facility it is proposed that SBC will enter into a lease with a private operator with the resources to deliver the project outcomes. A Service Level Agreement will be agreed to ensure delivery of the outputs and outcomes.
- 3.9 The Financial Case - The capital cost are estimated by Aecom’s quality surveyors based on stage 2 design by 5plus architects. On this basis and including site acquisition costs, the current capital cost estimated for Fablab+ is £6,939,344 this takes into account inflation. The whole life cost for Fablab+ based on the BCIS benchmark for comparable schemes, resulting in an average cost £84.89 per m2 annum for maintenance, renewal, operation and utilities, applied gross internal area for Fablab+. The funding model identifies a contribution from Leveling Up Funds to make the project affordable. If the additional funding is not secured then an alternative approach will be implemented to accommodate the project in the existing Comet retail space
- 3.10 The Management Case - SBC has an experienced internal team who will deliver the Fablab+ project. The Council has over seen various design and build projects which has been successfully completed.

4 RECOMMENDATIONS

- 4.1 The board is requested to consider supporting the Business Case for FabLab+ and this report recommends that:
- 1) The board endorses the Business Case for Fablab+ subject to
 - I. Securing additional funding to deliver the preferred option
 - II. Ensure that the project is compliant with subsidy control and procurement rules.

- 2) That the Summary Document is prepared and Scarborough Towns Deal Board Chair signs the document on behalf of the Scarborough Towns Deal Board;
- 3) Support submission of the Summary Document to Department of Levelling Up, Housing and Communities.

5 ADDITIONAL INFORMATION

5.1 Fablab+ Business Case

Item 5

Scarborough Town Deal Board

Station Gateway Phase 1A Public Realm Business Case Summary

1 PURPOSE OF THE REPORT

- 1.1 This report presents the Business Case (BC) for Station Gateway Phase 1a Public Realm to The Scarborough Towns Deal Board. The Board should consider whether to support the acceptance of the BC and the submission of the Summary Document to the Department of Levelling Up, Housing and Communities or recommend that further work is required before the BC is accepted.

2 BACKGROUND

- 2.1 Station Gateway is the largest regeneration scheme in the current Town Deal portfolio and aims to create a high quality gateway for Scarborough Town centre, as well as contributing to the economic and environmental prospects of the town. The aspirations for the project include the creation of public space, the redevelopment of the station and surrounding buildings and improvements to transport infrastructure. Due to the large and complex nature of the project it has been split into phases. £6.68m of Towns Fund grant allocation will deliver Phase 1A which consists of 15,000 sqm of new and enhanced public realm and highway improvements to the Scarborough Railway Station area.
- 2.2 This Business Case focuses on Phase 1A. Further analysis on the wider Scarborough Station Gateway Programme is presented, demonstrating the full extent of the regeneration programme and the potential that Phase 1A could generate in enabling the other phases of this programme.

3 PROJECT APPRAISAL

- 3.1 This Business Case has been appraised by Scarborough Borough Council (SBC) and is recommended to be accepted. This project scope has been adjusted since the confirmation documents and the Towns Fund is now focused on the Phase 1A Public Realm.
- 3.2 The Strategic Case identifies there are significant areas of deprivation in the local area and a decline in footfall in Scarborough town center, and disconnect between tourist areas of the town and main retail core. Investing in the scheme presents opportunities to enhance the heritage value of the station building and contribute to the appeal of Scarborough as a tourist destination and attracting new residents to the area.
- 3.3 The Project contributes towards the Town Investment Plan by improving connection between Station and the Harbour driving the pedestrian flow to the town centre.

