

20/20 Vision

A Strategic Investment Plan for Scarborough Borough

April 2004

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1. A Shared Vision

The Borough Council's Vision is "to achieve the renaissance of the North Yorkshire Coast by 2020". Working with local and regional partners, the Council is focused on four key priorities:

- Protect and improve the wider coastal environment
- Address community disadvantage
- Facilitate better quality jobs and investment
- Deliver safer communities

The Borough faces a number of challenges in the early years of the 21st Century, most of which can only be tackled in partnership with other public sector organisations, the voluntary and community sector and with the co-operation and involvement of the business community.

One of the most significant issues relates to the prosperity of the area and the affect this has on the area and the quality of life of residents. The areas remoteness from economic growth centres and the decline of some of the area's basic industries has resulted in an investment deficit.

The cycle of decline which this has engendered over recent years is starting to be arrested, but in order to achieve sustainable growth will require a long term commitment to addressing this deficit. Because this cannot be achieved quickly, this plan seeks to identify key investment priorities, sources of funding and an indicative programme of projects over a 15 year timescale, to 2020.

The preparation of this plan is timely, in that the Objective 2 European programme will continue to provide a significant source of funding through to 2008 and Yorkshire Forward are moving towards a longer term investment planning process through the introduction of Sub Regional Investment Plans, initially to 2009, which this document will help inform.

The renaissance of the Borough by 2020 means creating positive economic, cultural and environmental conditions for growth and employment which in turn create attractive, sustainable communities which people enjoy living in and visiting.

Given some of the economic difficulties confronting parts of the Borough, this is an ambitious agenda, but one which is realisable given a united and focused approach.

2. Context

Scarborough Borough encompasses the whole of the coast of North Yorkshire. It covers an area of 330 square miles, (of which 62% is in the North York Moors National Park) and has 43 miles of coastline, a major part of which is designated as Heritage Coast. The three main coastal towns, Scarborough (population 54,088), Whitby (population 13,594) and Filey (population 6,468) each has a unique local identity based on history and cultural development. The Borough also covers an extensive and sparsely populated rural hinterland with the Esk Valley and its communities in the north, and part of the Vale of Pickering and Wolds fringes in the south. The three main towns are all significant resort towns and the whole area is one of the UK's main holiday destinations attracting around 5.4million visitors, spending £320 million per annum. The Borough covers a total of 53 parishes and 88 individual villages.

The resident population of the Borough at 2001 was 106,243 of which 47% was male and 53% female. The total population of the Borough remained effectively static between 1991 and 2001 which reflects, in part, an ageing population. At 2001 27.5% of the Borough population were aged over 60 compared with 20.9% in England and Wales. The Borough has a small but significant ethnic minority population (1% at 2001). A particular characteristic of the Borough is the large increase in population as a result of day and staying visitors. During the peak seasonal period, it is estimated that the "day" population increases by 200% because of this effect.

The Borough is an attractive area with its coastal and moorland scenery, fishing villages and coastal resorts. For those on average or higher incomes the Borough can provide a high quality of life. However, some parts of the community experience significant disadvantage created by a number of socio-economic factors. Two wards in Scarborough (Castle and Eastfield) are in the 10% most disadvantaged wards in England and Wales and six other wards are in the 30% most disadvantaged. One of the characteristics of Castle Ward in particular is the high level of transient population. The deeper rural areas suffer from problems of accessibility to facilities and services and the cost of providing services in these areas is greater because of the sparsity of population. The whole area suffers from an investment deficit arising from inadequate levels of public and private sector investment over many decades giving rise to problems of dereliction, under use and unemployment.

The economy of the Borough is diverse 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. This expansion in manufacturing has helped to offset decline in some traditional industries including agriculture and fishing. The traditional mainstay of the local economy, tourism, has changed significantly since the 1960's and 70's and in common with many other English seaside resorts has suffered in the face of overseas competition. This has had a major economic and environmental impact particularly in the resort towns. Expansion of the higher value added service sector at national level (including financial services and information/technology based sectors) has largely bypassed the Borough.

