

SCARBOROUGH GEOGRAPHIC PROGRAMME: 2009-14

1. INTRODUCTION

The Geographic Programme for Scarborough is based around the following three themes, which have been developed through the Sub Regional Investment Plan (SRIP):

- Developing a Contemporary and Vibrant Scarborough – Renaissance Programme
- Developing Scarborough as a Learning Town
- Connecting Local People to Local Jobs: Scarborough Sustainable Communities Programme

This document sets out how we will meet these themes through a specific geographic programme for Scarborough.

The programme itself is focused on Scarborough Town including Eastfield.

2. BACKGROUND

2.1 Vision:

Our vision is **“To achieve the renaissance of the North Yorkshire Coast by 2020”**. This has been the vision of the Borough Council since the initial SRIP in 2004 and the work we have undertaken over the last 4-5 years has represented the first phase towards realising this vision.

The vision is supported by our Mission, which is **“To enhance the quality of life for those living in, working in, or visiting the Borough, by providing value for money services, consulting people and putting them first.”**

We aim to achieve this through five key aims as set out within the Council’s Corporate Plan: 2006-2011 as follows:

- Developing Safer and Stronger Communities
- Building Prosperous Communities
- Creating Healthy and Vibrant Communities
- Creating Quality Environments
- Improving the Council

2.2 Context:

2.2.1: Demographics:

The geographic programme covers Scarborough town including Eastfield. This makes up the largest urban area within the Borough, comprising a population of just over 60,000, which is over 50% of the total population of the Borough. In 2001, 26.5% of the population of Scarborough was aged over 60 compared with 20.8% nationally reflecting the ageing nature of the population in Scarborough.

2.2.2: Deprivation:

Scarborough town and Eastfield contain the highest concentrations of deprivation within both the Borough and the whole of North Yorkshire. Around a third of the population of Scarborough town reside within neighbourhoods which are within the 30% most deprived in the country. Two areas in particular, the Castle and Eastfield wards, are within the most deprived 10% in the country and suffer from serious deprivation issues such as:

- High levels of residents in receipt of income related benefits: over 40% in Castle (6th highest in the Y & H region) and 34% in Eastfield.
- High level of transient population within Castle ward
- Historical problems of seasonal unemployment particularly within Castle ward and other central residential areas
- Scarborough has the lowest skill levels within North Yorkshire with over 17% of working age population having no formal qualifications

2.2.3: Economic Structure:

The economy of Scarborough is rapidly diversifying with a concentration in the service sector (e.g. retail 18.6 %; health 16.7%; hotels and restaurants 14.9%) but with a significant manufacturing base (15.1 %) having developed over the last thirty years. Furthermore the creative and digital sector has expanded rapidly over the last 10 years and is the currently the fastest growing sector in Scarborough.

Traditionally Scarborough has suffered from low levels of economic activity and has had a low wage economy. Expansion of the higher value added service sector at national level (including financial services and information/technology based sectors) has been at a much slower speed in Scarborough. However, with the expansion of the creative and digital sector and with financial institutions starting to take an interest in the new Business Park developments there are clear indications of a move towards higher levels of economic activity.

3. PROGRESS OVER THE LAST FIVE YEARS

Over the last 5 years, significant progress has been made in Scarborough through the SRIP and the Scarborough Renaissance Programme. The 2004 SRIP identified the following key priority actions for the whole Borough:

- Develop cultural and creative industries and public realm through renaissance
- Improve communications and infrastructure
- Broaden and expand the economic base
- Secure investment in the tourism infrastructure
- Address the skills deficit
- Address the needs of disadvantaged communities

The progress made towards meeting these priorities within Scarborough over the last 5 years is outlined below:

3.1: Develop cultural and creative industries and public realm through renaissance

This has been one of the main thrusts of the first phase of the Scarborough Renaissance Programme and much has been achieved as follows:

- Development of Woodend Creative Workspace, which has provided over 50 office units for the creative and cultural industries, artists studios, gallery space etc. Woodend has only been open since April 2008, yet within 3 months has achieved over 70% occupancy illustrating the significance of the creative and digital sector in Scarborough. Woodend has already significantly aided the development of the creative and digital industries in Scarborough.
- Redevelopment of the Rotunda Museum, which forms part of Scarborough's Cultural Quarter and is also closely linked to Woodend. The redevelopment also incorporated high quality public realm improvements.
- Sandside Public Realm Improvements and Inner Harbour Pontoons: High quality public realm improvements have changed the face of Sandside creating a new visitor experience and also encouraged new business development. These have been backed up by the new pontoons, which have also enhanced the image and increased visitor spend.

3.2: Improve Communications and Infrastructure

The emphasis has been on improving the connectivity of Scarborough in order to both retain existing businesses and attract new businesses. Improvements in connectivity have included:

- Developing next generation 100MB broadband (NGB) in Scarborough and ensuring its installation both on the Business Park and in the centre of the town.
- Establishment of the NorthernNet Media Enterprise Centre, which digitally links the town with SohoNet in London enabling film footage to be sent straight to the capital in seconds.