- 3.4 The Scarborough Station Gateway project will be instrumental in addressing a range of policy priorities and objectives at the national, regional and local levels. At the local level, the scheme supports multiple objectives stated in SBC's Local Plan, Town Centre Strategy and Building a Better Borough by creating an inviting arrival square and civic space around the station, enabling the diversification of the economic base and vitality of the town centre, and future phases will contribute to the borough's housing needs. It will also promote sustainable modes of transport which in turn will improve accessibility and connectivity in the town and generate other benefits in terms of greenhouse gas emissions, air quality and physical activity
- 3.5. Economic costs - Green book compliant method is used and shows a fair value for money for this type of scheme. This initial phase will act as a catalyst for a wider regeneration economic growth.
- 3.6 Commercial Case - Delivery of Phase 1A – Public Realm is the responsibility of Scarborough Borough Council. The project will be led by SBC in conjunction with project partners' NYCC, Network Rail and Transpennine. Capital works will be procured in compliance with public procurement rules. A formal tender will be released through a suitable framework for traditional design and build.
- 3.7. Financial Case - On this basis, cost estimates stand at £5,806,000 for Phase 1A – Public Realm Phase 1A – Public Realm will be entirely funded through the Towns Fund and as such is shown to be affordable. To reflect the early stages of the project design and risk associated with the scheme, a level contingency has been for changes in the scope and design which ranges from 10% - 21.2% depending on each phase of the development. Inflation has been added due to construction cost, fees, and profit for each phase project applying the latest RICS, BICS, along with Tender Price Inflation data.

A separate Towns Fund allocation of £874,000 has been identified as a contribution towards as the redevelopment of the Comet building which includes the FabLab+ project.

- 3.8 Management Case - Scarborough Borough Council will be lead responsible body for Station Gateway delivery. SBC will use a well-tested delivery and project management arrangements. Which has been used on other major projects and have earned the Council Best team service of the year 2021 in the Housing, Construction and Building Service Category. Other organisations will play important roles in the delivery of the scheme; our project partners will include Network Rail, TPE and North Yorkshire County Council.

4 RECOMMENDATIONS

- 4.1 The board is requested to consider supporting the BC for Station Gateway 1A Public Realm. This report recommends that:
- 1) The Board support the proposed Project Adjustment which focuses the Towns Fund allocation to the Public Realm and Comet building contribution.
 - 2) The Board endorses the Business Case for Station Gateway
 - 3) That the Summary Document is prepared and Scarborough Town Deal Board Chair signs the document on behalf of the Scarborough Town Deal Board;
 - 4) Support submission of the Summary Document to Department of Levelling Up, Housing and Communities.

5 ADDITIONAL INFORMATION

- 5.1 Station Gateway Business Case

Item 6

Scarborough Town Deal Board

Scarborough Fair Business Case Summary

1 PURPOSE OF THE REPORT

- 1.1 This report presents the Business Case for Scarborough Fair (previously known as Scarborough Fayre) to the Scarborough Town Deal Board. The Board should consider whether to support the acceptance of the Business Case and the submission of the Summary Document to the Department of Levelling Up, Housing and Communities or recommend that further work is required before the Business Case is accepted.

2 BACKGROUND

- 2.1 Scarborough Fair aims to invest in event infrastructure to enable cultural regeneration, leading to a long and more diverse visitor economy in Scarborough. Four festivals are proposed, each of which will run for three years providing a total of 12 events in total. Scarborough Fair is estimated to bring £6.2million of benefits.
- 2.2 The current plan proposes significant investment into the Open Air Theatre (OAT) to establish it as a hub for the festivals. Auxiliary locations will also receive funding to enable activity to take place throughout the town.

3 BUSINESS CASE SUMMARY

- 3.1 The overall business case is reasonable. Amion were employed to support the development of the Business Case following on from the Business Plan produced by FEI. Amion have worked closely with Tourism and Regeneration staff. The project has been refined during the Business Case process and the proposals considered a number of options considered. The Business Case presented today represents a project proposal that can be delivered and will achieve the desired outcomes.

Strategic Case

- 3.2 The Case for Change highlights three drivers: declining Town Centre perceptions, diversify the town's tourism offer and opportunities from existing event infrastructure. The project outcomes are designed to provide benefits throughout the town.
- 3.3 The Strategic Case supports the opportunity to capitalise on the current success of OAT and build on existing facilities to maximise the potential from the investment and be able to achieve a deliverable scheme. Additional capital investment will link to other regeneration schemes at the Harbour and Spa. Events are proposed in the town centre to address declining Town centre perceptions.
- 3.4 The strategic case gives a brief description of the policy alignment to local, regional and national policies including Y&NY LEP Covid-19 Economic Recovery Plan, Y&NY LEP Local Industrial Strategy, Scarborough Local Plan, Scarborough Town Centre Strategy, UK Government Build Back Better Strategy, Visit England's five-year strategy and Arts Council England 2020-2030 Strategy.
- 3.5 Dependencies, constraints and risks need further consideration.