The Borough occupies a peripheral location in the Region being remote from large centres of population and having generally poor road and rail communications. The A64 is the principal road serving Scarborough, but the inadequacy of this east-west link and the poor communication link between Teesside and Humberside create major accessibility problems.

Some of the issues affecting local communities are:

- Relatively high levels of unemployment (3.2% at June 03) and relatively low levels of economic activity – a reflection of low levels of private sector investment and new business formation combined with a decline in some principal employment sectors.
- Relatively low levels of educational attainment and qualifications (32.4% with no qualifications) - linked to socio-economic factors, poor health and lack of skilled job opportunities for school leavers and graduates.
- Relatively low levels of notifiable crime but high “fear of crime” levels – accounted for partly by the affects of anti-social behaviour in certain communities and an elderly population.
- Relatively low house prices – but with significant recent price increases particularly in attractive rural areas such as the National Park (raising issues of local affordability) and problems associated with concentrations of houses in multiple occupation in central Scarborough.
- A high quality of environment but with major problems associated with coastal protection, out of date tourism infrastructure and poor quality buildings.

3. Purpose

In order to deliver the renaissance of the Borough requires a long term approach which takes into account funding opportunities and the various strategies which have been developed at a regional, sub-regional (York and North Yorkshire) and local level.

These strategies include:

- Regional Economic Strategy
- Sub Regional Investment Plan
- Borough wide Economic Development Strategy (Toward 2010)
- Tourism Strategy
- Cultural Strategy
- Community Plan
- Social Inclusion Strategy, and
- Borough Local Plan and National Park Plans
- The Urban Renaissance Master Plan

This Investment Plan represents a new process to assist the coordination of funding, in order to address priorities over time – in other words a programmed approach. This recognises that a “quick fix” is not an option for the coast and that what is required is sustained investment over a long period of at least 15-20 years.

This approach is being reflected at a regional and sub regional level by the preparation of Sub Regional Investment Plans for a 5 year period (2004-2009) which will be agreed by local partners, Government Office and Yorkshire Forward in June 2004. It is also reflected in the preparation of Integrated Development Plans and Neighbourhood Pact Strategies as a framework for European funding (Objective 2) over the period to 2008.

At a local level, the availability of a longer term plan will enable the coast to influence the decisions of key funding bodies in making decisions on their investment priorities.

The period of this Investment Plan is therefore purposely long term and coincides with the aim of achieving renaissance by 2020. It is recognised however, that much may change during this time and the Plan will need to be monitored and reviewed on a regular basis.

The Plan is divided into two parts:

- Shorter term priorities to 2010
- Longer term priorities to 2020

The Investment Plan needs to be agreed by the Borough Council, by the Yorkshire Coast Partnership and be adopted as a key document by the Local Strategic Partnership. It will help to inform the Community Plan as well as the plans of external agencies.

The plan should not be seen as solely comprising Borough Council priorities and plans but takes into account other key partner's investments together with investment by the private sector. The aim of much of the public sector investment is indeed to act as a catalyst for private sector investment and over time a sign of the success of the Plan will be that the need for public sector intervention diminishes.

The Plan focuses on capital investment which will help to regenerate the physical assets of the Borough. It is recognised however that this is only one element in the process of renaissance. Capital investment needs to be complemented in particular by action to improve the education and skills of all sections of the local community and action to ensure that disadvantaged neighbourhoods and individuals share in the benefits of a growing economy. Much of this work will be coordinated through the North Yorkshire Coast Area Learning Partnership and by the Borough Council working in partnership with, amongst others, the voluntary sector, the County Council, the Learning and Skills Council, the University of Hull and Yorkshire Coast College.

