



SCARBOROUGH
BOROUGH COUNCIL

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**Business Case Approval Record for
Scarborough Harbour West Pier**

Summary Document Submission Date

24 March 2022

DOCUMENT CONTROL

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Cabinet acceptance of RPDB recommendations and permission to submit Summary Documents	15 Feb 2022
Or ICM acceptance of RPDB recommendations and permission to submit Summary Documents	
Town Deal Board endorsement of Business Case	14 Feb 2022

SUBMISSION OF SUMMARY DOCUMENT

	Date	
Town Deal Board Authorisation	David Kerfoot	18 Feb 2022
	Chair	
SBC Authorisation	Nick Edwards	24 Mar 2022
	Section 151 Officer	
Date of Submission		24 Mar 2022

Item 9

Scarborough Town Deal Board - 14 Feb 2022

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.

SCARBOROUGH HARBOUR WEST PIER REDEVELOPMENT



Scarborough Borough Council

 ESR HOST CONSULTING

DATE ISSUED

17.03.2022 V7

Full Business Case

Scarborough Harbour West Pier Redevelopment

FULL BUSINESS CASE (FBC)

SRO:	
Project Manager:	
Organisation:	

	Name	Signature	Date
Prepared by:	Hugh Thompson		11/03/2022
Reviewed by:	Chikode Etike		17/03/2022
Approved by:	Huh Thompson		23/03/2022

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EXECUTIVE SUMMARY

The Harbour, West Pier regeneration scheme is an integral element of Scarborough's Town Deal and Vision. Some of the Towns Fund award of £20.2 million has been allocated to support the town's vision to 'realise the potential of the harbour' as a seafood hub and public realm that lifts the atmosphere along the coast and further.

The Towns Fund Investment of £5 million will be helping to redevelop 3 functioning maritime workspaces along with a popular café, a newly renovated restaurant space, new kiosks and public toilets. The 18 month (tentative) redevelopment will ensure that by 2025, the harbour's appeal has been raised, both aesthetically and functionally, and a wider variety of tourism activities can be aligned with a vibrant new cultural hub.

The Strategic Case

The ambition for the Town Investment Plan is to help create the conditions for sustainable long-term economic growth, which responds to local development needs and delivers inclusive growth. The Strategic Case is supported by a compelling case for change, explaining the rationale for the proposed investment and presenting evidence of its strategic fit with local and national strategy and within the Town Investment Plan Programme.

The Economic Case

The Economic Case is based on the preferred scheme design option, Option B. The FBC develops on the outputs and impacts outlined in the OBC. It presents the results of an appraisal of the scheme option, and the outputs and impact the project can achieve in the short and the long term. The FBC picks up the scheme benefits and costs to present a robust appraisal of the option.

The Financial Case

The financial case confirms the affordability of the scheme and charts the preferred option going over the scheme's 30 yr. lifecycle. It discusses resources available to the project, including supporting capital.

The Commercial Case

The commercial case documents the procurement tenets in alignment with SBC's procurement policies and procedures. It also outlines SBC's strategic approach to procurement, setting out contractual arrangements for the scheme.

The Management Case

The management case confirms the detailed scheme described in the OBC remains largely unchanged. It confirms that a robust governance structure is in place. The FBC introduces further risk management elements that have been developed since the compilation of the OBC and summarises the risk management. It further confirms the structure of the project communication plan.

Section 1

Full Business Case

STRATEGIC CASE

Summary

The ambition for the Town Investment Plan is to create the conditions for sustainable long-term economic growth, which responds to local development needs and delivers inclusive benefits. The Strategic Case describes the case for change explaining the rationale for the proposed investment and presenting evidence of its strategic fit with the Town Investment Plan Programme. Whereas there have been slight changes to the scope of the deal since the OBC, Option B, the preferred option, provides synergy and best fit with all other components of SBC's business strategy. However, due to Option B's cost intensiveness, further Options were introduced and explored to demonstrate how the project would perform, having reached the affordability envelope.

1.0 Strategic Case

1.1 Introduction

This section lays out the strategic case in support of investment in the regeneration of Scarborough Harbour's West Pier, a significant listed heritage site and important symbol of Scarborough's fishing and maritime history.

The proposed regeneration scheme will create a functioning public realm, that connects Scarborough's maritime heritage with a contemporary experiential tourism offer for which there is increasing demand. The regeneration of the heritage pier and buildings will bring positive economic outcomes at a local level. By introducing new businesses onto the West Pier, the scheme will help to retain a skilled workforce, attract additional destination tourists and bolster local businesses. The working harbour and thriving fishing industry will be complimented by seafood catering, creative arts, live events and links to features around the town, such as Scarborough Fayre. The working harbour and thriving fishery will operate as a 'resource efficient' model, where the catch is processed and marketed from contemporary retail outlets and mainly consumed on site.

1.2 Project Description

The project comprises of the restoration and regeneration of the Harbour's West Pier and the creation of a public space (the public realm) to provide retail and workshop space for catering, fisheries and creative industries. The scheme incorporates three heritage buildings which will be renovated under the scheme, of which building 1 will accommodate a high quality fish restaurant with a regional reputation, with buildings 2 and 3 offering workshops, offices, art studios and retail space. Under the wider scheme, the bait sheds (building 7) will be demolished and relocated to the north side of the pier to provide a more functional working environment that provides new facilities for the fishermen. This new building will have a larger footprint and additional lettable floor area. Building 4 will be demolished to accommodate the relocation of the bait sheds.

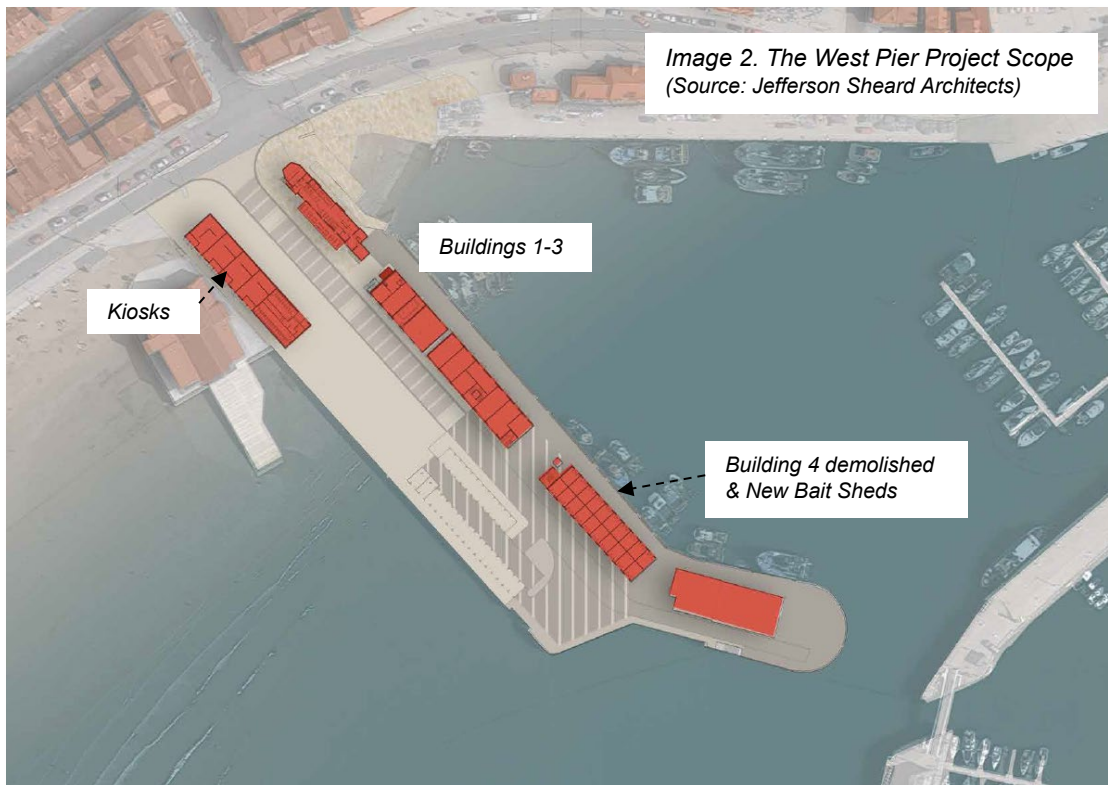
The existing Kiosks currently facing Foreshore Road, will be repositioned to face the public realm and replaced by contemporary structure that continues to have visibility from Foreshore Road (See Image 2.). The structure will also house the relocated public toilets, positioned at the tail end of the building.

The newly formed service area to the southern end of the pier will allow for dedicated turning and waiting areas for the HGV's and other vehicles servicing the units. Permanent car parking will be contained to allow for improved separation between the public realm and vehicles. The scheme will allow for the small vans to service the buildings from the harbour side of the pier. The scheme will offer a larger public realm space with an overspill for car parking (see image 2). The public realm will be designed as a multi-functional space centred on a pedestrian environment.

The proposed event space, which is located between the kiosks and the car park will create an attractive setting for pedestrians and improve the general scenery and character to contribute to place making. Car parking will consist of 30 spaces (with additional overspill

for approx. 20 vehicles, with planters and retractable bollards used to separate it from the event space.

Image 1. Scarborough Harbour West Pier



The Proposed Investment

The proposal is the investment in to scheme Option B (*Table 1*) which delivers on each of the projects critical success factors:

1. Create a desirable visitor destination through a transformational change.
2. Support a thriving fishing industry.
3. Optimise public value.
4. Be deliverable.
5. Be deliverable within available funding streams.
6. Contribute to carbon reduction and sustainability.

Table 1. Summary -Option B

OPTION B	SCHEME
	New public realm
	New contemporary kiosks
	New public conveniences
BUILDING 1	Alterations internally to form new restaurant space New build extension(s)
BUILDING 2	Alterations internally to form office / workshop space. Improved seafood and retail space to ground floor and make public facing
BUILDING 3	Alterations internally to form workshop spaces for fishermen Café area expanded over loft storage space - storage unit removed. Market place improved for public viewing
BUILDING 7	Demolition of existing structure; Demolition of Building 4
(BAIT SHEDS)	Construction of new 3 storey Bait Sheds on the harbour side of the pier
SCHEME COSTS: £11,419,905	

1.3 Project Objectives and Case for Change

The contextual setting for the West Pier regeneration scheme is its importance as a local maritime heritage asset; allied to the social, environmental and economic value that can be released to Scarborough's suite of tourism offerings.