Economic Case

- 3.6 The methods used are in line with guidance. The options considered relies on the FEI work which has been reviewed by the current consultants in conversation with the project team. Long list options to short list options are not supplied. Short listed options were assessed against Critical Success Factors to identify the preferred option. The 'business as usual' option was used as a reference. The preferred option shows a good Benefit Cost Ratio (BCR)
- 3.7 Scenario testing looked at increase in costs by 20% and exclusion of the Music and Arts festival. A good BCR could still be achieved.

Commercial Case

- 3.8 The document refers to SBC procurement policy to underpin the procurement strategy. The Procurement exercise that relates to a contractor to undertake the capital works uses of the NEC3 suite of documents and this is probably sufficient for the capital work. The procurement for three of the festival will site with the new staff being brought in to support the project. The details on the festivals need to be developed.
- 3.9 The fourth festival, Music and Sports Festival, will be developed by the Scarborough Fair Project Team, working with SBC's delivery partner Live Nation and relevant sports events companies. The risk of this project, therefore, will sit with Live Nation who will deliver the project on a commercial basis.

The Financial Case

- 3.10 The project costs for capital and revenue expenditure have been presented and show an affordable scheme including a reasonable contingency. The costs are based on estimates and greater certainty would be expected with further project development.

Management Case

- 3.11 The management case sets out the governance and management for the project with the Town Deal board having an oversight role and SBC as the accountable body. The project delivery will be led by SBC's Head of Tourism and Culture. Project assurance will be done through SBC's local processes

4 RECOMMENDATIONS

- 4.1 The board is requested to consider supporting the Business Case for Scarborough Fair and this report recommends that
- 1) The board endorses the acceptance of the Business Case for Scarborough Fair
 - 2) The project sponsors presents the details of the festivals to the Scarborough Town Deal Board once developed
 - 3) That the Summary Document is prepared and Scarborough Towns Deal Board Chair signs the document on behalf of the Scarborough Towns Deal Board;
 - 4) Support submission of the Summary Document to Department of Levelling Up, Housing and Communities.

5 ADDITIONAL INFORMATION

- 5.1 Scarborough Fair Draft FBC

Agenda Item 7

Scarborough Town Deal Board

Scarborough Local Cycling & Walking Infrastructure - Cinder Track Connections Business Case Summary

1 PURPOSE OF THE REPORT

- 1.1 This report presents a summary of the Business Case for the Scarborough Local Cycling & Walking Infrastructure Plan (LCWIP) – Cinder Track Connections project to the Scarborough Town Deal Board. The Board should consider whether to support the acceptance of the Business Case and the submission of the Summary Document to the Department of Levelling Up, Homes and Communities.

2 BACKGROUND

- 2.1 Circa £3million of Towns Fund money will be used to improve links to the Cinder Track from within Scarborough Town (a popular off road walking and cycle route linking Scarborough and Whitby). This project is part of the Scarborough Local Walking and Cycling Improvement Plan which aims to create a strategic network of improvements contributing to sustainable transport and health benefits. The LCWIP – Cinder Track connections project is being developed by North Yorkshire County Council using their framework partners WSP for delivery.
- 2.2 NYCC developed a LCWIP for Scarborough in 2020 following the release of UK Government's Cycling and Walking Investment Strategy in 2017. The aim of the LCWIP was to identify the main cycle and walking routes and the improvements needed within Scarborough and the Cinder Track was one of four priority routes identified for feasibility assessment within the Plan.
- 2.3 The original request from the Towns Fund was £5.75m to implement a number of the interventions in the LCWIP on more than one route but due to the reduced funding envelope, the Cinder Track route was the one selected for delivery as part of the Scarborough Town Deal and will deliver improvements at the connections (junctions) and gateway public realm between Wykeham Street (Sainsbury's) and Lancaster Way (Scalby).
- 2.4 The project will complement a project being delivered by Sustrans which is concentrating on the spine of the Cinder Track route including its surface and drainage.

3 BUSINESS CASE SUMMARY

- 3.1 The Business Case has been produced by NYCCs framework partners WSP who also produced the Scarborough LCWIP. The Business Case builds on the work undertaken to produce the LCWIP.
- 3.2 The Business Case has been appraised by SBC and presents an affordable and deliverable scheme. The project did not have to address any conditions under the Towns Fund Heads of Terms agreement.