In addition, significant activity has taken place in terms of marketing and networking in order to improve Scarborough's business connections, locally, regionally and nationally. These have included:

- Development of inward investment relationship through York-England.com
- Establishment of Creative Coast, the dedicated business network for the creative and digital sector in Scarborough.
- Specific business marketing including "It's a Coast Thing: The Business coast" brochure.

3.3: Broaden the economic base

The 2 key projects, which have enabled this to happen have been the establishment of Woodend Creative Workspace and the opening up of Scarborough Business Park.

- Woodend has been well documented elsewhere. However, its creation and the establishment of the Creative Driver Partnership and Creative Coast has raised the profile of Scarborough being a key location for the creative and digital industries, to the effect of the contribution of the sector to the local economy now being as much as the tourism sector within Scarborough.
- Scarborough Business Park: Major infrastructure improvements to Scarborough Business Park have opened up 83 acres of land for new business development. Although the Business Park improvements have only recently been completed, speculative office development of over 50,000 square feet has been built. There has been considerable interest from financial institutions and other businesses in the new

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developments, and the first units are due to be occupied by the end of summer 2008.

3.4: Secure investment in the tourism infrastructure

Major investment has been undertaken in the tourism infrastructure through the following:

- Redevelopment of the Rotunda Museum, which is now established as a centre of geological excellence and also supports the Dinosaur Coast programme.
- Investment in new technical enhancements in the Spa Complex, which have enhanced its entertainment and conference offer.
- Public realm investments in Sandside and the Harbour, which have improved the harbour as a visitor attraction and led to private sector investment in visitor facilities such as new cafes.

3.5: Address the Skills Deficit

Since 2006, work has taken place on the development of an Employment Programme for Scarborough which aims to address skills deficits and to enable residents from disadvantaged communities to access new employment opportunities arising from the new investments.

As part of the development of the programme, a major Employer Needs Survey has been undertaken to identify specific skills shortages. This has informed the Employment Programme, which is due to commence later this year. In addition, it has also led to a refocusing of the North Yorkshire Coast Area Learning Partnership into a more strategic Employment and Skills Partnership, which will be responsible for developing a 5 year employment and skills plan for the Borough.

3.6: Addressing the needs of disadvantaged communities.

Over the last five years, significant investment has gone into addressing the needs of disadvantaged communities primarily through the European Objective 2, Priority 3 programme. Particular investments have included the development of Eastfield Link Walk as a Training and Enterprise Centre and the expansion of Falsgrave Community Resource Centre to provide further start-up business units.

Work on the Scarborough Employment Programme has been primarily based around the disadvantaged areas of Castle and Eastfield, with the intention to set up Job Shops in both of these locations.

3.7: Summary

The last 5 years have seen Scarborough move significantly forward with major investment coming through the Scarborough Renaissance Programme. This has proved to be a catalyst for increased private sector investment. with developments such as the Sands in the North Bay, expansion of major existing businesses in the town and major hotel investments. This has created a real momentum and Scarborough is fast becoming a centre of opportunity. However, this is merely the first phase of the wider renaissance of the town and further investment is required to sustain this momentum and achieve the full renaissance of the town.

4. THE SRIP THEMES

4.1 DEVELOPING A CONTEMPORARY AND VIBRANT SCARBOROUGH: RENAISSANCE PROGRAMME

This theme essentially represents the second phase of the Scarborough Renaissance Programme. The main thrust of this second phase will be to build on the momentum that has been generated through the initial phase of the programme. The aim of this theme is:

“To build on the continuing renaissance of the town by improving the quality of place and the tourism product, further developing the towns cultural offer, festivals and events, investing in the knowledge based, creative and digital sectors, and ensuring that sites and premises are available to support a modern and diversified economy.”

This will be achieved through three main strands as follows:

- Continuing the development of the knowledge based industries
- Developing and promoting the cultural product
- Improving the public realm

4.1.1: Continuing the development of the knowledge based industries

The continuing development of the knowledge based industries follows on from the development of Woodend Creative Workspace. In order for creative and digital industries to expand and develop, grow on space will be required to allow for the sector to develop. A ladder of provision needs to be established for the sector, which supports the 5 phases of growth:

Stage 1: Ideas/Research and Development

Stage 2: Pre-Start-up

Stage 3: Incubation: Years 1-3

Stage 4: Growth: Years 3-6

Stage 5: Maturity: Years 6+

Over the next 3-5 years, a number of businesses will be moving into the maturity stage and will be outgrowing their existing accommodation at Woodend. As a result move-on accommodation will be required for them, which will ensure their continued existence in Scarborough.

With the development of the Business Park, there is now the opportunity to develop grow on space for the creative and digital industries on the Business Park.

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In addition, the Westwood building, which is currently owned by Yorkshire Coast College and is the centre for their Performing Arts and part of their Digital media provision, is likely to become available within the next 2-3 years when the College undertakes its new build. Westwood is located close to Woodend and the Cultural Quarter and has the potential for a variety of uses including live/work space and various creative industry uses. Westwood was considered as a potential location for the original creative industries centre in the 2005 feasibility study, but the timescales were not appropriate. At approximately 60,000 square feet of total floorspace, the building has immense potential and could form an important element for development of the creative and digital sector.