Scarborough Harbour is the UK's second major shellfish port by volume of catch. The local maritime industry currently employs approximately 150 people with close to an additional 150 in related employment. Scarborough's fleet of 35 local and 23 visiting vessels landed 851.7 tonnes of product in 2020, which generated revenues of £2.8m from fishing and associated revenues of £300,000. The benefit of fishing to local economy is in excess of £3.1m a year.

Scarborough's standing as a key fishing port, and its legacy as a whitefish port have been in gradual decline with the reduction of its whitefish fleet. The emergence of alternative fish stock, particularly shellfish, demand for which is growing at the rate of CAGR 2.9% pa, will help to sustain the harbour. It is critical that the harbour facilities adapt to meet changing needs and challenges, offering a diversified tourism experience.

Added value will be generated by the scheme with the introduction of a more contemporary infrastructure setting, which in turn will facilitate industry resilience.

The project ushers in the opportunity to accommodate a new and sustainable future for the harbour, where in the short-term, a new tourism offer will become a feature of Scarborough, which directly generates increased levels of entrepreneurial activity, leading to the creation of new jobs. In the medium term, the newly renovated and repurposed buildings generate a hive of economic, social and cultural activity around the maritime wholesale and retail value chain with more tourism visits, improved perceptions of Scarborough, and a sense of pride in the town. A more resilient circular economy will emerge over the longer term echoed in the closed loop resource model to be adopted on the pier.

Central to the project is the need for the fishing industry to maintain an active presence on the pier. The aim is to forge stronger connections between the fish people are eating and the local businesses that caught them. This will be based around a 'Sustainable Seafood' concept, which is expected to provide benefit to both the fishing industry and the town, particularly in the context of the Covid-19 crisis, which has impacted multiple operators, vessels and businesses due to the adverse market conditions.

This Strategic Case adheres to the guidance of the 'Towns Fund', following the 'Treasury Green Book', to examine 5 key components:

1. The case for change, reviewing the context, the challenges and solutions.
2. Alignment with local, regional and national policy objectives.
3. The vision and objectives specific to the project.
4. The anatomy and structure of the project.
5. The role of stakeholders in developing the project.

The wider strategic context

The West Pier scheme has several enabling links with other projects in the Town Investment Plan. A core objective is *'to bring cohesion across the public realm'*, whereby nature tourism and arts trails are linked by high quality streetscape, with *'dwell time'* spaces for people to linger and explore. The High Street is a *'vital movement corridor'*, from the train station to the coast. The station and the harbour are two *'anchor points'* which bookend each point of the High Street. Here the Harbour and specifically the West Pier will add to a more buoyant and vibrant public realm, as the regeneration scheme incorporates a new outdoor venue at which festivals and cultural events, and activities and draws for a younger audience can be hosted in line with further visions of cultural regeneration such as the Spa and Scarborough Fayre.

The diversity of the tourism offer will be further enhanced by the West Pier through its connection with maritime heritage and natural environment as it celebrates this heritage with artistic features based on SeaGrown & Wilde Eye projects.

The West Pier is clearly positioned as integral to the realisation of the Town Investment Plan vision, as it provides many options for the experiential tourism model and dovetails neatly into the flow of movement and activity through the town centre.

Evidence of Need

'Scarborough Harbour requires targeted investment to move forward'.

- The 2018 *visitbritain.org* Scarborough Destination report identified the Borough of Scarborough as the most visited holiday destination outside of London for UK domestic overnight visitors.
- However, despite an upward trend in overnight and day visitors in tourism in 2019 from 2018, *(it is estimated that around 1.44 million overnight tourism trips were made to Scarborough in 2019 - up by 4% compared to 2018)*, the Town Centre Strategy identifies that a steady decline in town centre usage has been recorded in Scarborough. *(A 14% reduction in footfall in the 3 years between 2016 and 2017)*.
- There is an urgent need develop the tourism model to attract new higher spending visitors to Scarborough, and to embed broader *'value chain'* activities within the tourism offer, that positively impact immediate stakeholders and the population of the town at large.
- It is evident that this can be achieved by promoting and creating a new cultural form of experiential tourism.
- The West Pier is the ideal candidate to fulfil targeted outcomes, providing a re-imagined public realm where visitors can explore, linger, be entertained and dine.
- The West Pier is a Grade II listed structure located within the Scarborough conservation area. Although not listed themselves, the buildings contained on the pier fall within the grounds of a listed structure.
- However, the West Piers' primary significance is that of its historical profile and association with the fishing community.

- o The regeneration project aims to maintain the character of the pier within a new contemporary function.

A recent condition survey undertaken by Mason Clark Associates revealed a number of urgent and statutory repairs that are required to bring the buildings on the West Pier up to a suitable standard for the realisation of the project (See Table 2 below).

Table 2. West Pier Evidence of Need

UNIT	CURRENT USE	CURRENT STATE
		(Mason Clark Associates Condition Report - Extract)
BUILDING 1	GF: Public conveniences FF: 8 commercial units 1 Storage unit	Heavy erosion to stone, suspected movement and roof damage. Decaying woodwork and dangerous balcony in need of urgent repair. Possible movement.
BUILDING 2	GF: 4 units - transit sheds FF: Harbour Master's office 1 Commercial office unit	Damage to the roof, rainwater goods and brickwork, windows and doors and poor joist condition.
BUILDING 3	GF: Market space functions as workshop space for fishermen FF: Café and 8 storage units	Repairs required to the soffit and rainwater goods. Weathered windows and doors require redecoration
BUILDING 7	The Bait Sheds Shellfish processing	Lintels are badly corroded movement, windows and doors in poor condition (SBC Commentary)
KIOSKS	Comprised of 4 shellfish retail units over 12 small plots	The kiosks require cosmetic upgrades at the very least, and replacement of the flat roof structure to the rear within the next 5 years

Opportunities

A list of outcomes for the Harbour area was developed by SBC in partnership with the Town Deal Board. Four outcomes emerged from the workshops held early in 2021, which are reflected in the Scarborough Town Investment Plan.

1. Increased diversity of the tourism offer in Scarborough
2. Increase the level of entrepreneurial activity and create new jobs
3. Increase perceptions and sense of pride for Scarborough
4. Resilient circular economy

Scarborough's working harbour is well placed to accomplish these important outcomes. Achieving these outcomes will establish the harbour as a high-quality experiential tourism offer, with the working harbour encouraging more and deeper interaction, increasing dwell time, broadening its visitor demographic to appeal to all age groups and young families and developing new audiences by holding events in the public realm. By capitalising on its location and heritage, the harbour can become an even more valued tourism asset that subsequently increases visitor spend, with all its benefits.

1.4 Rationale for Option B

Option B delivers several direct benefits related to the physical space and proposed facilities; The introduction of a feature restaurant will lift the popularity of the space, increasing footfall and creating recurring clientele. The increased visitor numbers will positively impact tourism spend and help to generate additional tourism jobs in addition to the approximately 80 jobs accommodated by the restaurant.

Scarborough's cultural tourism offer will be enhanced by the event space and public realm. The area will provide more and better quality event space for performances, shows and other events to complement Scarborough's existing cultural tourism offering such as Scarborough Fayre.

Relocating the bait sheds helps to provide greater flexibility for public realm. It allows for greater retention of parking and provides a safer boundary solution for commercial and domestic traffic. Positioning the servicing zone behind the new bait shed, the allows for much better visibility across the pier and accessibility to the businesses within the buildings.

Reducing the amount of on-site car parking significantly increases the scale of the public realm in addition to safer pedestrian routes along the pier edge.

1.5 Strategic Fit

The case for the regeneration of the West Pier strongly aligns with national, regional and local policy objectives.

LGA Levelling Up Agenda

The levelling up agenda is charged with improving living standards, growing the private sector, improving health, education and policing, strengthening communities and local leadership and restoring pride in place.

By working in partnership with Central Government, Scarborough Borough Council (SBC) will continue to drive investment in infrastructure to improve the town centre and high street leading to regeneration. This will positively impact local transport projects, and cultural and heritage assets such as the West Pier.

The Seafood 2040 (SF2040) Strategic Framework

Seafood 2040, a government appointed strategic framework for fishing and seafood in England aims to see a seafood industry that is sustainable and thriving; The strategy identifies opportunities to develop markets for underutilised UK-caught species and the creation of links between the fishing sector, the tourism industry and heritage sectors.

The West Pier will become an exemplar for the delivery of the SF2040 strategy connecting tourism, leisure and a niche fishery industry all within a working harbour.

The supply chain will form a complete closed loop on the pier, with shellfish catch being processed, sent to retail and consumed on-site, culminating in a high-quality offering. The resultant value chain will be evident in the visitor experience as the pier progresses to become a destination venue among Scarborough's key tourism assets.

Visit England's five-year strategy

The strategy aims 'to make tourism one of the most successful and productive sectors for the UK economy'. Given UK tourism's contribution of over 1.6m jobs nationally, it is one of the UK's vital industries. Tourism is worth £68bn to the UK's economy.

A new high quality retail space on the West Pier will generate in excess of 80 new FTE places with additional 30+ P/T places. It will lead to direct linkages to local colleges to provide qualifications for career development and upskill the workforce. In addition, shellfish vendors have indicated an increase in employment as a direct result of the regeneration project.

Y&NY LEP Covid-19 Economic Recovery

In relation to infrastructure, York & North Yorkshire Covid-19 Economic Recovery strategy includes a pledge to make 'all our high streets, city & town centres are greener, fairer, stronger', The West Pier regeneration project is an example of the creation of resilient pathways to positive economic and social outcomes, providing jobs, social settings and a sense of community to the Harbour.

York, North Yorkshire and East Riding LEP Local Investment Strategy

The York and East Riding Local Enterprise Partnership 2016 Yorkshire Coastal Growth Plan Identifies Scarborough as an area with the latitude for considerable growth. An invigorated West Pier will compete with emerging challenges in consumer choice for holidays, providing a quality offer for visitor experiences to encourage new and repeat visits. This will be achieved by utilising its built and natural assets to improve the economic base and improve the quality of the visitor infrastructure, fishing and maritime operations.