4. The Agenda to 2010

What has been achieved since 1995

Much of the regeneration activity facilitated by the Council dates back to 1995, when both the Castle Pride Initiative (a single regeneration budget programme relating to Castle Ward in Scarborough) and the Whitby Beacon Regeneration Initiative (a European funded initiative relating to Whitby town) received funding approval.

These have been followed up by targeted regeneration programmes in Filey, Falsgrave (Scarborough) and Staithes (Hinderwell Parish). A total of 120 individual projects have been implemented through these programmes leveraging in a total investment into these targeted areas of around £47million.

In 2002, Neighbourhood Partnerships or Pacts were established in all seven of the most disadvantaged areas of the Borough i.e. Castle, Falsgrave, Barrowcliff, Eastfield, Filey (part), Whitby, (part) and Hinderwell Parish. Programmes of targeted activity to rebuild confidence, provide community based facilities and facilitate training and employment opportunities will carry through until 2008.

Separate initiatives have also included the establishment of the Yorkshire Coast Fishing Forum to assist the development of the local fishing industry; the establishment of the Yorkshire Coast Investment Bureau to facilitate business development and inward investment; the Urban Renaissance programme in Scarborough to identify a longer term strategy for the town and encourage quality investment; Town Centre Management in Scarborough to improve the attractiveness of the shopping centre; the development of a multi-agency team to address crime and disorder; the establishment of NYMAC to provide business support to start-up and young businesses; the Market Town Initiative in Whitby to act as a focus for regeneration activity; and a range of Initiatives in the rural area including a major programme of workspace development (141 units in total).

A common theme of much of this work, In particular the SRB Programmes, regeneration work in Whitby and the Urban Renaissance Initiative in Scarborough, has been the involvement of community interest in the development of projects and programmes and a concentration on the importance of Urban Realm improvements to under-pin the process of renaissance in the coastal towns.

As well as the direct benefits of these initiatives, significant levels of private sector investment has been generated by them and a major plank of the Borough Council's work with the local community has been to raise confidence in the future of the area as a place to invest.

Some notable examples of this include:

- Further development and opening up of land at the Business Park (Hopper Hill Road)
- The Whitehall Shipyard and Eve's Garage development in Whitby

- Ask Restaurant in Scarborough, together with new retail developments in Aberdeen Walk, St Thomas St/North St and Northway
- Proposed new Hospice and private sector Hospital in Scarborough
- New supermarket in Filey
- Major holiday camp investment including the former Butlin's camp in Filey
- Scarborough Building Society's new Headquarters
- Wide range of investment in local manufacturing companies and in new car dealerships
- Workspace development at East Ayton, Wykeham and Mulgrave as well as the Business Park
- Significant residential development in the towns through conversion and re-development, as well as green field developments.

Despite these achievements, the recently produced Strategic Economic Assessment for the Sub Region highlights continued weaknesses in the local economy, including:

- GDP growth and output growth below regional average
- Poor basic skills levels
- Low number of exporters, young business owners and businesses overall
- Poor transport links and isolation from main business networks
- Over dependence on seasonal tourist business
- Reducing, but still high levels of unemployment and under employment
- Loss of young people
- Poorer health than region or sub-region

There also continues to be market failure (ie a failure on the part of the private sector to meet needs) in the provision of employment land, in commercial office development, in the provision of incubator/start up workspace, in the hotel sector and in some elements of the housing market.

One of the catalysts for change and growth, which has long been advocated, is improvements to the physical communications infrastructure of the Borough. At sub regional level this is seen primarily as a failure of east-west links, but from the coast's perspective it is a 360 degree problem. The notable effect of good communications in some parts of the sub region is illustrated by the Strategic Economic Assessment. Average income by postcode shows a concentration of higher incomes in the A1/A19 corridor and in the "golden triangle" of York, Harrogate and Leeds. While this issue is largely outside the control of local agencies and outside the scope of this document, local and regional agencies are working hard to advocate improvements, particularly to the A64 trunk road.