Strategic Case

- 3.3 The Strategic Case presents a strong *Case for Change* drawing on the Indices of Multiple Deprivation to identify the need and challenges within the Scarborough town area. Previous surveys undertaken by NYCC indicate the route is more heavily used in the spring and summer months and the improvements planned could encourage active travel more throughout the year. Planned housing and employment land growth within the area is highlighted and how the cinder track could become more important as a transport link particularly for those with no access to a car.
- 3.4 Investment in the scheme will bring about a number of benefits, particularly health benefits, and will encourage more trips via active modes, increase exercise, renew connections across communities and increase connectivity to existing and planned employment, education and leisure opportunities
- 3.5 The project highlights its strategic fit with the Towns Fund, local, regional and national policies. Notably;
 - National Planning Policy Framework (NPPF), 2012 and updated 2018.
 - White Paper: Creating Growth, Cutting Carbon, 2011.
 - DfT Cycling and Walking Investment Strategy, 2017.
 - DfT Local Cycling and Walking Infrastructure Plan Guidance, 2017.
 - NYCC Local Transport Plan 4 (LTP4), 2016-2045.
 - York, North Yorkshire & East Riding LEP Strategic Economic Plan, 2014.
 - LSTF Access Fund Bid, 2016.
 - Scarborough Local Plan, 2017; and
 - Eastfield Paths Strategy, 2014.

The detail of how the scheme contributes to these is contained within the LCWIP document which is attached as an Appendix to the Business Case.

- 3.6 The scheme will deliver the following outputs and outcomes to achieve the desired objectives;
 - Increased trips by walking or cycling
 - Change in percentage of people walking and cycling in Scarborough
 - Increased trips via active means to key destinations
 - An increase in trips via active modes without an increase in trips via polluting modes.
 - People accessing new-to-them leisure, employment, education or social establishments
 - Improved cycle and pedestrian infrastructure, connected to the existing Cinder Track at five main locations.
 - Improved usability of the Cinder Track through improvements to safety and sense of safety, lighting, signage, and landscaping.
- 3.7 Extensive stakeholder engagement has been conducted by both WSP and Sustrans and further engagement will be conducted on the scheme designs.

Economic Case

- 3.8 The VfM assessment within the Economic Case has been carried out using the Department for Transport (DfT) Transport Analysis Guidance (TAG) on the chosen corridor (Cinder Track) for delivery and when also taking into consideration the non-monetised benefits, represents high VfM.
- 3.9 The stated benefits from the scheme have been assessed by utilising DfT's Active Mode Appraisal Toolkit (AMAT) and similarly the predicted uplifts in walking and cycling trips have also been assessed using the DfT's uplift tool. The case compares the works been delivered by Sustrans as the Do Minimum option and the works delivered by NYCC through the Towns Fund as the Do Something option. Both options show an uplift in walking and cycling trips on the route based on three growth scenarios (low, medium, high) with the Do Something option substantially higher than the Do Minimum. The BCR analysis has just being undertaken on the Do Something option and shows a medium BCR of 1.80. When applying DfT uplifts, this increases to a high BCR of 3.82.

Financial Case

- 3.10 The financial case states that the overall cost for the scheme is £3.02m, this is less than the allocation from the Towns Fund (£3.09m) making the scheme affordable. A contingency of 5% has been included and a risk allowance of 20% making 25% in total which is considered sufficient. Inflation has also been included at a rate of 4.4%.
- 3.11 Match funding of £90k has been provided by NYCC towards project development costs.
- 3.12 It is stated that the improvements will not incur significant extra maintenance or revenue costs and is manageable within NYCCs existing routine maintenance budgets.

Commercial Case

- 3.13 The scheme is deliverable and the programme appears reasonable with a completion date of November 2023, well before the TF programme end date of March 2026. It will be delivered in collaboration with framework partners WSP who will continue to support the design and preparation phases. Procurement for the construction phase of the project will be undertaken by the procurement unit and carried out in line with NYCCs Procurement and Contract Management Strategy.
- 3.14 The Procurement Strategy stipulates that all tenders are placed through the YorTender portal and so a Framework will not be used. NYCCs preferred form of contract for this scheme is NEC3 ECC Option A because it will achieve the primary objectives in terms of the cost and programme.