Local Plans and strategies

Local plans and strategies include Scarborough LEP Local Industrial Strategy and Scarborough Local Plan. The West Pier delivers on the urban regeneration priority by safeguarding the fabric of historically significant building stock on the pier. The West Pier is a listed structure and the significant buildings within its curtilage will require sensitive works to be carried out. This aligns with the Town Deal priorities particularly urban regeneration, planning and land use. The project aligns with Scarborough Town Centre Strategy to '*re-align itself for the 21st century to become a hub of leisure, learning and living by building on its rich heritage, culture and traditional retail and leisure offer*'. SBCs' 'building a better borough' initiative also sees a vibrant culture and heritage offer, bringing communities together, attracting visitors and businesses by creating a place where people want to live, work and visit.

Scarborough's Employability and Skills Plan identifies opportunities to strengthen and enhance the skills and employable provision in Scarborough. Businesses on the West Pier will have links with local training provision such as Scarborough Tech and Whitby and District Fishing Industry Training School.

1.6 Vision and Objectives

The West Pier regeneration project is a pivotal component of Scarborough's 2035 Vision which envisages 'a rejuvenated town and premier coastal destination for both visitors and businesses'. The vision statement as defined in consultation with key stakeholders and agreed by the Scarborough Town Deal Board, proposes the realisation of 7 core objectives, 4 of which can be accomplished by the West Pier scheme.

1. Realise the potential of the Harbour
2. Create a cord of activity from Station to Shore: our modern High Street
3. Reimagine the Public Realm as a network of interesting spaces to explore and places to linger
4. Host a range of events and festivals

The Treasury Green Book stipulates a requirement for SMART objectives to be outlined at the Strategic Outline Case. The six core objectives are:

1. The renovation of over 2.6 thousand m² of West Pier buildings by 2025.
2. Renovating and repurposing of 4 existing buildings all within the conservation curtilage by 2025.
3. The creation of new market units and commercial kiosks,
4. The creation of a high quality open/flexible event space.
5. The provision of a fisheries infrastructure to provide welfare, operational and processing facilities for the boats operating from the West Pier allowing for 10% increased capacity over 10 years.
6. Increased footfall onto the West Pier by 2026.

1.7 Key Risks Constraints & Interdependencies

Key risks identified in the Town Investment Plan concern property acquisition. There is likely to be a high incidence of disruption to the pier during construction works. It is anticipated this disruption will be particularly pronounced in the summer 2024 season.

Capital implication for complete project costs is a constraint, as 'top-up' funding will need to be supported within SBC's available budget.

Further constraints may arise from the as yet unforeseen conditional requirements for planning permission. There is a low occurrence of interdependency with other projects in the programme. provided below.

The loss of the West pier car park to accommodate the public realm has been thoroughly reviewed, including displacement and alternative car parking stock and condition. Also, permit holders and their links to pier assets as well as alternative car parking facilities nearby.

Further risks and interdependencies known at this stage are:

- the need for significant property acquisition and land assembly
- dependent on securing planning applications and consents, potentially multiple.

Table 3. Realised Risk Table

Issue/Risk/Consequences	Mitigation
Project requirements exceed funding available leading to a reduction in scope.	Scheme should be phased with the phases prioritised. Preferred option agreed and additional funding agreed by CEO.
Poor business case analysis putting the project at risk.	Detailed options and feasibility studies required to established best value.
Lack of political support putting the project at risk.	Early engagement with elected members.
Stakeholder dissatisfaction leading to disruption to the project and possible need to alter the scope.	Established clear communication and consultation protocols.
Failure to get plans approved causing designs to be modified leading to increased costs & delays.	Ensure stakeholders are involved in process. Ensure pre-planning advice is sort
Legal and commercial issues with existing tenants with Additional costs and possible delays.	Early negotiations with lease holders.
Revenue consequences are unacceptable project at risk	Ensure revenue costs are fully understood and taken into account in the business case.
Structural integrity of the harbour walls may be unsound.	Commission new survey of harbour wall piles and make required repairs.
HGV delivery/collection movement issues through the site leading to financial loss, reputational damage. Loss of harbour income from lost rent.	Close, regular and early communication with processors and hauliers. Maintain access whenever possible and when not possible, ensure for shortest amount of time.
Loss of access to working premises such as Harbour office, Net Lofts and Bait Sheds. Impact leading to reputational damage, negative PR and potential loss of landing dues revenue if activities are restricted.	Early communication with tenants. Access maintained wherever possible. Maintain access to Port Control, Harbour Office staff operate via remote working when required for short periods.
Oil pollution entering the water from construction vehicles Environment may be harmed by oil entering the marine ecosystem. Business may suffer from reputational damage, negative PR and the potential for prosecution or compensation claims.	Harbour Oil Pollution Plan SBC Oil Pollution Plan Harbour Oil Spill equipment on site.
Disruption to services. Could lead to compensation claims.	Early communication with tenants, particularly processors who store large amounts of live shellfish.
Additional costs required due to maintenance backlog SBC will need to commit extra funding to cover additional work required.	Finance to monitor and assess maintenance works.

1.8 Stakeholder Involvement

Early stakeholder consultation at the programme level was guided by the Scarborough Town Deal Board which consists of a representative number of stakeholders from the public, private and community sectors. A Communication Plan was compiled to ensure that stakeholders are informed with accurate information in a timely manner. The following list identifies key stakeholders based at the West Pier with whom consultation meetings were held. The purpose of the meetings was to gauge the requirements of the scheme and inform the design of the refurbished units on the West Pier and pursue buy-in from the vendors.

Pier Operatives

- Harbour Master Offices - Harbour management
- Environmental Services - Management of the public conveniences in building 1

Crab Stalls

- Curly Fletchers - Kiosk operator, sale of wet fish product
- Pier/ Rock and Beach - Kiosk operator, sale of hot and cold food and beach goods
- [REDACTED] Shellfish - Kiosk Operator, sale of wet fish

Building 1 Creatives

- [REDACTED] - Artist
- [REDACTED] - Art Gallery
- [REDACTED] - Artist
- [REDACTED] - Artist

Building 1 Charities

- [REDACTED] - The Wave Project

Miscellaneous

- [REDACTED] - Building 2, Processing / Transit Shed Shops & Tanks Sale of wet fish
- [REDACTED] Store/ Workshop
- [REDACTED] Store / Retail
- [REDACTED] store / workshop

- **Building 3**
- [REDACTED] Lookout Café
- [REDACTED] Fish Filleting Shed (Building 4) Fish Filleting
- [REDACTED] store/workshop
- [REDACTED] store/workshop
- [REDACTED] store / high value retail
- [REDACTED] store / workshop
- [REDACTED] store / workshop

Building 4

- [REDACTED] - Store & Warehouse
- Holding of shellfish product - [REDACTED]
- Store and Workshop - [REDACTED]

Building 5

- [REDACTED] Andalucía Shed & Former Ice Plant

Building 7 - Bait Shed

- [REDACTED] Holding/preparation for onward transport of shellfish
- [REDACTED] - Holding/preparation for onward transport of shellfish
- [REDACTED] - Store/workshop
- [REDACTED] - Store/workshop
- [REDACTED] - Store/workshop
- [REDACTED] - Store/workshop
- [REDACTED] - Store / workshop
- DEFRA - Store/workshop

Building 7 - Bait Lofts

- [REDACTED] - Store / workshop
- [REDACTED] - Store / workshop
- [REDACTED] - Store/workshop
- [REDACTED] - Store/workshop
- [REDACTED] - Store/workshop
- [REDACTED] - Office

Below is a list of wider stakeholders who are impacted by the project.

- Neighbouring residents / businesses (Foreshore Road, Sandside, lower section of Eastborough from train shop down)
- Marine Management Organisation (MMO)
- Historic England
- Scarborough Civic Society
- South Bay Traders Association
- RNLi
- MHCLG (Towns Fund)
- Scarborough Town Deal Board
- Robert Goodwill MP
- Press and broadcast media
- Residents - general
- Visitors
- North Yorkshire County Council highways (via [REDACTED])
- Yorkshire Bathing Water Partnership technical group (via [REDACTED])
- National Powergrid (via [REDACTED])

- Yorkshire Water (via scheme designer)
- Car parking permit holders
- Town Centre Tea

Section 2

Full Business Case

ECONOMIC CASE

Summary

The Economic Case is based on Option B, the current preferred preliminary design option. It aims to provide the required detail to offer adequate information for a final project VfM proposal. The Economic Case utilizes tourism data, job creation data and metrics to inform the reader of the drivers within the scheme and the wider economy. It suggests High BCR at 3.14, which confirms a 'project that represents high value for money over its 30 year time horizon'. Value for money calculations are also presented for a reduced scheme.

2.0 Economic Case

2.1 Introduction

The Economic Case determines the key economic impacts of the West Pier regeneration scheme and presents an assessment of its overall value for money (VfM). The economic impacts have been appraised following HM Treasury Green Book guidance on cost and benefit appraisals. This exercise has helped to demonstrate the extent to which the projects' benefits outweigh its costs. Following HM Treasury Green Book Guidelines, the assessment is based on the overall economic impact of Option B as the preferred option. Additional options are included in the appraisal comparators. The long list options appraisal is contained in Appendix A1.

Overview of the economic case.

- An overview of the optional schemes.
- Reviews of the schemes economic benefits.
- A Value for Money (VfM) statement based on Benefit Cost Ratio analysis.
- The projected wider unquantifiable economic impacts of the scheme.

Options Appraisal

The strategic case identified a preferred way forward that could best deliver the outcomes established by SBC in partnership with the Town Deal Board:

- Increased diversity of the tourism offer in Scarborough
- Increase in the level of entrepreneurial activity and the creation of new jobs
- Increase perceptions and sense of pride for Scarborough
- Resilient circular economy

The subsequent appraisal demonstrates Option B's ability to best achieve each of these outcomes.

Six 'Critical Success Factors' were set out by the project team against which each of the strategic outline case options were assessed.

- 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

The options have been appraised based on the following assumptions:

- A 30 year appraisal period with a social time preference rate (STPR) of 3.5%.
- The appraisal includes the full economic impact of the scheme.
- A logic model highlights the non-quantifiable benefits that accrue to the scheme.

2.2 4 Schemes under Review

The schemes under review are Option A, preferred Option B and Do Something option C. The Do minimum option is included as a comparator.

Option A

Do Minimum	£ 1,836,025
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- Building 1: Repairs
- Building 2: Repairs
- Building 3: Repairs
- Building 7: Repairs

Option B - Preferred Option

Option B	£11,419,904
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- A new public realm.
- Redesigned kiosks and public toilets.
- Building 1: Renovate and repurpose.
- Building 2: Renovate and create new studios and offices.
- Building 3: Renovate and improve the retail space, offices and café.
- Demolish Building 4, and,
- Demolish the bait sheds and rebuild a more functional building in the footprint of Building 4 (Demolished).