In addition, the Scarborough Urban Renaissance process has produced a Charter, Vision, Master Plan and Strategic Development Framework for the town of Scarborough. The long term vision proposes a step change in the direction and image of the town and an improvement in quality of both the street scene and the tourism product. Also, higher levels of growth are envisaged to create a greater critical mass to support a wider range of job opportunities together with health, leisure and retail facilities, deficiencies in which currently hinder the development of the town.

Priority Areas for Action

At a local level, the Yorkshire Coast is seen to be characterised by:

- A beautiful, natural and historic environment with major cultural assets, but dominated by an industry in decline
- Experiencing relatively high levels of unemployment, low workforce participation and low wages, and also experiencing some failure in labour and property markets

This analysis suggests:

- That the Borough needs to ensure that existing businesses in established sectors become more competitive and that new sectors are introduced into the economy focused increasingly on information/knowledge based industry
- That opportunities presented by existing skills in the local workforce are fully exploited and where there are gaps, provision is made to meet both existing and future requirements
- That because of problems of physical accessibility and the decline of traditional industries (fishing, farming and long stay tourism) over many years, the area requires sustained but targeted public investment which encourages and facilitates private sector investment.

An holistic approach is required which takes into account skills development, business support, inward investment, sites and premises development and improved accessibility. Moreover, it is recognised that a previous concentration by local agencies on indigenous growth of local businesses alone is now no longer seen as a sustainable response to the difficulties encountered by the area.

In order to deliver this step change requires the development of a number of initiatives which will act as a catalyst for private sector investment, business development and job growth.

In developing this Investment Plan the central focus has been on developing the Borough's strengths in terms of the advantages that the area offers, in particular its quality of life and environment and on initiating a process of innovation and change.

The Yorkshire Coast Partnership's Economic Development Strategy "Towards 2010 – The Renaissance of the North Yorkshire Coast" identifies six strategic objectives which have been adopted as part of the Sub Regional Investment Plan as priority actions:

Towards 2010- Strategic Objectives	Sub Regional Investment Plan - Priority Actions
<ul style="list-style-type: none"> • To improve the environment and re-build the image of the area as a quality and dynamic place to live, work and invest • To improve the accessibility of the Borough • To diversify the economic base of the area through the expansion of high value added manufacturing and service industries • To adapt the local tourism industry to capture potential growth markets by building on the strengths of the area • To improve skills and educational attainment of the local population and workforce • To target action at specific geographical areas which are economically and socially disadvantaged 	<ul style="list-style-type: none"> • 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 disadvantage communities

The following section identifies key projects which are intended to address these priorities.

Achieve renaissance through cultural and creative industry development and public realm improvements

The re-branding of the resorts as fashionable coastal towns under-pins the process of renaissance, with public realm improvements linked to the development of new assets to encourage creative business development.

Key projects are:

- A new image for the coastal towns

In order to encourage investment in the Borough, current perceptions of the area being out dated or lacking in innovation need to be addressed. The area needs to attract well qualified and enterprising young people with new ideas,

to counter the current trend of outward migration through targeted marketing and recruitment.

- South Bay Pool – Phase 2

Following on from the remediation work undertaken in 2003, Phase 2 seeks to create an attractive and sustainable open space which contributes to the South Cliff environment and provides a venue for arts based and cultural events. Further redevelopment may take place in the long term as part of an overall scheme for the Spa, South Cliff and Coastal Protection works.

- Cultural Quarter – Phase 1

A programmed package of investments based on the Valley and Crescent Gardens area in Scarborough. Including major renovation of the Rotunda Museum; the development of Woodend as the main Gallery and Museum space; Improvements to access and the landscape of the garden areas and the development of a Media Centre through the conversion of the existing buildings and/or new development. The first phase is the Rotunda Museum and Media Centre.

- Futurist redevelopment

A joint venture is proposed to acquire the remaining interest in the Futurist complex in order to create a development platform for a major private sector investment in this key on the seafront of Scarborough. A mixed residential and commercial development is proposed helping to link the town centre with the foreshore.