Management Case

- 3.15 Delivery of the scheme will fall under the responsibility of the Business and Environmental Services (BES) directorate of NYCC and in particular with the Highways & Transportation business unit who have plenty of previous experience managing infrastructure projects.
- 3.16 Assistance will be provided by WSP who will be responsible for coordinating the work of the Professional Services supplier to meet the project brief, management of the team delivering the Business Case and the detailed design package and assisting with tender requirements for the contractor.

4 RECOMMENDATIONS

4.1 The Board is requested to consider the Business Case for the Scarborough LCWIP – Cinder Track Connections project and this report recommends that:

- 1) Endorse the Business Case for the Scarborough LCWIP Cinder Track Connections project subject to the project sponsor confirming there are no issues in relation to subsidy control or land ownership and easement at the proposed site locations;
- 2) That the Summary Document is prepared and Scarborough Towns Deal Board Chair signs the document on behalf of the Scarborough Towns Deal Board;
- 3) Support submission of the Summary Document to Department of Levelling Up, Housing and Communities.

5 ADDITIONAL INFORMATION

5.1 Scarborough LCWIP – Cinder Track Connections Business Case and associated appendices

Item 8

Scarborough Town Deal Board

Wildeye Business Case Summary

1 PURPOSE OF THE REPORT

- 1.1 This report presents the Business Case for Wildeye Scarborough to the Scarborough Town Deal Board. The Group should consider whether to support the acceptance of the Business Case and the submission of the Summary Document to the Department of Levelling Up, Housing and Communities.
- 1.2 The project, originally listed as Scarborough Nature Tourism in the TIP, has evolved during the project development stage. The Towns Fund offer for Scarborough was £20.2 million, as opposed to the £25 million ask, and as a consequence the Wildeye was allocated £1.4m compared to the TIP allocation of £1.88m. The outputs were adjusted accordingly and three pieces of art will be delivered. One piece of art is being delivered under the accelerated Towns Fund funding. The project development also saw the inclusion of 'experiences' associated with the education and interpretation of the wildlife and art. These developments were included in the project confirmation which was submitted and accepted by MHCLG (now DLUHC).
- 1.3 This report provides commentary on the Business Case as presented.

2 BACKGROUND

- 2.1 Wild Eye will combine nature observation, marine environmental and seafood experiences and world-class artworks installations at three additional locations in Scarborough. These sites have been selected following explorative conversations between Yorkshire Wildlife Trust, development partners, stakeholder organisations, and representatives of local communities.
- 2.3 The Yorkshire Wildlife Trust are the project lead and will deliver the project in partnership with Invisible Dust, SeaGrown Ltd and Rob Green Chef Consultant. A grant agreement will be entered into with Yorkshire Wildlife Trust.

3 BUSINESS CASE SUMMARY

- 3.1 The overall business case is reasonable. YWT employed consultants to support the development of the Business Case. Regeneration and Financial Officers have provided feedback on early drafts.

Strategic Case

- 3.2 The Strategic Case is fair and uses previous experience of YWT in the region to support the Case for Change. Social and economic indicators set the context for the need for economic growth in Scarborough. The document states that despite the fact that there is a high degree of natural marine assets in the local area the promotion and tourism market is underdeveloped and had potential to make a strong contribution to the local economy. YWT point to the impact that a scheme has had in East Yorkshire to back up their arguments.
- 3.3 The Strategic Case states that the locations were selected in order to reach a wide audience. The capital investment will be used to create world class pieces of art and viewing platforms as a focal point for events and educational days. Additional capital investment, in equipment as such cameras and information signs will be used to enhance the experience.
- 3.4 The Project states that it contributes towards the Town Investment Plan by opportunity to creating a foundation and developing a nature tourism market within the region which supports the funds core objectives to drive economic change, transformation, and productivity, investing in land use, economic assets, skills, enterprise, and infrastructure.
- 3.7 The document gives a reasonable explanation how it contributes to a selection local, regional and national strategies

- 3.8 Stakeholder engagement is reasonably strong, partly due to the Accelerated Towns Fund funding.