Option C Do something option

Option C	£ 8,093,101
-----------------	--------------------

- A new public realm.
- Redesigned kiosks and public toilets.
- Building 1: Renovate and repurpose.
- Building 4: Demolish
- Demolish the bait sheds and rebuild a more functional building in the footprint of Building 4.

2.3 Overview of Project Benefits

				Do minimum	Option B	Option 3C
Project benefits						
Increased public use and tourism impacts						
Public realm space	N		Y		Y	
Event space between the kiosks and the car park	N		Y		Y	
improved look of pier and views	N		Y		Y	
Additional PR and tourism benefits	N		Y		Y	
overspill for car parking facility 20 units	N		Y		Y	
Fishing and harbour improvements						
Improved fishing facilities	N		Y		Y	
improved design increasing productivity	N		Y		Y	
increased visitor vessels	N		Y		Y	
Public safety improvements						
Dedicated turning and waiting areas for the HGV's	N		Y		Y	
separation between the public realm and vehicles	N		Y		Y	
Building quality						
improved services to the harbour users	N		Y			N
building efficiency maximisation	N		Y		Y	
Future proofing of asset						
All buildings to minimum standards		Y		Y		Y
increased flexibility of space	N			Y		Y
Meets stakeholder requirements	N		Y			N

2.3 Economic Benefits

The schemes represent very similar outputs and as such are very close in terms of the economic benefits arising from them. Here we review the schemes main economic benefit drivers.

Cash Releasing Benefits - Public Realm

This CRB opens up the opportunity for a space that was previously underutilised to begin generating revenue, releasing quantifiable benefits back to SBC.

- Income generated from activities and resources on the public realm range from events, advertising and entertainment to activities related to Scarborough Armed Forces Day Event.
- Revenue - £ [REDACTED] pa is projected to arise from event space bookings
- £ [REDACTED] pa is projected from advertising revenue based on 26 2-week bookings at [REDACTED] per booking.

Cash Releasing Benefits - Maintenance

For each option there is a cost saving on maintenance, and utilities of approximately £ [REDACTED] pa. This set of CRB's create savings for SBC year on year that can be deployed elsewhere.

Societal Benefits

1) Increasing Entrepreneurial Activity - E.G. Building 1 Anchor Tenant

The main economic driver on the West Pier is an *Anchor Tenancy* directed at a high end seafood restaurant, which, it is projected, will have a significant impact on the local economy. The restaurants' proposition is based on the following¹:

- 108,060 covers - over 12 mths
- Average tourism spend per guest - £15
- Average basic tourist spend locally - £36
- Released into the local economy - £21 per guest
- Potential additional value added released into the local economy by restaurant - £1.36m per annum

*** Tourist spend rises to £44.6 per visitor if based on premium /culture tourist that is an additional £8:34 value added. This additional spend has not been applied in the restaurant projections.*

2) Increase in local entrepreneurial activity leading to increase in employment

The UK Employment multiplier specifies an FTE multiplier of 1.239² for *food & beverage Service Activities'* and for *'Accommodation'*.

The restaurant business model accommodates 80 new Direct FTE jobs, (accounting for displacement within Scarborough's catering community at 21.3%) the equivalent of 64 Actual FTE jobs will be created, by the restaurant given the Multiplier effect, leading to a further 80 induced local jobs.

3) New jobs are created by local expenditure multiplier

1 new job is created for every £54,000 released into the local economy. Restaurant patrons are likely to release £1.36m into the local economy each year. This will lead to the creation of 24 jobs p.a. for local economy.

4) Tourism spend in the local economy

¹ To project a prudent estimate of the impact the restaurant has on the local economy, covers taken have been reduced to restaurant peak periods 80%; off peak covers 40% of available covers.

² [ONS employment multipliers and effects by SU114 industry and sector \(market, government and NPISH\)](#)

Providing increased culture based forms of tourism, means encouraging longer stays with interesting features at which people can linger, providing engaging events and creating new experiences. This developing brand leads to an uptick in tourism spend of 23%. (*Typical spend is £36.26, so this is an £8.34 uptick to £44.60*). Tourism value added will increase by £85.388m pa due to repositioning Scarborough's tourism brand.

If the West Pier share in the uptick is 1%,	then £853,888 pa returns 16 jobs p.a.
If the West Pier share in the uptick is 2.5%	then £2.134m pa returns 40 jobs p.a.
If the West Pier share in the uptick is 5%	then £4.269m pa returns 79 jobs p.a.

Taking the average of 56 jobs pa created - decreasing by 11 after displacement, 45 new jobs will be created under the above conditions. To put this in perspective according to the Office of National Statistics, 47.3% of population employed as a result of tourism in Scarborough³.

5) Other benefits from the regeneration scheme are:

- Maintenance and insurance on the bait sheds from the reduction in flood risk exposure - creates revenue cost savings.
- Improving the fisherman's facilities will attract more vessels to the Pier, creating a more competitive environment.
- Safety issues concerning the light industrial vehicles and the general public will also be addressed by the scheme.

In summary:

- Minimum 45 new FTE jobs from Scarborough Harbour West Pier tourism impact each year 80 Direct FTE jobs will be created as the West Pier regeneration completes leading to a further 80 induced FTE jobs
- The restaurant will release £1.36m into the local economy through its footfall
- 24 jobs will be created as a result each year
- Tourism, driven by the West Pier will help to return £4.269m pa to the economy with the potential for 79

When taken in isolation as investment properties or income generating assets, the properties on the West Pier return BCR's that are on the lower thresholds. This is primarily due to the concessionary rents charged to some of the properties. Adding back the anticipated tourism revenue that will be attributable to the West Pier, provides a more realistic BCR.

The regeneration scheme is centred on developing the tourism industry, with particular provision of a maritime experience. The appraisal tourism impact has intentionally been curtailed and held at 1% an 0.5% of the total number of additional cultural tourists in the interest of conservatism and prudence. The BCR's below reflect the conservative approach to options appraisal.

The Sensitivity adjusted BCR's focus on the performance of the property's vacancy rates. It shows each of the options returning high BCR's on a 25% occupancy.

³ 'The Economic Impact of Tourism on Scarborough 2019.' Tourism South East Research Unit.

2.4 Initial Capital Costs

£11,419,904 represents the initial cost of the preferred scheme, Option B and includes construction costs, project/design team fees, other projects costs, risk and inflation provisions. These would be one-time costs and spread across the first two years.

Task	Cost
Buildings 1 - 3, 7 & Kiosks	██████████
External Works	██████████
Main Contractors Project Preliminaries O/H & Profit	██████████
Project Design Team	██████████
Other Development /Project Costs	██████████
Risk/Optimism Bias	██████████
Allowance for Inflation	██████████
Net Cost before Backlog Maintenance	██████████
Substation (from cost plan b)	██████████
Backlog Maintenance (from cost plan b)	██████████
Project Cost	£11,419,905

(Detailed breakdown of costs can be found in the Financial Case Chapter.)

Lifecycle Costs

CO₂ & Greenhouse gas emissions will be reduced using Air Source Heats Pumps, the cost for which has been accounted for in the Economic Cost projections currently ██████████ per annum, adding ██████████

Maintenance costs are accounted for under buildings management and maintenance. Average cost ██████████. The numbers are based on current Condition Survey costings and apply to each of the buildings in the scheme.

Some of the tenants are assumed to receive a moratorium on rent as they are forced to decamp. Where concessions are given, these rents were gradually brought into balance within a year of construction completion. Negotiations have not yet been completed, so Yr. zero in the projection has been set as a moratorium year, easing into 50% in year 1 and 100% in the following years.


Car Park revenue is inevitably negatively impacted by the scheme due a reduction in available parking. A 65% displacement has been factored into our projections reflected in a ██████████ pa cost.

2.5 Scheme BCR

The Benefit cost ratios are calculations are shown for the Do Minimum, Preferred Option and Do something.

Table 4. Scheme BCR

Economic costs	Do minimum	Option B (preferred Option)	Option C (Do something)
Economic cost	1,395,950	11,756,523	9,574,118
Economic cash benefit	1,471,446	2,395,532	2,121,157
Cash BCR	1.05	0.20	0.22
Non Cash benefits	Annual	Annual	Annual
Land value uplift (15% RV)	0	██████████	██████████
Restaurant impact on local economy	0	1,361,556	1,361,556
Tourism spend	0	426,944	426,944
Public Realm (advertising and events)	0	██████████	██████████
	0	1,877,706	1,870,423
30 year PV	18.3920	18.3920	18.3920
30 year PV	0	34,534,859	34,400,899
Total PV quantified benefits	1,471,446	36,930,391	36,522,056
Option BCR	1.05	3.14	3.81

Options	BCR at full rent revenue	VfM BCR Categories are:
Option B	3.14 : 1	<ul style="list-style-type: none"> o Very High BCR greater than 4 o High BCR between 2 and 4 o Medium BCR between 1.5 and 2 o Low BCR between 1 and 1.5 o Poor BCR between 0 and 1 o Very Poor BDCR less than 1
Option C	3.8:1	
		

The table above shows that the BCR for the Preferred Option B is 'High' representing good value for money. The Do Something, Option C, offers a similar BCR. However, Option B provides a greater transformational change in the pier and can be justified through the level of additional welfare facilities to support the fishing fleet, additional commercial floor space and greater accessibility to first floor locations. In the Do something option C, 2 and 3 are removed from the regeneration scheme. This would result in undeveloped properties in the middle of

the regeneration scheme for which the council would still be required to fund backlog maintenance.