4.1.2: Developing and promoting the cultural product

Developing the cultural assets of Scarborough has been a key driver of the renaissance programme over the last 5 years. Further development of the cultural offer in Scarborough is required in order to strengthen the cultural assets. The development of the cultural offer will also be in line with the development of the on-going development of the creative and digital sector, establishing Scarborough as a key location within the region as a cultural centre. Key projects which have been identified to deliver this are as follows:

Spa Development and South Bay Urban Realm: The objective of the project is to provide a visible and accessible link to the Spa Complex from the centre of town, and provide a new theatre facility in the Spa Grand hall. The scope of the project will include:

- Provide a garden walkway from St Nicholas Cliff to the Spa Complex
- Up grade the cliff lift and the aquarium top car park
- Provide a new facility for retail and surfing facilities in the Aquarium top roundabout
- Upgrade the access road to the Spa
- Up grade the Spa Grand hall to provide a theatre facility for 1600 to 1800 people, and construct a retractable glass roof over a section of the Sun Court.
- Re build the spa waters building and provide a history of the Spa within the new building.

The overall cost of the project is in the region of £9.5 million. The project has been put forward as a potential project for the Sea Change programme, which if successful would secure up to £4 million towards the project, with a view to further funding from Yorkshire Forward, possibly some HLF for selected elements, SBC capital funding and other regional funding agencies. However, at this stage it is not clear whether the project will be put forward for Sea Change, although YF have stated that they wish to include it within their geographic programme.

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£540K funding for fees up to RIBA Stage C have been approved to date with £270K from SBC and £270K from YF

In addition, although not officially part of this development, the **old Suncourt** at the Spa, which is currently derelict has the potential to be converted into a new use. One possible usage could be the creation of an Astronomical Information Centre, which would link in with the South Bay Pool Star Map.

Futurist Theatre: In the short term, the intention is to issue a development brief in order to seek developer interest in the site for a mixed use development, with or without theatre provision.

Festivals and Events Programme: Scarborough has an extensive range of festivals and events, including music based (Jazz Festival, Beached), sports (Cricket and Rugby festivals), cultural (Literature festival) and others. *(To add more after speaking to Create).*

Art Gallery: The project is for the redevelopment of Scarborough Art Gallery, which is one of the town's main cultural assets and is an important part of the "Cultural Quarter".

The proposed redevelopment follows extensive consultation and will involve a full refurbishment of the existing Art Gallery, redevelopment of the basement and the development of two extensions, which will increase the overall space of the Gallery by almost 200%.

The redevelopment will be based on providing 3 different areas within the Art Gallery:

- i. The story of Scarborough through a mix of art, archaeology, social history and natural history collections.
- ii. Provision of a separate Art Gallery space to house the existing collection.
- iii. Provision of special exhibition space that would be suitable to accept national and international touring exhibitions, which will give the Art gallery a strong regional profile.

The redevelopment of the Art Gallery is a major heritage and cultural project, which will provide added value to the recent investments at the Rotunda Museum and Creative Industries centre and contribute significantly to Renaissance and establishing Scarborough as a major cultural destination.

The approximate cost of the project is £4.6 million with Heritage Lottery Funding being one of the main potential funding streams

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Londesbrough Lodge: Londesbrough Lodge is situated on the Crescent and is currently empty. The property is owned by the Council and was most recently used as a temporary base for the Scarborough Museums Trust whilst Woodend was being developed. As part of the “Cultural Quarter”, it has the potential for a number of cultural and creative uses which would tie in with Woodend Creative Workspace and the Rotunda. Potential uses could be extra managed workspace for the creative and digital sector, recording and performance studios etc.

Scarborough Maritime Heritage Centre: Scarborough has a very rich maritime heritage having been a fishing port for around 1,000 years. The concept of developing some form of centre to both celebrate and interpret our unique maritime heritage has been considered for a number of years. The Scarborough Maritime Heritage Group is now looking to develop a Maritime Heritage Centre within the current St. Thomas Church Hall just off Sandside. This development would not only provide such a Centre but would also improve this building.

4.1.3: Improving the Public Realm

Improving the Public Realm had been one of the key elements of the renaissance of Scarborough over the last 5 years. Public realm improvements have not just changed the image of Scarborough, but have also promoted new business investment such as on Sandside.

Reference to improving the public realm in the vicinity of the Spa has already been made in respect of the Spa Development and South Bay Urban Realm. There is, however, a need to improve the public realm in other key locations within the town. These include:

Scarborough Town Centre: Within Scarborough town centre, the public realm is of a very variable quality. The main shopping street running down Westborough from the Station and through to Newborough is pedestrianised but has had little investment in the streetscape since becoming pedestrianised. At the end of Newborough, the junction with St. Thomas Street marks an abrupt end to the main pedestrian and commercial zone and the continuation down into Eastborough and on to Foreshore Road is traffic dominated. As a result, there are poor connections between the town centre and the South Bay.

In addition, the site currently occupied by Argos and other retail and office outlets has been put forward as a potential site for a **Market Square**. The opening up of this site would not only create a town square, which could be used for a range of performances, events and exhibitions, but would also improve the Newborough/Eastborough link and open up the Market Hall. The creation of this site would be subject to acquisition of the buildings currently on the site, which are a poor 1960's development. The idea was initially propose within Kissing Sleeping Beauty, the strategic development framework.