Economic Case

- 3.9 The options appraisal is detailed in the economic case and preferred option is justified against the critical success factors.
- 3.10 The BCR for this case is quoted as 9.81. This value is exceptional high. Benefits are indirect and legacy benefits are included. The method needs to be reviewed prior to the submission of the Summary Document.

Commercial Case

- 3.11 Much of the information required for a sound commercial case is provided in the appendices. A Procurement Strategy is provided in the document. The principles of which were discussed with SBC's Head of Procurement. A justification for the custom artistic selection process would need to be provided to ensure that this is compliant. YWT has a clear scheme of delegation.
- 3.12 Service level arrangements are in place with partners and these present clear terms of engagement. Two of the partners are commercial entities and reassurance should be sought that funding will not be used to subsidise commercial operations and public access is provided.
- 3.14 Agreements with land owners are not in place for two of the proposed locations. This will need to be made a condition of the funding agreement.

The Financial Case

- 3.11 The methods used demonstrate an affordable scheme. However future operational costs should also be included. Contingency is set at 8% which feels low for a scheme at this stage of development. The project sponsors have committed to manage overspends and there is the possibility to reduce future costs by scope management without impacting considerably on Towns Fund outputs.
- 3.12 It is proposed that the ownership of the art remains with the artist. The artist will remain responsible for maintenance and insurance for the pieces of art and have to make good if the pieces of art are removed. This principle has been established in the Accelerated Towns Fund project.
- 3.13 A grant agreement will be entered into between SBC and YWT. Payments will be made in arrears on a quarterly basis. YWT have demonstrated that they have the financial robustness to be able to service this project.

Management Case

- 3.14 The Management Case uses YWT established practices and is fair.
- 3.15 YWT will be the lead in the plan and much of the project governance is dictated by their practices and procedures. Monitoring arrangements are in place.

4 RECOMMENDATIONS

- 4.1 The Board is requested to consider the Business Case for the Scarborough Wildeye and this report recommends that:
- 1) Endorse the Business Case for the Wildeye subject to
 - A satisfactory review of the value for money calculations prior to submission of the summary document.
 - The project sponsor confirming there are no issues in relation to subsidy control
 - Clarify the commercial arrangements for the procurement of sole providers to ensure compliance
 - Land owner consents must be in place for the release of funding towards artistic elements
 - Designs and locations of the artwork are approved by the relevant authorities and supported by the Town Deal Board;
 - 2) That the Summary Document is prepared and Scarborough Towns Deal Board Chair signs the document on behalf of the Scarborough Towns Deal Board;
 - 3) Support submission of the Summary Document to Department of Levelling Up, Housing and Communities.

5 ADDITIONAL INFORMATION

- 5.1 Wildeye FBC and appendices.

Item 9

Scarborough Town Deal Board

Scarborough Harbour West Pier Case Summary

1 PURPOSE OF THE REPORT

- 1.1 This report presents the Business Case for Scarborough Harbour West Pier to the Scarborough Town Deal Board. The Group should consider whether to support the acceptance of the Business Case and the submission of the Summary Document to the Department of Levelling Up, Housing and Communities.
- 1.2 This report provides commentary on Business Case as presented.

2 BACKGROUND

- 2.1 The Scarborough Harbour West Pier (SHWP) redevelopment project is seeking investment from the Towns Fund of £5m to deliver a transformational regeneration of the West Pier to provide better facilities for the fishing/maritime sector and better connect these sectors with the tourism sector creating an experiential tourism offer.
- 2.2 The project will deliver new public realm, redesigned & relocated kiosks and public toilets, the renovation and improvement of 3 heritage buildings to create retail, studio and office space and will see regeneration and improvement of fishing infrastructure and buildings upon the pier.
- 2.3 The SHWP is a key Strategic project outlined in the Scarborough Town Investment Plan (TIP) and Scarborough Blueprint. The project has evolved since its inclusion within the TIP and has already undergone stakeholder engagement with harbour users, the fishing community and affected pier businesses to help define the project scope.

3 BUSINESS CASE SUMMARY

- 3.1 The Business Case has been produced by CSR Host Consultants with contributions from SBC officers. An Outline Business Case for the SHWP project was previously produced.