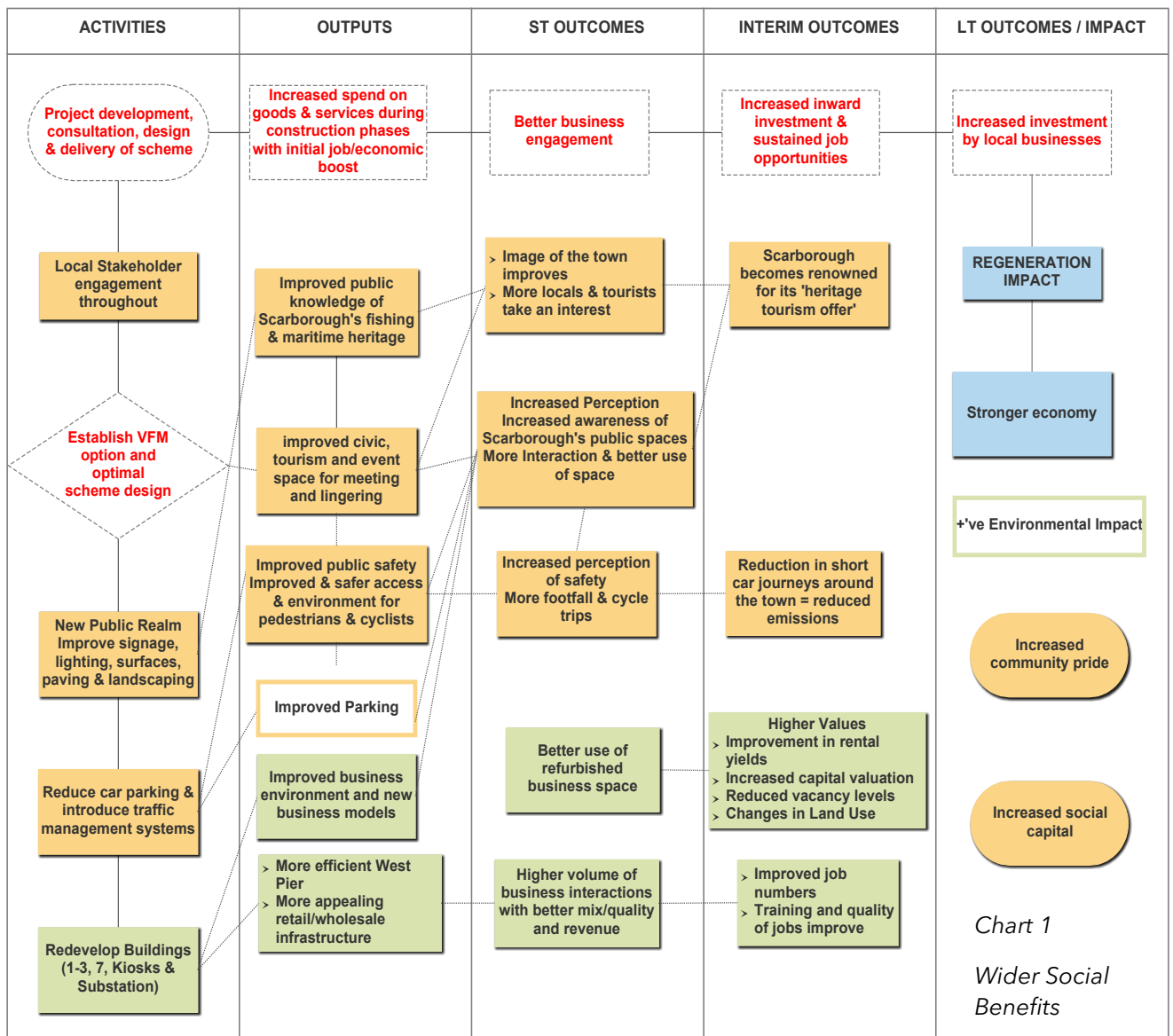
The Preferred option also offers the better option for delivery of the capital scheme and will minimise the disruption to tenants and reduce the need for temporary accommodation leading further potential savings.

2.6 Unmonetisable Benefits

A series of benefits flow from the development of the project, which for these purposes are both qualitative and non-monetizable but form a value chain of social and economic impact.

The regeneration scheme will lead to increased utilization of the pier which in the 'Interim Outcomes Lane', creates value in the jobs market, the skills base and the stock of property.

Here the main long term outcomes point to societal impacts. A stronger economy delivers attribution by increasing commercial activity on the West Pier, evolving out of both heritage tourism and a boost in trading activities.



Section 3

Full Business Case

COMMERCIAL CASE

Summary

The Commercial Case⁴ sets out the approach for procuring the construction of each phase of the West Pier redevelopment Scheme. Procurement will be carried out in accordance with Scarborough Borough Council's (SBC) procurement policies and procedures. It outlines SBC's strategic approach to procurement, setting out contractual arrangements for the scheme, and gives confidence to the contractual arrangements pertaining to the scheme.

⁴ *The Commercial Case was informed updated by SBC Procurement Team*

3.0 Commercial Case

3.1 Introduction

The Commercial Case for Scarborough Harbour West Pier demonstrates how the proposed regeneration scheme can be successfully procured, implemented and operated. It ensures that the commercial approach is in line with SBC procurement policies and procedures and that the best deal from the market is achieved by adopting a robust commercial approach. This chapter outlines the current understanding of the proposed commercial requirements including:

- Output Based Specification,
- Procurement Option,
- Procurement Strategy,
- Payment Mechanisms,
- Pricing Framework and Charging Mechanisms,
- Contract Length and Management,
- Potential for Risk Transfer.

3.2 Output Based Specification

As discussed in the previous sections, the preferred option for the scheme is Option B. The procurement strategy must instil confidence that the regeneration scheme can be delivered within the accessible funding constraints, with additional preparation costs minimised where possible. It must ensure that output quality is preserved. It is incumbent upon Contractors to make certain the construction programme is secured by risk management and mitigation measures early in the scheme design, to ensure that the management of the scheme is feasible, and risk is minimised.

The output-based specification for the scheme has yet to be aligned with secure funding approval for the preferred option. The projects phased construction for option 1 is listed:

Option B High Level Outputs

- Replacement of bait sheds
- Building 1: Conversion to accommodate high end fish retail/restaurant
- Building 2: Harbour Offices
- Building 3: Fish market, net lofts and café
- New contemporary design Kiosks
- Newly laid Public Realm

3.3 Procurement Strategy

The project procurement strategy is closely aligned with SBC's contract procurement procedures, which permit a number of options for procuring services on the commercial market.

SBC's procurement strategy ensures:

- Value for money – SBC is under a *civic duty* to secure value for money in all of its transactions. This has been reached through a rigorous value for money appraisal in the Economic Case.
- Compliance with the Public Contracts Regulations 2015 is required.
- Avoidance of fraud and corruption - procurement must be visible and tightly controlled to limit potential fraud and avoid any suggestion of corruption.
- The promotion of the procuring authorities' vision and ambitions: the procurement contributes directly to the delivery of SBC's vision and long-term ambitions.
- Fulfil the commercial cases' scheme objectives.
- Flexibility - allow for future schemes, development, innovation and new technology, ensuring SBC is not locked into long-term agreements.

Consultancy Framework Contract

A technical design team, Mason Clark Associates, was appointed in June 2021 to complete a full detailed design and, using the services of Management Consultancy CSR Host Consulting, to work up the *Full Business Case (FBC)* for the project. This takes the plan of work up to RIBA 2 and pre-empts further development taking the plan of work through to RIBA 4.

The Principal Contractor will be procured under a design and build contract which will further include the RIBA Stages 3-6 professional service contract to provide Project Management, Supervision, Principal Designer and Quantity Surveying services to the scheme, and will be procured under a separate Professional Services Contract under the Yorcun2 framework as a competitive mini competition. This design and build contract mitigates risk through reduced ambiguity and design conflict which can arise through complex schemes of this kind.

The design and build arrangement allows close control of the design process by the client the Principal Contractor who can work with the client collaboratively under the NEC3, Option C Contract to fix the target cost and allow value engineering to the works before commencing for elements. However, the contractor has limited influence on the design, which may have impacted risks and cost.

This form of contract places emphasis on the design team to introduce economical and innovative construction methods, which will be necessary to bring in and drive savings and the enhanced performance of the finished scheme.

Procurement Framework

For larger projects, over £50,000, SBC adopts a Framework or Dynamic Purchasing System (DPS) to deliver a sustainable supply chain, which subsequently promotes a healthy level of competition between suppliers. However, Open Tender - YORtender is the more widely used e-Tendering portal by local authorities in Yorkshire and Humber. SBC adheres to its documented general Contract Procedure Rules⁵ procurement

⁵ Contract Procedure Rules <https://democracy.scarborough.gov.uk/documents/s100391/4.7%20-%20Section%20III.pdf>

procedures. Standard procurement levels and processes are observed in all procurement exercises (see table 8).

Table 5. Procurement threshold levels and processes

LEVEL	PROCESS
<£5,000 (EXC. VAT)	At Least 1 Written Quotation
£5,001 - £50,000 (EXC. VAT)	At least 3 Written Quotations
>£50,001 (EXC. VAT)	Formal Tender Process via the Procurement Unit using any framework mini competitions via DPS or OJEU compliant open tender

Suppliers are engaged through a competitive tendering process on a quality and cost ration to determine the most advantageous tenderer, as follows:

- Expression of Interest via frameworks or Prior Information Notices (PIN) if taken to open tender.
- Tender issue to include, Pre-construction, Scope and supporting information to tender portal.
- Respond to tenderers clarifications.
- Moderate on Tender returns.
- Create shortlist from longlist of tenderers (Optional).
- Conduct shortlist interviews (Optional).
- Corporate approval from the Section 151 Officer to appoint winning tenderer.
- Award contract.

In this case, the Design and Build route will be followed where a scheme designer has been procured initially to take the scheme to RIBA 2 Concept Design, when the scheme has gained corporate and political approval to proceed to a competitive tender stage covering RIBA Stages 3-6 in early 2022 The RIBA Stages 1-2 Design Contract was awarded in June 2021.

It is anticipated that Practical Completion (RIBA 5) of the scheme will be reached in quarter 2 - 2025.

Contractual Arrangements

SBC uses the NEC3 suite of contracts for Framework, Open Tender or DPS for the procurement of professional, construction or civil engineering activities and services. The principal objectives of the NEC contracts are clarity, flexibility and a stimulus to good management:

- Flexibility
 The NEC3 ECC Option C Construction Contract allows for a Principal Contractor to engage their own multidisciplinary Professional Services Team as part of the Design & Build Contract with a "back to back" contract approach that can easily be applied to a 'management' contract. The NEC3 Engineering and Construction Contract

(ECC) can be applied to all engineering and construction activities and includes a variety of specific options which can be tailored to a specific scheme while maintaining the core clauses of the main contract. The NEC Engineering Construction Contract (ECC) can also be applied to all engineering disciplines and includes the option for Contractor design with a variety of options for financial arrangements for arranging for payment to the Contractor.