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Outer Harbour: Following the successful development of the pontoons in the Inner Harbour, further investment is required to develop on-shore facilities for the new pontoons and to also provide improved and new berths in the Outer Harbour. This will build on the recent investment and ensure that the Harbour fully meets the requirements of a modern marina and promotes further investment in the surrounding area. Feasibility work is currently being undertaken, funded by Yorkshire Forward and Scarborough Borough Council.

Costs and Funding: Feasibility work: £125K (YF: £100K, SBC: £25K)

£500K allocated within SBC Capital Programme for implementation (£250K : SBC and £250K match funding from other sources, probably YF).

Station Square: Station Square was originally identified as a key public realm site for improvements within *Kissing Sleeping Beauty*: the Strategic Development Framework for the public realm in Scarborough. Scarborough station is the main entry point for those arriving by public transport. However, it is unattractive and disconnected from the town, and as it is a major traffic junction it is very pedestrian unfriendly.

The intention is to look at redeveloping the whole Square in order to improve the transport and pedestrian connections and to also create an attractive gateway into Scarborough. A feasibility study has been commissioned in order to produce a masterplan for the development of Station Square.

The masterplan also includes the station buildings and other parcels of land, which have significant development potential. One of the potential uses currently being explored is that of conversion of the **old Parcels office into a Fine Arts Centre**, which would link in with Woodend and also the Further and higher education sector in the town.

Station Square: Costs and funding: Project costs subject to outcomes of feasibility study

Station Square: Feasibility study: SBC committed £25K. YF verbal commitment to feasibility study, but not yet confirmed.

Old Parcels Office Costs yet to be confirmed. Feasibility study being undertaken into the development. Total costs of £14,690. Provisional agreement with Railway Heritage Trust of £150,000 towards the refurbishment of the Parcels Office.

Shared Space: The concept of Shared Space is based on the sharing of road space with traffic and pedestrians so that there is no delineation between pedestrians, traffic and other road users in the layout of the road. The purpose of Shared Space is to reduce the domination of traffic without completely getting rid

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of traffic. The concept has been pioneered in Holland and Germany and had significantly reduced traffic accidents and pilot schemes have been undertaken in Brighton and London.

In Brighton, the City Council has recently transformed the whole of New Road, adjacent to the Royal Pavilion, into a fully *shared space*, with no delineation of the carriageway except for subtle changes in materials. The route for vehicles along New Road is only suggested through the location of street furniture, such as public seating and street lights. The re-opening of the street has led to a 93% reduction in motor vehicle trips (12,000 fewer per day) and lower speeds (to around 10 MPH), alongside an increase in cyclist and pedestrian usage (93% and 162%, respectively).

Yorkshire Forward are looking to pilot a shared space project within the region and there are a number of Scarborough streets, which could be put forward for a pilot. These include Foreshore Road (including Spa Approach Road as part of the Spa and South bay Urban Realm project) and Eastborough, which would tie in with the proposals indicated under Town Centre public realm.

The Mere and Olivers Mount: Consultants have been employed by SBC to undertake a feasibility study and produce a masterplan for the future development of the Mere and Olivers Mount area. The aim of the study is to establish an exciting and imaginative development programme for the site which will:

- Secure new investment and a sustainable future for the site
- Increase the range of visitor facilities
- Increase path linkages and access networks
- Integrate isolated outlying settlements
- Assist in the regeneration of Eastfield

The study to date had produced a set of options, which have been out to consultation. A masterplan is being developed based on the outcome of the consultations. This will be based on a broad mix of commercial development and community based recreational and environmental facilities with the intention for the commercial element to underpin the viability of the community elements.

Valley and Crescent Gardens: Remodelling of Valley and Crescent Gardens is required in order to improve the public realm element of the Cultural Quarter. Valley Gardens has suffered from a lack of investment for some time. With the development of the Rotunda (including the new landscaping) and Woodend, investment is now required in the gardens as part of the Cultural Quarter package. The improved gardens will also improve the links between the sites and improve footfall in the area.

4.2 DEVELOPING SCARBOROUGH AS A LEARNING TOWN

There are clear links between the availability of skills in the local labour market and economic development, and the skills deficit in Scarborough presents a major challenge to future economic growth.

There are some signs of improvement in recent years, particularly in terms of the skills levels of the economically active population. However, skills levels overall and educational attainment are still lower than the national average, particularly compared to the rest of North Yorkshire and further sustained improvements are a priority.

Scarborough Employer Needs Survey highlights the shortage of skills available in the local labour market, with particular difficulty in attracting people with higher-level skills to the area. This theme concentrates on how to increase skills levels and develop Scarborough as a centre for learning through the expansion of Further and Higher Education.

There is a need to raise the learning aspirations of young people, the existing workforce, and those out of work. It is essential that there are accessible and attractive progression pathways for local learners into FE / HE. Added to the requirement for Scarborough to 'grow its own' skills, the town will also benefit from attracting and retaining graduates.