Strategic Case

- 3.3 The Strategic Case presents a strong *Case for Change* detailing the importance of Scarborough's fishing/maritime sector. It highlights the impact the fisheries sector has on the local economy and the need for diversification into new markets e.g. shellfish, seaweed. The Evidence of Need presents information on the value of tourism visits to Scarborough and the harbor area and the need to diversify this sector also. The buildings on the West Pier are in a poor state of repair and the facilities for the fishing/maritime sector must be improved in order to allow continued growth and diversification.
- 3.4 The wider strategic context aligns with the Scarborough Town Investment Plan and the 'Cord of Activity' from the Station to the Foreshore whilst also connecting with other projects such as Wild Eye and Scarborough Fair and existing venues such as Scarborough Spa to bring about cultural regeneration in the town. The case shows fit with local, regional and national policies.
- 3.5 The project will deliver the following objectives;
- The renovation of 2,511 m2 of Scarborough Harbour West Pier properties by 2025.
 - Renovating and repurposing of 4 existing buildings all within the conservation curtilage by 2025.
 - The creation of new market units and commercial kiosks,
 - The creation of a high quality open/flexible event space.
 - The provision of a fisheries infrastructure to provide welfare, operational and processing facilities for the industry operating from the West Pier allowing for 10% increased capacity over 10 years.
 - Increased footfall onto the West Pier by 2026.

Economic Case

- 3.6 The preferred option (Option B) will deliver several direct benefits related to the physical space and facilities and presents very high VfM with a BCR of 3.14.
- 3.7 The long list options were assessed against 6 Critical Success Factors;
- Creates a desirable visitor destination through a transformational change
 - Supports a thriving fishing industry
 - Optimises public value
 - Is deliverable
 - Can be delivered within available funding streams
 - Contributes to carbon reduction and sustainability
- 3.8 A number of sensitivity tests were carried out on the options and these range from BCR1.19 to BCR8.01.

Commercial Case

- 3.10 A technical design team (Mason Clark) was procured in June 2021 and there is an option within this contract to retain the team to progress the project to RIBA Stage 4.
- 3.11 Procurement for the contractor (RIBA Stage 5 construction) will be undertaken through SBCs procurement unit in line with the Contract Procedure Rules. The Principle Contractor for the project will be procured on a Design and Build contract as a mini completion through the Yorconsult Framework. SBC will utilise the NEC3 ECC Option C contract to manage the agreement.

- 3.12 Reference to the Council's commitment to the PSED and environmental sustainability is contained within this section rather than the Management Case. It doesn't state specifically though how the project contributes to these priorities.

The Financial Case

- 3.13 The preferred Option B presents total project costs of £11.419m.
- 3.14 The funding table shows that the preferred option can be delivered with a contribution for the SBC Blueprint funding. This is subject to cabinet approval. The case also presents an alternative option that can be delivered within the current secured funding should approval not be secured.
- 3.15 Further work to assess the ongoing revenue/maintenance impact of the preferred option is required. These will be the responsibility of SBC.

Management Case

- 3.16 The project will be delivered by SBC's Regeneration Service with the PRINCE 2 Regen Projects Manager fulfilling the Project Manager role. The Project Team is established and contains key senior officers and services. The project will follow the assurance procedures as established by SBC.
- 3.17 A detailed breakdown of the milestones is provided including the procurement, contract and technical design stages. The project is scheduled for completion in Q3 2025. The Towns Fund programme ends in March 2026. The project will need to be managed closely to ensure it does not risk slipping back beyond the programme end date.
- 3.18 A thorough Communications Plan has been prepared for the project. Stakeholder engagement has already been undertaken to help shape the scope of the project but will continue through out the detailed design phase to ensure stakeholder requirements are fully considered.
- 3.19 The tenancies for the building will be managed by SBCs Estates service.

4 RECOMMENDATIONS

- 4.1 The Board is requested to consider the Business Case for the Scarborough Harbour West Pier and is recommended to:
1. Endorse the Business Case for the Scarborough Harbour West Pier.
 2. Approve the preparation of the project Summary Document and final Monitoring & Evaluation Plan
 3. Agree that the Chair signs the Summary Document on behalf of the Scarborough Town Deal Board
 4. Support the submission of Summary Document to the Department for Levelling Up, Housing & Communities

5 ADDITIONAL INFORMATION

5.1 Scarborough Harbour West Pier FBC and appendixes.