- Clarity & Simplicity
The NEC3 uses simple language commonly used and is free from complex legal jargon as it is predicated on the law of contract, not the law of the land, also giving it international appeal. It reduces the number of clauses compared with other forms of contracts and offers flowcharts and guidance documents to assist in easier application and monitoring.
- Stimulus To Good Management
The concept of the NEC3 ECC and in particular clause 10.1 is that its implementation contributes to the effective management of the work through mutual trust and co-operative management, where the Project Manager remains a neutral party between the employer and the consultant/contractor, who helps to identify and mitigate risk, improve buildability, sustainability and the safe execution of the works.
- Subcontracts
The ECC has been designed so that works can be sub-contracted and provides separate contracts for construction and design services on a back to back basis.
- Nominated Subcontractors
The NEC3 ECC allows for subcontractors or suppliers to be novated into the contract under Z Clauses where the principal contractor takes responsibility from the employer. This approach reduces disputes and strengthens the motivation for the parties to manage their activities.
- Financial Control
Both the NEC3 PSC and the NEC3 ECC uses Clause 50 within all options to define the mechanism for assessment and payment to be followed by the employer and consultant or contractor, which includes rigid timescales for agreed payment intervals.

The NEC3 PSC and ECC has 6 Option which can be used by the employer to reflect the scope of works to mitigate risk, incentivize acceleration, best practice and collaborative working between the employer and contractor, or cover elements of reactive, unforeseen works where the activity is largely speculative:

- Option A: Priced contract with activity schedule.
- Option B: Priced contract with bill of quantities.
- Option C: Target contract with activity schedule.
- Option D: Target contract with bill of quantities.

- Option E: Cost reimbursable contract.
- Option F: Management contract.

Five of the pertinent options are listed in Table 9. Option, (E) Cost Reimbursable Contract stipulates that the payment mechanism is based on the actual cost of the activity where the contractors' costs are reimbursed together with a fee percentage for overheads and profit for the works completion and would not be considered due to the cost uncertainty of this option.

Table 9. Option, (C) is the preferred option for the design and build NEC3 ECC contract as it allows for, a collaborative approach to work with the client to identify and cost risk, where savings can be passed or shared with the client or the costs beyond the clients agreed budget is borne by contractor in its entirety.

Table 6. NEC EEC Contract Conditions Incentives & Risks

NEC Option	Incentives	Financial Risk	Other Risk
Option A Priced Contract with Activity Schedule	Contractor has to stay inside of tendered price	Limited for SBC unless agreed scope change or unforeseen elements are encountered	Contractor takes on risk for accuracy of activity schedule, with risk being included in the tender price
Option B Priced Contract with BoQ	SBC has responsibility for design and surveying the work to qualify payment	Risk transferred to Contractor for completing the works within the tendered price.	Accuracy of BoQ would be SBC's risk
Option C Target Cost with Activity Schedule	Collaborative arrangement where best practice and prudent value engineering can lead to savings	Pain/Gain mechanism allows savings to be split with contractor as a gain share, but the employer pays nothing if the cost increase past the target price agreed	Requires significant commercial management with open book audit. Cost certainty where there is a large potential contribution by the client and risk can be mitigated by the pain gain mechanism.
Option D Target Cost with Activity Schedule	Collaborative working through open book accounting. SBC retains responsibility for design for design and remeasuring	Pain/Gain shared between parties. There is no incentive for the Contractor to produce an economic design	Completeness and accuracy of activity schedule becomes SBC's risk

Option E Cost Reimbursable Contract	Unsuitable for a contract where a scope and design has been concluded	SBC carries risk	Uncertain project costs
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3.4 Commercial Deliverability

The Deliverability challenges arise out of land ownership / acquisition, physical difficulties around buildability, disruption levels, stakeholder support and political support.

The projects status was heavily influenced by positive engagement with stakeholders both tenants within the scheme boundaries and the town's population at large throughout the planning stage. The level of stakeholder buy-in is positive and supports the development of a robust buildable and deliverable proposal.

Deliverability challenges will be addressed at the OBC stage Gate 3 meeting. Findings will be addressed in the FBC, should they arise.

The West Pier tenancies will continue to be managed by Scarborough Estates, Lettings and Sales.

A feasibility study presented as a demand and operations appraisal is being prepared which demonstrates demand for the regeneration scheme and the schemes ability to generate a viable business model. Results from the study will be explored at the FBC phase.

3.5 Risk Allocation and Transfer

The Treasury Green Book states that *the key to successful risk management is the allocation of risk to that party which is best placed to manage it.*

Project risks will be managed by the Project Manager as required under the NEC3 contract. At contract award, the design will be novated to the contractor, a robust risk register will be included in the pre-construction information as part of the tender documentation and include mitigation measures.

In construction projects, there will invariably be some departure from the original scope and designs prepared by the Architectural and Professional Services Team. While some scope changes are unavoidable, they will be minimized as far as reasonably practicable by robust pre-construction information and diligent execution of the principal designers role within the professional services team by ensuring that inconsistencies and ambiguities are removed prior to the award of contract. This will be achieved by:

- o Thorough site investigations and condition surveys.
- o A project scope is comprehensive and is supported by stakeholders.
- o Reviewing legislative requirements for the project.
- o Properly identifying risks.
- o Co-ordinated designs are in place prior to tender.

- o Ensuring the contract is unambiguous and explicit.
- o Agreeing fixed delivery costs without provisional or contingency sums.
- o Designs are achievable and cost effective, robust activity schedules, detailed programmes, and specifications, are clear and provide for reasonable endeavours in their accuracy by the parties named in the contract.

3.6 Sustainability & Equality

In adherence to the Public Services Social Value Act 2012, SBC is committed to ensuring a high standard of ethical trade practices, across its procurement activities.

The responsibilities for securing and ensuring delivery of social value align with SBC's overall model for procurement and contracts. SBC will ensure that suppliers are made aware of social value requirements within contracts and track delivery against the social value commitments via regular performance reporting with suppliers after contract award. The Project Delivery Team will also be responsible for updating the Council's Social Value Register. Social Value areas of focus within the scheme may require that local skills and employment are positively impacted; that there are approaches that respond to climate emergency, such as proposals to deliver benefits whilst minimising the carbon footprint from the scheme.

SBC is committed to ensuring that, through its own activities, we have a minimal impact on the environment. In addition, we actively seek to encourage both residents and visitors to minimise their own impact on their environment and will facilitate, as far as possible, this process.

SBC's sustainable development strategy sets out the Authorities' aims in relation to Sustainable Development, the principles we will adhere to and the mechanism by which sustainable development will form a cornerstone of all future Borough Council policies, strategies, activities and future developments.

SBC Environmental Sustainability Strategy and Policy Objectives (Extract)

Scarborough Borough Council is committed to caring for the environment and the principles of sustainability. The Council, in partnership with the community, recognises its responsibility for the environment, for the Borough's current and future prosperity and the health and wellbeing of its residents.

One of our key aims is Quality Environments and it is acknowledged that one of the Borough's greatest assets is its heritage - both the natural and built environment. The quality of the environment affects all our day-to-day lives. We need to protect it now, and manage, and improve it for the future.

Section 4

Full Business Case

FINANCIAL CASE

Summary

The financial case forecasts the affordability of the redevelopment scheme. It is subject to the allocation of funding based on the increased cost of the current scheme. The project can meet the objectives of SBC due to its wider societal impact, and ability to generate additional tourism spend.

4.0 Financial Case

4.1 Introduction

The Financial Case demonstrates the affordability of the funding proposal for the West Pier regeneration scheme. There have been significant adjustments to the scope of the project since the OBC, which has impacted on how the project will be funded, and the delivery of the overall redevelopment. The financial case focuses on Option B as the preferred option. The Funds source of funds table picks up from the RIBA Stage 2 Cost Plan⁶.

4.2 Underlying Assumptions

The Financial Case observes an overall inflation rate of 3% for costs in keeping with the cost plan. Option B project costs have accounted for £325,534 owing to potential price inflation. VAT is added to the Cashflow only to the income generated out of the public realm, becoming an expense payable to HMRC.

4.3 Preferred Option B Scheme Costs

The cost breakdown has a high risk/optimism bias allowance, due to the Pier structure and this business case being compiled prior to environmental investigations. The table also contains the Do Something, Option C, as a comparator

⁶ Scarborough Harbour West Pier RIBA Stage 2 Formal Cost Plan Nr 1 (Option B1) - Rev E. = SUM Cost Management

Table 7. Scheme Cost Breakdown

Cost Category	Notes	Option B	Option C
Project design and feasibility works			
Planning and design costs to RIBA 6	includes design costs to RIBA stage 6, business planning costs and surveys and investigations	██████████	██████████
Project Team Fees (SBC)	project management and team costs cover development period construction period	██████████	██████████
Total design and feasibility works		██████████	██████████
Capital Development costs			
Kiosks	Demolish existing rebuild new units slightly altering location to open up public space -	██████████	██████████
Kiosks	Rebuild of larger units - excludes energy additions	██████████	██████████
Toilets	new public toilets placed near kiosks - existing building 1 area renovated for additional commercial space	██████████	██████████
Kiosk and toilets		██████████	██████████
Building 1	Restaurant	██████████	██████████
Building 2	Retail, offices, fishery and artists	██████████	0
Building 3	Building 3 - Retail, offices, café, storage and welfare facility	██████████	0
Building 4 Building 7 New building 4 plot	Demolition Demolition New Bait shed building	██████████ ██████████ ██████████	██████████ ██████████ ██████████

Total Building works			
Additional building costs			
Flood protection	Flood protection measures to buildings		
water to units	Provision for pumping seawater into units		

Total building development costs			
Surfacing & public realm works			
Site entrance works	to open up site for public use and appeal and mitigate safety risks		
Shared surface road	Shared surface; road; paved finish		
Public realm surface	Shared surface; public realm; paved finish includes transition strip for area where surface changes		
Public realm infrastructure	furniture and lighting		
Public realm areas			
Car park	Car parking; coloured tarmac finish		
Base surface works	Making good existing tarmac/concrete surfaces beyond Building 3 and demolition areas		
Other surface works			
Total surface and public realm costs			
Power generation and provision			
power costs	New substation works		
External services and drainage	Service diversions (water, gas, electric, BT)		
Other surface works			
Total Direct capital costs			

Development contingency & Inflation cost			
Development enabling costs			
Grand total development capital costs - excluding fees			
Development manager fees	Prelims		
Development manager fees			
Total Capital development costs		11,419,904	8,093,101

4.4 Table 8 Options Funding Streams

The table below shows the funding profile for the Preferred Option and the Do something

Table 8	Option B	Option C
Total development cost	11,419,904	8,093,101
Towns fund allocation	5,000,000	5,000,000
Balance	6,419,904	3,093,101
SBC Contribution to Backlog Maintenance	1,000,000	1,000,000
Invest to save funding	2,575,069	2,093,102
Funding Gap (contribution from Scarborough Blueprint funding to be confirmed)	2,844,835	0

Invest to save funding is made up of public borrowing repaid by the additional income generated by the scheme over a 30 year period. Options assume an average annual inflation rate on income of 2% and cost savings of 1% - adjusted by an annual borrowing cost of 4% per SBC MRP rate.