Developing Scarborough as a learning town has three key strands:

- Expanding and improving the learning infrastructure of FE / HE
- Improving attainment levels and the proportion of people with higher level skills
- Improving employer engagement

4.2.1 Expanding and improving the learning infrastructure of FE / HE

This element of the programme involves three key capital projects.

- **Redevelopment of Yorkshire Coast College**

Yorkshire Coast College will be undertaking a comprehensive redevelopment of their main campus at Lady Edith's Drive within the next few years. This will involve not only a complete redevelopment of the main site, but also closing their Westwood campus and relocating all the provision from Westwood into the new development at Lady Edith's Drive.

The redevelopment will provide Scarborough with high quality further education facilities, which will be essential in order to address specific skills shortages

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within key sectors, provide opportunities for local learners and underpin provide the essential range of vocational learning required in the town.

- **Develop University of Hull - Scarborough Campus**

The University recognise the key role it can play in the renaissance of the town, and that establishing Scarborough campus as 'Scarborough's University Campus', will help to create a 'university town' image.

Hull University recognise the potential on offer at Scarborough, and the scheme to expand the capacity of the Scarborough Campus is a priority. The campus represents 10% of University of Hull's FTE, with approximately 1,600 FTE students at Scarborough, of which 80% are from outside the area. An increase to 2,000 students is targeted. However, the University is currently running at full capacity.

In consultation with key partners, the University are developing a master-plan aimed at; addressing the quality and inefficiencies of existing buildings and raising the profile of the university within Scarborough.

Phase 1 of the plan involves transforming the campus to provide a new Performing Arts Centre, with additional improvements to the public realm. The new centre will be of contemporary design located at the south entrance, lying adjacent to Filey Road. The new A165 route has made the University site a key 'gateway' into town, providing an opportunity to create positive landmark development.

The University are looking into the development of graduate incubation space for the creative and cultural industries within the new development. Consultation will be required with the Creative Driver Partnership and the Creative Industries Centre Trust, to ensure that this fits into the creative industries "Ladder of Provision" and complements Woodend.

- **Establish a National Skills Academy for construction**

In order to meet the skills needs of public and private sector capital projects, it is proposed to establish a National Skills Academy for Construction. The project will be developed in consultation with key stakeholders including Construction Skills, employers and Scarborough Construction Skills Partnership.

The Academy will be a Centre of Excellence for Work Based Learning, with the main focus on providing a range of learning and development opportunities for people that are centred on construction projects, such as those described elsewhere in this document. The Academy will be more than a one-off capital investment in a static 'Academy' building, but aim to consolidate a series of assets linked around a Central Hub co-ordinating national quality standards, the

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sharing of best practice principles and innovative training techniques amongst the industry.

The Academy will overcome the challenges of training a mobile workforce in a sector made up of large numbers of very small firms and sole traders, unable to commit, on an individual basis, to the costs of training, but who come together to form different parts of the supply chain on major projects.

4.2.2 Improving attainment levels and the proportion of people with higher level skills

The main recommendation of Employer Needs Survey regarded the need to establish a local Employment and Skills Partnership, in order to develop and maintain a collaborative approach between strategic bodies, learning / skills providers and employers, and ensure that employment and skills provision meets the economic needs of the area. North Yorkshire Coast Employment and Skills Partnership [NYC-ESP] has been established and the overall aim is 'to promote economic prosperity by raising the skill levels of the local population'.

On the behalf of NYC-ESP, SBC is commissioning an organisation to work with the partnership to produce a 5-year Employment and Skills Action Plan. This is due to be completed by the end of January, with an interim report due in December. The plan, which will form the basis of a work programme for NYC-ESP, has three objectives:

- I. Connect people from disadvantaged communities to employment
- II. Increase the proportion of people with higher-level skills
- III. Improve employer engagement

Section 4.3 [Connecting People to Jobs] involves addressing the first objective and improving progression routes for people with low skills. 'Developing Scarborough as a learning town' regards implementing objective 2, with objective 3 being a cross-cutting theme across the programme.

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Only 20% of adults have degree level qualifications in Scarborough against a national average of 26.5%. If not addressed, the higher-level skills deficit will be a major barrier to achieving economic diversification and sustained growth. It is recognised that a key element of increasing higher-level skills [level 4 and above], is to ensure a robust FE sector that provides progression into and from level 3.

As well as meeting the existing higher-level skills needs of the town, a stronger HE/FE sector will increase spend in the economy, and the resultant improvement of HE investment on cultural life is well documented, thereby making the town more attractive to entrepreneurs and providing a technological/creative innovation resource for business development.

The organisation commissioned to undertake the Employment and Skills Action Plan will work with the University of Hull, FE providers and key employers to:

- Recommend actions to increase the proportion of skills and qualifications at level 4 and above from those that form the existing workforce
- Provide a more detailed picture of the specific sectors where there are particular higher-level skills development needs, and provide recommendations in terms of curriculum development and modes of delivery to address identified demand
- Recommend actions to raise the learning aspirations of young people and increase the attractiveness and accessibility of local progression routes from those at level 3 into Higher Education
- Recommend actions to promote Scarborough as a learning town and in particular to help attract learners into Scarborough to pursue higher education programmes
- Improve the connection between undergraduate students and potential local employers and recommend actions that will improve the retention of more graduates to contribute to the Scarborough economy

The geographic programme will support the implementation of the recommended actions, together with developing projects that have already been identified such as:

- **Graduate Enterprise Support Programme** including incubator units at the University
- Develop **graduate mentor scheme** for 16/17 year olds

4.2.3 Improving Employer Engagement

The national policy context signifies a clear move towards placing employer needs at the heart of skills provision. The Employer Needs Survey highlights the failure to meet the skills needs of local employers. The stark message from local businesses is that the vast majority find it difficult to recruit people with the skills

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they require, and are confused or unaware of the provision available to help them. Together with experiencing difficulties with recruiting staff, there are also problems regarding improving the skills of existing employees.