- Whitby Marina

Following a community planning weekend, the Borough Council is working with a developer to bring forward a mixed residential and commercial waterfront development in the upper harbour. In addition to providing new employment opportunities this development, together with external funding, will enable improved berthing and land based facilities for leisure yachts and create a new and attractive water side promenade as a back drop to the Tall Ships which are now regular features of Whitby Harbour.

Address the needs of disadvantaged communities.

The current programme of European funded neighbourhood regeneration in the seven most disadvantaged areas of the Borough needs to be supported through the renaissance process.

Key projects are:

- Connect communities with job opportunities

With new employment opportunities been created through initiatives such as the Scarborough Business Park, the aim is to improve the chances of residents living in the more disadvantaged neighbourhoods to access these jobs. The Objective 2 Priority 3 programme will provide some support to these communities, but a major programme of targeted recruitment and training is required to make a substantive difference to these neighbourhoods.

- Neighbourhood Regeneration Assessment – Castle Ward

Arising from the Urban Renaissance work, Castle Ward in Scarborough has again been highlighted as an area which requires ongoing support and investment to address the number of linked social and economic problems associated with the large number of HMOs in the Ward. The Neighbourhood Regeneration Assessment is intended to develop clear programme of coordinated activity to address these issues.

- Housing Renaissance Initiatives

Housing can be a key element in initiating regeneration. Working with local housing associations and private sector developers, the aim is to secure improvements to the existing housing stock; tackle problems associated with Houses in Multiple Occupation (HMOs); improve the supply of affordable housing; and assist the regeneration of key areas with high quality private sector housing.

Broaden and expand the economic base.

Inward Investment, new business development and job creation are high priorities for the coast yet, because of market failure, the essential building blocks to facilitate this, in terms of property investment, are lacking.

- Scarborough Business Park – Phase 1

The infrastructure costs associated with opening up the 170 acres of allocated land at the Business Park are too great for the private sector to bear without public sector intervention. This project aims to open up an initial site and cover some of the major upfront infrastructure costs in order to facilitate both direct development by the public sector and in due course further private sector investment.

- Filey, Whitby and rural property initiatives

In order to ensure that small and start up businesses have adequate accommodation, a number of small scale property interventions will be initiated using the recently established Property Grants Scheme. This will include Phase 2 of the Falsgrave Community Resource Centre, Newchase Business Centre and possibly Plaxton Park, together with premises development on suitable sites in Whitby and Filey.

- Yorkshire Coast Investment Bureau

Established in 2002, in response to the need to be more proactive in regard to attracting inward investment to the Borough, the Bureau has successfully established a public/private sector partnership which has resulted so far in x number new businesses been established with a total of x jobs been secured. Funding for this business location service is due to run out in December 2004, but given the major opportunity presented by the development of the Business Park, local activity needs to be sustained working alongside york.england. The scope of the Bureau also needs to encompass workforce development and the coordination of business support.

- Yorkshire Coast Fishing Forum

A key agency in bringing together the different sectors of the local fishing industry and in developing new initiatives to help the industry develop and diversify. In order to implement the recently agreed Borough wide Fishing Strategy, the work of the Forum needs to continue beyond the current planned timescale of April 2005.

Secure investment in the tourism infrastructure.

Tourism plays an important part in the overall economy of the coast. However, the traditional tourism industry within the Borough has suffered from long term decline and there has been a failure to adapt to changing tourism markets.

Key projects are:

- Scarborough Spa Improvements

Scarborough Conference Bureau has been successful in attracting new business to Scarborough. However, in order to retain existing association business and secure new corporate business the Scarborough Spa Conference facilities require major investment. Phase 1 of this project is to improve facilities for business delegates, with a second phase involving major development in around ten years time, utilising the opportunities presented by the proposed coastal protection works planned for the South Cliff area at this time.