4.5 Affordability Statement

Option B can be supported based on its projected NPV Economic Value. The affordability is subject to SBC Cabinet approval of regeneration funding. SBC has allocated £4,000,000 in the 2022/2023 financial statement to Blue Print projects. This project is included in the Scarborough Blueprint.

Cost and scope value engineering is likely during the RIBA 3 stage. SBC will undertake a holistic approach to the cost to deliver the affordable option, driving down expenditure to achieve its objectives and greater certainty of cost while implementing a robust value technique using:

- Value Management (VM). The full range of value techniques available.
- Value Planning (VP). Value techniques applied during the planning phases.
- Value Engineering (VE). Value techniques applied during the RIBA 3 design.
- Value Analysis (VA). Value techniques applied retrospectively to RIBA 2 projected costs.

SBC will look at scenario modelling to elements such as material specifications and quantity permutations in locations like the hard landscaping of the public realm areas, introduce functional quality construction elements over aesthetic aspiration which do not detract from the scheme deliverables and expected results.

Look to bid for additional capital, based on service outcomes, including further contributions for the backlog maintenance of buildings 2 & 3 and reducing the cost latency associated to harbour infrastructure such as the new substation and utility recharging to tenants.

The cost and funding for an alternative scheme (Option C, Do Something) are shown in the tables 7 & 8. The reduced scheme excludes work to two buildings (Building 2 and 3) and can be shown to be delivered within the current funding envelop cabinet approval is not gained for the Blueprint funding.

Section 5

Full Business Case

MANAGEMENT CASE

Summary

The redevelopment of the West Pier has a formal project management structure to assist with its delivery, communication, monitoring and evaluation. The management case demonstrates the practicality of the timescale and phasing and confirms that a robust governance structure is in place, that identified risks are manageable, and that there is an instrumental communication plan.

5.0 Management Case

5.1 Introduction

The Management Case describes how the West Pier Regeneration Scheme (the project) will be successfully delivered. There is a clear governance structure with a robust line of accountability both during the development of the project, and after completion of the construction phase. It describes how the schemes content, resources, risks, impacts, and problems will all be precisely managed under established PRINCE 2 methods to ensure that the scheme is ultimately successful. It also demonstrates that there are transparent processes in place for lines of communication between key decision makers, the team and wider stakeholders.

5.2 Evidence of Similar Projects

Scarborough Borough Council (SBC) builds on the experience of having successfully delivered similar projects on the back of regenerative investment in the town. These include a number of projects through the Coastal Revival Fund, the Coastal Communities Fund and the Heritage Lottery programmes as well as other externally funded pots. An example is Scarborough's Market Hall, a historically significant listed building providing new retail office and event space in the town centre funded by £2.8m of Coastal Communities Funding.

5.3 Summary of Project Dependencies

The West Pier regeneration project closely aligns with the wider projects in the Town Investment Plan vision, and indeed is pivotal to Scarborough's Town Centre Strategy. However, the project is not wholly dependent on any other TIP projects. Neither does it have any interdependencies relating to non-TIP projects. Project dependencies known at this stage are narrow, and include:

- The need for significant property acquisition (tenanted properties) and land assembly.
- Reliance on need to secure planning applications & consents, potentially multiple.
- Work packages to be carried out off season to avoid loss of tourism income.

5.4 Summary of Project Implementation

Early in the process, an options scoping exercise which followed the *Better Business Case* method, was held wherein workshops were undertaken by SBC's Project Team to determine a *preferred way forward* (PWF) emanating from the *Better Business Cases for Better Outcomes (2018)* guidance. The Project Team framed the PWF with 6 critical success factors against which a long list of options was developed. (See *Strategic Case*). At this juncture, the project stands at the end of RIBA Stage 2.

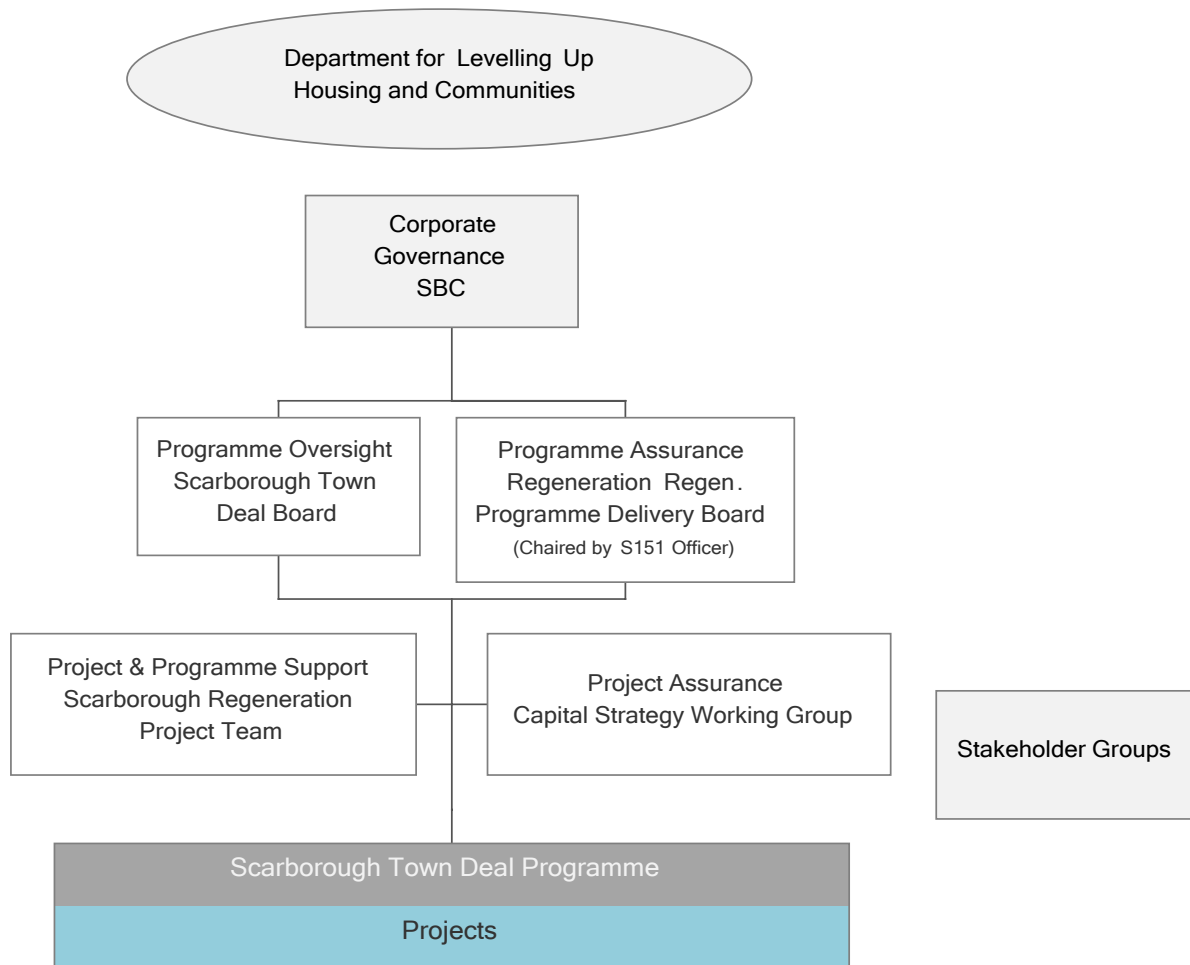
Table 9. Indicative Development Milestones

	2020/21	2021/22	2022/23	2023/24	2024/2025
Project development		█			
Design work /RIBA stage 3-5		█	█	█	█
Public realm				█	
Demo of kiosks			█		
Build and fitting of kiosks			█	█	
Refurb of building 1			█		
Refurb of building 2				█	
Refurb of building 3				█	
Demo of building 4 Demo of bait sheds			█		
Build and fitting of bait shed (if required)			█		
Prelims		█	█	█	█
Project management		█	█	█	█

5.5 Project Governance, Roles and Responsibilities

In September 2019, the government launched the Towns Fund programme, inviting c100 towns to develop their £25million proposals for each identified place. In June 2020, the government released detailed guidance⁷ setting out the process. The Town Deal is an agreement in principle between government, the Lead Council and the Town Deal Board, confirmed in a Heads of Terms document. It sets out a vision and strategy for the towns, together with what each party agrees to do to achieve this vision.

Image 3. Governance Structure of Scarborough Town Deal



A Regeneration Programme Delivery Board was formed in response to the SBC's regeneration strategies that aim for transformational change in the SBC authority area made possible by the opportunities presented by the above funding stream.

The West Pier scheme is a key regeneration project which is pivotal to the Towns' vision for Scarborough town centre. It is ultimately overseen by SBC, also responsible for programme governance and which is the 'Accountable Body', made up of representatives from across a wide spectrum including LEP's, the Council, the VCSE sector, academic representation and representatives from local businesses.

⁷ MHCLG [Towns fund guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

The Boards' roles are to⁸:

- a) Act on Exception reports - assigning responsibility to appropriate officers for performance, financial and risk management.
- b) Reviewing risk issues brought to its attention by SBC officers.
- c) Reviewing programmes and making recommendations to ensure that scheme resources are in place.
- d) Change Management and recommendations, including Towns Fund project changes after review by the Town Deal Board.
- e) Ensuring that external funding agreed terms are met. This includes the Public Equalities Duty⁹
- f) Review the Benefit Realisation and Sign Off document and communication lesson learnt to appropriate teams to ensure continued organisational development.
- g) Develop and oversee the delivery of an evidence based Investment Plan.