Improving employer engagement is vital if the skills deficit is to be addressed, both in terms of involving employers in the design of employment and skills provision, and increasing employer participation in the opportunities and support that is available to them.

The organisation commissioned to develop the Employment and Skills Action Plan is required to recommend mechanisms to enable employers to articulate their needs, and a delivery framework to ensure the provision of a coherent employer offer, leading to increased employer participation. The geographic programme will support the implementation of the recommended actions.

4.3 CONNECTING LOCAL PEOPLE TO LOCAL JOBS – SCARBOROUGH SUSTAINABLE COMMUNITIES PROGRAMME

As stated previously, there are concentrations of acute disadvantage in Scarborough, particularly in Castle and Eastfield wards. Scarborough Sustainable Communities Programme [SSCP] aims to deliver a number of projects and initiatives, which contribute to the economic renewal of these neighbourhoods and ensure local residents can both benefit from, and contribute to, the renaissance of Scarborough.

The increased investment generated as a result of the Scarborough Renaissance Programme, both through public sector projects (Scarborough Business Park, Woodend Creative Workspace) and private sector investment (e.g. Sands development) is resulting in significant employment growth and business creation. It is essential that local residents, particularly those from disadvantaged communities, are provided with the skills and opportunities to fully benefit from the investment generated through renaissance.

SBC will work with a variety of partners from the public, private and voluntary sectors to invest in the necessary social, economic and physical infrastructure to transform disadvantaged communities into areas where people want to live, work, invest, and can fulfill their potential.

Community involvement is a key element of the approach, both in terms of building the capacity of local residents to take part in the decision making process, and becoming involved in project delivery through the development of social entrepreneurship. SSCP will use previously established community links such as Castle Community Partnership and Eastfield Neighbourhood Partnership, to consult with residents and involve them in the development and delivery of projects. Many of the proposed projects have resulted from community consultation, feasibility work, and the community partnerships, such as the Community Action Plan for Eastfield [CAPE] and the Neighbourhood Regeneration Assessment in Castle.

There are three interrelated core elements to Scarborough Sustainable Communities Programme, incorporating the key themes of progression to employment, enterprise, access to services, improving the environment, community involvement and innovation. These are:

- I. Scarborough Employment Programme – Access to Employment
- II. Neighbourhood Streetscape and Green Space
- III. Community Infrastructure – Access to Services

4.3.1 Scarborough Employment Programme - Access to Employment

There has been a failure of the labour market in Scarborough, which has resulted in high concentrations of worklessness [7000 in and around Scarborough town], and the vast majority of employers finding it difficult to recruit people with the skills and qualities they require, as identified within the recent Scarborough Employer Needs Survey.

The Employer Needs Survey identified potential job creation in the region of 2800 and 3700 new jobs in the next five years in addition to those that are being created through the new investments (Business Park, Woodend etc.). However, the survey also identified serious skills shortages within the local labour market, which could hinder business development and economic growth. It is essential, therefore, to ensure that there is a programme of measures that both addresses disadvantage and skills deficits and will also support businesses development and economic growth.

To effectively address the market failure, a combination of complimentary interventions is necessary. The aim of Scarborough Employment Programme is to connect workless people from the most disadvantaged neighbourhoods to sustainable employment, by aligning existing employment and skills provision, and providing additional investment to add value to this.

SBC is working closely with partners in the newly established North Yorkshire Coast Employment and Skills Partnership, and is commissioning a 5-year Employment and Skills Action Plan on its behalf. The commissioned organisation will be required to recommend a practical model that coordinates existing provision, and provide a 'roadmap' to implementing the recommended model. This approach, leading to the provision of a coherent employment and skills framework, is what is meant by the term Scarborough Employment Programme.

The additional projects and initiatives, which will complement existing provision and become part of Scarborough Employment Programme, have been identified. They are:

- **Scarborough Job Match [SJM]**

The project will provide a job-brokerage service, which will improve the link between the employer demand for labour at key employment sites [particularly the Business Park], and workless people from the most disadvantaged neighbourhoods in Scarborough.

The project is primarily employer-facing, with support targeted at small employers to help them to develop more effective and inclusive recruitment practices. However, as an intermediary between the employer demand for, and the supply

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of labour, the project will also have some client facing activity. This will help workless people to access the support they need to gain the skills and confidence to enable them to return to work, and will be centred in two new premises embedded in the community.