- Peasholm Park

A restoration management plan for the park involving a £3.2million development programme to restore this Japanese style garden is currently subject of a bid to the Heritage Lottery Fund with a likely commencement date of 2005.

- North Bay Project

Associated with the restoration of Peasholm Park, this project involves redevelopment of 50 acres of Borough Council land on a prominent site in the

North Bay into a modern tourist facility combining accommodation with leisure attractions such as a water themed area. This potential £120million private sector project is expected to be a major factor in the regeneration of the town as a major tourist destination.

- Whitby Youth Hostel

Located adjacent to the new Whitby Abbey Visitor's Centre, Abbey House is to provide the home for a new 100 bed Youth Hostel facility providing improved accommodation to a range of visitors.

- Moors Centre, Danby

Further developments and improvements of the National Park Visitor's Centre at Danby.

- Scarborough to Whitby former rail line

Improvement and development of the former railway line as a cycling and pedestrian route.

- Coastal Tourism Initiative

An initiative to improve the coastal tourism product by providing grants and training to all tourism businesses located on the North Yorkshire Coast.

- Short Breaks Marketing Initiative

An initiative to increase staying visitors and tourism spend by marketing and developing activity and special interest holidays throughout the Borough for short breaks and weekends.

- Scarborough Castle Project

This scheme involves the creation of a new visitors centre within the shell of Mossdale Hall, together with a new access point linking the Castle to Sandside. This is a key regional project for English Heritage and will raise the profile of the town as a heritage centre as well as act as a nationally important site for interpretation of the English Civil War.

Improve communications infrastructure

In addition to advocating for improvements to the A64 key projects include the introduction of Broadband (enabling of rural exchanges and the provision of fibre optic cabling to the Business Park), and the development of initiatives relating to the Esk Valley Rail Line and the North Yorkshire Moors Railway.

- Broadband

An initiative to encourage the enabling of rural telephone exchanges through community based campaigns and the development of the fibre optic network to key sites such as the Business Parks.

- Esk Valley/North York Moors Railway

Assist the development of key projects which will increase the usage of both lines and increase their economic impact.

Address the skills deficit

Skill levels and educational attainment is low compared to the rest of North Yorkshire (with 32.4% of the population with no qualifications). There is a need to address the area's skills deficit in order for the workforce to access new job opportunities and for local industry to become more competitive.

- Skills development programme

This programme, linked to the development of the Scarborough Business Park and the development of new resource centres in disadvantaged communities will focus on workforce up-skilling (including management, entrepreneurial and marketing skills), skills for life, construction training and initiatives to encourage graduate retention and inward migration (including the development of business incubator facilities).

5. Longer Term Priorities

It is acknowledged that in order to address the coastal area's investment deficit it will be necessary to plan over at least a 15 year period. It is more difficult to provide an indication of priority projects post 2010, however the following list provides an indication of projects which are currently known and which are likely to be implemented in the period 2010 to 2020.

Key projects include:

- **Develop the cultural and creative industries and public realm through renaissance**
 - Cultural Quarter – Art Gallery and Woodend, Valley Garden improvements
 - Housing renaissance initiatives
 - Scarborough public realm programme – eg. Market Square, Station Square, Key Street, Sandgate Square, Sandside, St Nicholas Cliff and Green Gateway
- **Address the needs of disadvantaged communities**
 - Castle ward regeneration programme
 - Ongoing recruitment/training initiatives to connect communities to job opportunities
- **Broaden and expand the economic base**
 - Scarborough Business Park – Phase 2
 - Whitby Business Park
- **Secure investment in tourism infrastructure**
 - Spa and South Cliff redevelopment
 - North Bay Leisure development
 - Whitby Marina – Phase 2
 - Mere and Oliver's Mount Country Park
- **Improve communications infrastructure**
 - A64 dualling
- **Address the skills deficit**
 - Skills development programme continued

6. Implementation

The key to implementing this Investment Plan, both in the short and long term is to maximise available investment resources whether they be public or private. The general theme of the Investment Plan is to encourage and facilitate private sector development through focused public sector interventions where there is evidence of market failure.