Cost: £1.5million

Funding Source: YF / ERDF

- **Enterprising Communities**

The aim of this element of the programme is to provide a range of activities in deprived areas, which:

- Increase entrepreneurial activity among the local population
- Support existing locally owned businesses to survive and grow

The key indicators suggest that Scarborough has a relatively weak enterprise culture, particularly in disadvantaged communities. Self-employment is low, and the VAT registration rate and business stock per head of the population are below regional and national levels.

The barriers to enterprise include: low skills, confidence, and aspirations; a culture of worklessness; lack of access to appropriate business support; and lack of access to finance.

Unlike many other areas that have received public investment to support enterprise growth at a neighbourhood level, a lack of affordable workspace in Scarborough is less of an issue. This is as a result of investment from YF and the previous ERDF programme, which supported the creation of managed workspace facilities such as Woodend, Link Walk, Falsgrave community Resource Centre, and Caley Court.

The potential exists to link the proposed enterprise support activity with these projects, and also to the development in the HE and FE sector [see 4.2], the proposed Eco Innovation Centre and Scarborough Hub [see 4.3.3].

Business Link Yorkshire will be the lead partner, ensure that activity is delivered in accordance with BSSP and that close links are established with existing provision and networks.

Project activities will be aimed at people, which mainstream provision doesn't reach and attempt to unlock the potential for enterprise within the community. We want to ensure that people with potential have the opportunity to start a business and provide an intensity of support that isn't currently available in disadvantaged communities. The programme will target people from groups under-represented

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in enterprise including women, the long-term unemployed, people with caring responsibilities, the over 50's and people with disabilities.

Activities will include a combination of tried and tested models, together with more innovative solutions such as:

- Community-based Enterprise Advisors - These will provide intensive support, focusing on people not plans. They will help people to explore their entrepreneurial potential, develop ideas into viable enterprises, and ongoing support to enable enterprises to survive and grow.
- Business Outreach Managers – Support existing, small locally owned businesses to survive and grow.
- Local Enterprise Champions – a small team of local entrepreneurs to champion enterprise and raise awareness of the programme.
- Enterprise Match – connect new businesses to customers
- Social Enterprise – support the creation and growth of social enterprise, linking with the enterprise potential of other elements of the programme [see 4.3.2]. Open up supply chains in the private and public sectors.

Cost: £500K

Funding Source: YF / ERDF

- **North Yorkshire Community Build**

Although not previously a key sector in terms of employment volume, employment in construction in Scarborough has increased as a result of the new developments throughout Scarborough (Business Park, Sands, new housing developments etc.). Local skill shortages are high in the construction industry, with contractors currently bringing in labour from outside the local area. This problem needs to be addressed, especially in the light of the amount of capital development in the town, which will increase the demand for these skills.

Scarborough's Construction Skills Partnership has been established to address this need and involves key training organisations, industry experts and employers. This group have developed North Yorkshire Community Build, a construction skills programme, to meet the needs of learners, employers and awarding bodies, and in turn ensuring supply meets demand. A key element of the project is to establish private and public sector partners and incorporate Community Build into the delivery of capital projects detailed elsewhere in this document.

The programme will provide a stepped approach for the learner with ongoing guidance and support throughout the programme. This will include an initial assessment, following onto a Gateway period incorporating construction tasters, first aid, manual handling and employability skills. The project will provide an NVQ level 2 qualification and guaranteed sustained employment for participants.

Cost: £600,000 [YF / LSC]

4.3.2 Neighbourhood Streetscape and Green Space

This element of the programme regards improving the quality of the physical environment in the most deprived neighbourhoods, including both the built environment and green space. A clean, safe and well-managed neighbourhood positively influences the attitudes of local residents, and how others view it, thereby creating the conditions necessary for change. There are opportunities to promote enterprising responses to the issue, through the development of social enterprise. Working with partners to develop the market for this type of response, and subsequently building the capacity of local residents for social entrepreneurship is a key principle of the approach and will link to activity in Access to Employment theme.

The following projects have been identified:

- **North Yorkshire Groundwork Trust**

A North Yorkshire Groundwork Trust [GWT] has been established, with a specific focus on Scarborough. GWT has vast experience of supporting neighbourhood renewal throughout the UK, and has been established in Scarborough as an independent regeneration vehicle. A number of projects have been identified in the GWT Business Plan.

- **Neighbourhood Management Team in Eastfield**

The development of a Neighbourhood Management pilot has been proposed for Eastfield, which will aim to develop improved partnership working, increase resident involvement in service provision and achieve improved service provision. The proposed Neighbourhood Management Team [NMT] consists of a Neighbourhood Manager, a Community Development Officer, and a Neighbourhood Support Officer. The role of the team will be to work closely with service providers, engage local people and build community capacity to deliver a safer, cleaner and greener Eastfield. Examples of this type of activity include; security, control of nuisance and general supervision; environmental maintenance and repair of damage to public areas; and street cleaning, refuse collection and rubbish removal.

- **Handyman Scheme**

Identified in the GWT business plan and through working closely with RSLs, this project will provide year-round gardening and basic home maintenance services to the elderly, disabled or vulnerable and as part of RSLs Decent Homes and

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Environmental improvements work. It also has the potential to include the provision of general shared green space and streetscape maintenance.

The project will provide training and employment opportunities for local people, using housing and environmental improvement as a means of developing personal and technical skills and on site work experience, leading to progression into sustainable employment. The longer term aim is to develop this activity as social enterprise.

- **Remodel Eastfield High Street**

Eastfield High Street, consisting of the main shopping street, neither offers a wide range of retail / service sector choices for local residents, or has the appearance and utility that is likely to attract the private investment to enable this. With proposed housing developments and housing allocations, the population is set to double in size to approximately 12,000 in the next 5 –10 years.

Feasibility work, together with comprehensive community consultation, needs to be carried out to develop a master plan for Eastfield town centre.

4.3.3 Community Infrastructure – Access to Services

This element of Scarborough Sustainable Communities Programme involves: developing the coordination of public and voluntary sector services from existing community buildings; addressing digital exclusion; and further capital investment to create new and innovative community space to enable sustainable neighbourhood renewal. Identified projects include:

- **Eco Innovation Centre**

Eco innovation can create the technological solutions required for a low-carbon economy, whilst creating jobs and wealth in the process. Scarborough Eco Innovation Centre, situated on the Business Park, will be a hub for environmental and clean technology solutions, acting as a home for green start-up companies, and as a provider of practical resource efficiency support to local employers. The centre will:

- Provide flexible business space
- Support innovation, enterprise & entrepreneurship
- Deliver resource efficiency and climate change advice to small businesses
- Provide green training / demonstration facilities
- Support the incorporation of environmental improvements and SD best practice in new and existing business facilities and community centres
- Enable networking between businesses & other innovative & technological organisations

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Cost: £3/5 million [ERDF/YF]

Feasibility work is required to develop the project further.

• **Digital Inclusion**

There is a strong correlation between digital and social exclusion, with three quarters of people experiencing social exclusion also digitally excluded. The amount of people using the Internet has remained at 60% since 2004, and the relatively low take-up from low-income households is a market failure that the private sector is unlikely to correct. This highlights the need to intervene and promote digital inclusion in disadvantaged communities. As well as ensuring that disadvantage doesn't widen, enabling digital inclusion provides an opportunity for individuals, families and communities to close the gap.

In the most disadvantaged areas in Scarborough, people are at present able to access Broadband with connection speeds varying from 3.5 – 8 mbps. The challenge is to provide a programme of activities that addresses the main barriers to digital inclusion [cost, skills and confidence], and raises awareness of the benefits of ICT, which then leads to an increase in the amount of people from deprived neighbourhoods using ICT.

The proposed activities will provide a vehicle for:

- Raising skills
- Increasing access to employment
- Developing social entrepreneurship
- Improving the delivery of, and access to, public services
- Improving access to community infrastructures and information

Partnerships will be developed with organisations from the public, private and voluntary / community sectors to develop the following activities:

• Long-term loan of ICT equipment

1000 digitally excluded homes in the most deprived neighbourhoods will be given a laptop and router that enables broadband access to a new community wireless broadband facility [see below].

• Wireless community broadband

This will provide low-cost [approx £5 per month] access to a reliable and high quality broadband connection through a wifi mesh of up to 8 meg. It will be developed from the model pioneered by the Bay Broadband Cooperative in Robin Hoods Bay. With expert support, local residents will be trained to deliver the service as a social enterprise.

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The facility will provide access to a community portal including public and voluntary sector services and support, training, and employment opportunities.

- Homeshoring

Homeshoring is when individuals provide call centre services at home by using broadband technology and VOIP [Voice Over Internet Protocol]. This method of working is popular in the USA, and has been successfully piloted as a way to provide sustainable employment to workless people in Nottingham. Boots provided the employment opportunities, whilst the local college provided the relevant training.

The benefits to employers include reduced overheads and increased staff retention [the industry has a staff turnover rate of 20%]. The proposal is to establish a pilot project in Scarborough, targeted at workless individuals from the most deprived neighbourhoods. Partnerships will be developed with training providers and employers from the private and public sectors to deliver the project.

Cost: £600K [YF/ERDF]

- **Scarborough Hub – CMVA project**

A proposed new capital development in central Scarborough, managed by Coast and Moors Voluntary Action [CMVA], which will support local economic development by enabling the linking of measures to up-skill the workforce, remove barriers to employment and connect people to economic opportunity. It will include:

- Learning zone (flexible training facilities and break-out spaces equipped with high-end audio-visual facilities and connectivity)
- Community zone (contemporary office and customer-facing units plus 'touchdown' workstations and interview rooms accommodating public and third sector services on a permanent or out-reach basis)
- Innovation zone (retail and incubator units for SME's, targeted at social enterprises. Linked to business support services)
- Social zone (flexible meeting facilities and circulation spaces accommodating informal gatherings, small groups, worship and celebration)

CMVA have created an advisory group and are in the process of commissioning a feasibility study to develop the project further.

Cost: £5.5million [ERDF / CMVA own funds]

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- **Link Walk**

Sanctuary Housing Association owns the block of flats between Link Walk Training and Enterprise Centre and Coasters community café in Eastfield. SBC will work with Sanctuary and other partners, including Eastfield Neighbourhood Partnership to explore the potential of developing the site to provide a community resource and possible one-stop shop to access public and voluntary sector services.