In terms of public sector funding, the principal sources are likely to be:

- Scarborough Borough Council
- Yorkshire Forward
- European Union (primarily Objective 2 and 3)
- Lottery (primarily Heritage Lottery Fund)
- Other Government funded agencies (including DEFRA, Small Business Service, JobCentre Plus, Learning and Skills Council, Home Office, English Heritage, English Nature, Countryside Agency)

As a consequence of the transfer of the Council's housing stock to a registered social landlord (Yorkshire Coast Homes) in December 2003, the Council has generated receipts, some of which will become available to help fund this Investment Plan. This will be required in order to provide the necessary match funding to other external partners funding.

The funding which Yorkshire Forward currently receives from the Government to implement the Regional Economic Strategy is currently largely committed to existing Single Regeneration Budget programmes through to 2005/6, but after this date their funding will increasingly become available to initiate new projects. Yorkshire Forward has allocated £47million of uncommitted funding to the Sub Region (ie York and North Yorkshire) in the period 2004-2009.

European funding through the Objective 2 Programme, which could provide a significant resource for many of the projects included in this Investment Plan is time limited, with projects having to be developed and committed by the end of 2006 and implemented by the end of 2008.

The effect of the above is that there is a small window of opportunity where both Yorkshire Forward and European funding is likely to be available at the same time ie the 2005-2008 period. It is particularly important therefore that priority projects are identified and brought forward to meet necessary deadlines and to this end the Borough Council is to establish a Project Development Team by the summer of 2004 to facilitate project development and implementation.

Not all of the projects which require external funding can be taken forward together, as the resources to implement them are limited. An indicative programme of the larger scale priority projects which require substantial public funding (ie Yorkshire Forward, European, Lottery and Borough Council) is provided at appendix 1.

7. Monitoring and Review

The overall objective of this Investment Plan is to contribute to the vision of achieving the renaissance of the Yorkshire Coast by 2020.

In order to answer the question, “how do we know when we have achieved the vision?” we need to clearly identify what we are trying to achieve and to measure our progress against specific targets.

Work is currently underway at a sub-regional level to define targets in relation to the Sub Regional Investment Plan. These are likely to be defined at three levels:

- **Indicators:** These are the high level measures that provide the ultimate aims for the Investment Plan ie: household income, GDP, levels of employment etc.
- **Outcomes:** These are the lower level measures that relate to particular actions and take into account both the direct and indirect affects these have on the economy.
- **Outputs:** These are the direct results of the individual projects. The most consistent set of outputs that can be used to measure performance relate to the Government's/Yorkshire Forward's Tier 3 targets. These include for example jobs created, new businesses created, private sector investment attracted, learning opportunities supported, reclamation of brown field land unlocking land for development, reducing greenhouse gas omissions. Other potential output targets may be derived from the European Objective 2 and 3 programmes.

Further work is required to agree specific targets and this will need to take into account:

- What is sufficient to address the issues?
- What is achievable within the timescale of the Investment Plan?
- What other things might influence the attainment of the targets?

Indicators might relate to percentages of national figures because high level measures such as unemployment are heavily influenced by national and international factors.

Outcomes could relate to sub-regional figures, so that any change will be expressed as an actual change in relation to sub-regional performance.

It is anticipated that specific targets will be agreed at a sub-regional level by June 2004.

In terms of geographical area the measurement of most of the target indicators and outcomes are likely to be based on Scarborough Borough, because of the availability of comparative data.

It is proposed to update the Sub Regional Investment Plan on an annual basis. The Borough Investment Plan is intended to provide a longer term strategic framework which might be reviewed every three years. It would be desirable however to prepare and agree an Annual Action Plan at the beginning of each calendar year in order to feed into the Sub Regional Investment Plan process.