The board co-ordinates public, private and third sector activity to develop and deliver the interventions, using the framework of the Towns Fund Prospectus and any further guidance that may be issued. It has regard to the three strands and to develop interventions and maximise the impact of those interventions:

- o Urban Regeneration, planning and land use
- o Skills and Enterprise infrastructure
- o Connectivity

Emphasis is placed on the Equalities Duty, which incorporates equality and good relations into the day-to-day business of public authorities. Its purpose is to *'harmonise the equality duties and to extend it across the protected characteristics'*. In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- o Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- o Advance equality of opportunity between people who share a protected characteristic and those who do not.
- o Foster good relations between people who share a protected characteristic and those who do not.

Having due regard means SBC must consciously consider or think about the need to do the three things set out in the public sector equality duty. SBC's Public Sector Equality Duty and Sustainability measures are central to the project. *'Scarborough Borough Council are committed to equality and have robust procedures and policies in place. These existing policies and processes will apply to the project. A Stage 1 initial equalities screening of the project has been undertaken to assess potential impacts and identify mitigations for negative impacts. The results of this screening have been considered by the Council's Performance and Governance Team'*

It is clear that SBC have a clear governance structure in place that enables effective accountability and a robust decision-making process for the delivery of the project.

⁸ Scarborough Town Deal Board Terms of Reference

⁹ Equality Duty and Sustainability measures <https://www.scarborough.gov.uk/home/community-and-living/equality-and-diversity/equality-schemes>

The programme board is made up of the following team:

Table 10. Roles and responsibilities of the programme board

<i>Board position</i>	<i>Name</i>	<i>Function</i>
<i>Programme Executive</i>	Nick Edwards Section 151 officer	The Programme Executive has ultimate responsibility for the programme. The programme executive will strive to ensure the best project outcomes are achieved within the constraints of the programme and that programme expenditure is appropriately managed.
<i>Programme Sponsor:</i>	Marc Cole Interim Project Lead	The project sponsor is responsible for ensuring that the programme delivers Scarborough Borough Council's corporate aims and supports the council's decision making processes
<i>Senior Suppliers:</i>	Chris Bourne Project Manager	The Senior Supplier represents those implementing the project. The Senior Supplier will advise on the design and method.
<i>Programme Compliance</i>	Lisa Dixon Director of Democratic & Legal Services	Programme Compliance will ensure that the programme operates within its legal and democratic parameters and complies with corporate governance
<i>Programme Assurance:</i>	Sonya Daines Performance and Governance Officer	Programme Assurance monitoring will be provided by the corporate performance lead who will provide the board with expert advice and specialist knowledge pertaining to the delivery of the programme's outputs and outcomes.
<i>Programme Lead</i>	Alex Richards, Economic Development Project Manager	Provides reports and information about the project to ensure informed decision can be made.
<i>Programme coordination</i>	Helen Jackson, Regeneration Project Manager	Provides reports and information about the project to ensure informed decision can be made.
<i>Financial assurance</i>	Kerry Metcalfe Corporate Finance Manager	Provides technical and professional advice when required
<i>Legal Support:</i>	Carol Rehill Corporate Projects Adviser	Provides technical and professional advice when required

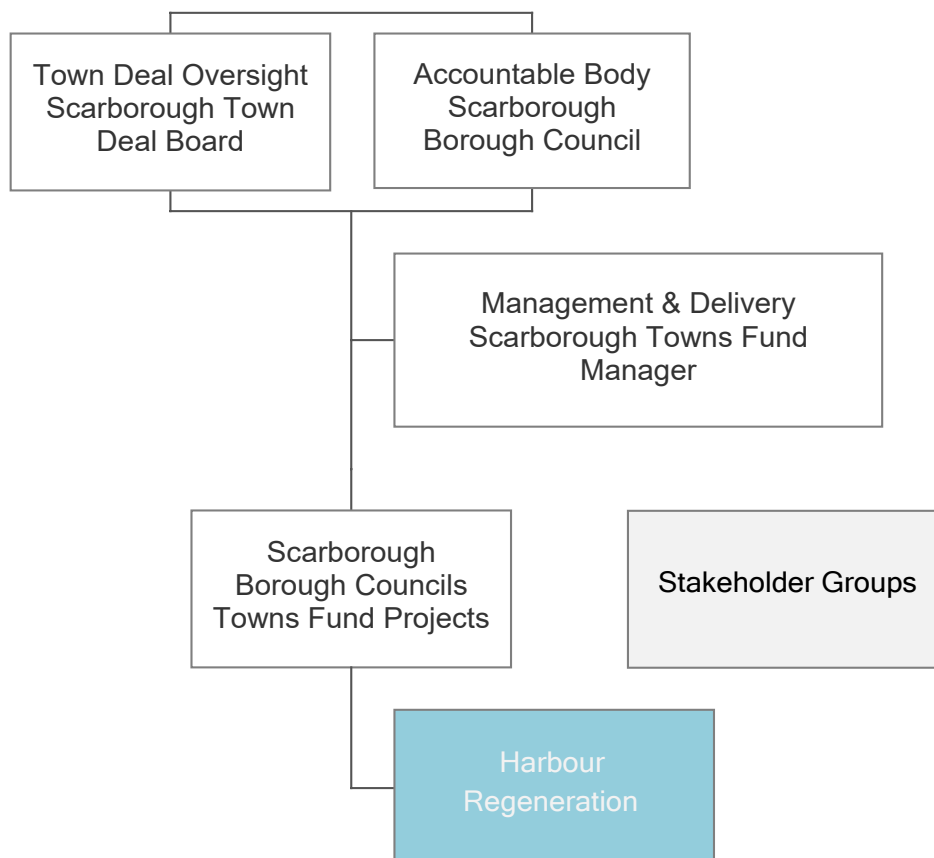
Significant issues that arise during project delivery will always trigger the involvement of SBC's Governance Board. Scarborough's Town Deal Investment Plan adheres to the Board's Terms of Reference and the Town Deal Fund Guidance provided by the Ministry of Housing, Communities and Local Government (MHCLG). The Town Deal Investment Plan was developed by stakeholders from across the borough, representing anchor institutions, VCSE organisations, communities and local businesses.

The Town Deal Board was formed to fulfil the following functions:

- Develop a programme of interventions
- Approve a capacity funding expenditure plan
- Approve the methodology for communication and community engagement
- Oversee the implementation of the programme.

- Oversee the delivery of the programme overall

Image 4. Scarborough Towns Fund Governance & Delivery Structure



5.6 Project Assurance

The scheme will proceed through SBC's standard assurance processes. All task level decisions will be made by team leaders with the appropriate level of authority. The scheme will pass through three business case stages as part of the ongoing approval process. The three-stage process which is being undertaken for this scheme is aligned to 'HM Treasury the Green Book' approach:

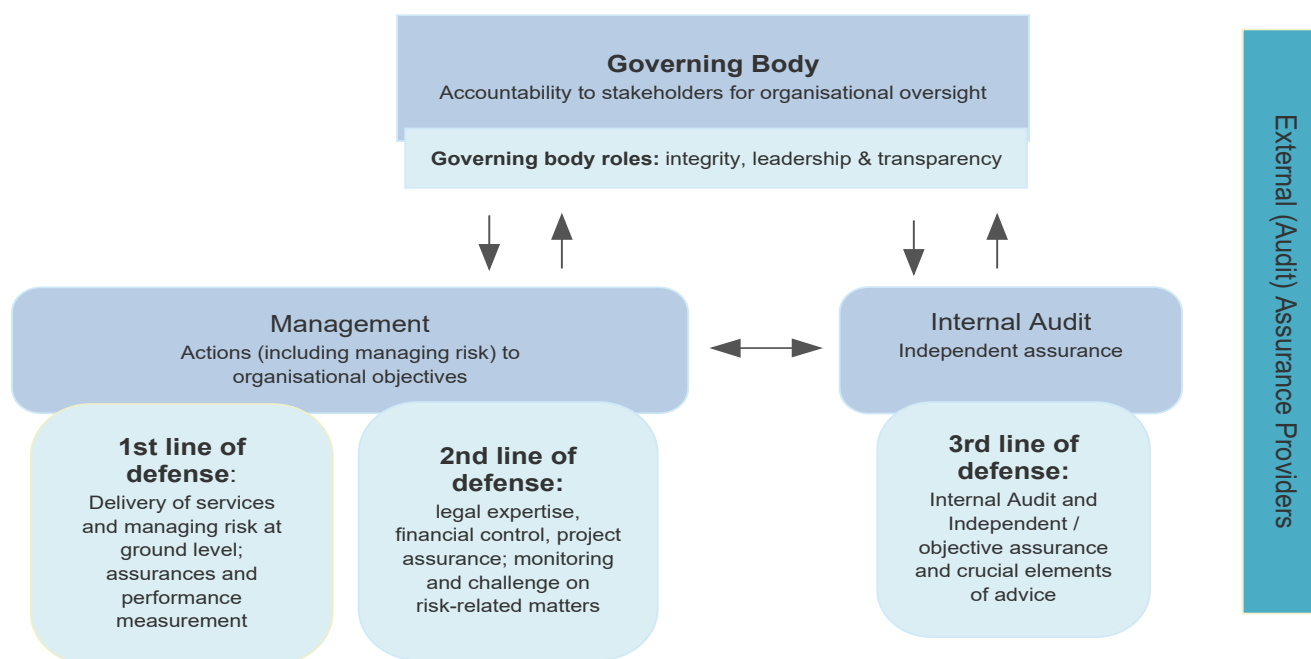
- Strategic Outline Business Case (SOBC), consisting of high-level analyses which establishes the need for the scheme and identifies the options to be short listed.
- Outline Business Case (OBC), containing more detailed analysis of short list options to identify a preferred option, and setting out the financial, commercial, and management strategies.
- Full Business Case (FBC), updating the preferred option analysis and confirming the final financial, commercial, and management strategies.

The Green Book business case development framework lays down 4 review points which present opportunities to present business cases for approval:

- At the Strategic Outline Programme: Review point Gateway 0; the strategic fit
- At the Strategic Outline Case: Review point Gateway 1; business justification
- At the Outline Business Case: Review point Gateway 2; procurement strategy
- At the Full Business Case: Review point Gateway 3; the investment decision

The first phase of the business case process has been approved by the Capital Strategy Working Group and Scarborough Town Deals Board, advancing the scheme to OBC stage. The outstanding two iterations; the OBC and FBC stages, will require approval by the Board(s) to trigger the release of funding for this scheme at the investment decision Gateway 3. Risk and assurance arrangements are in place to meet the delivery and accountability needs of the Accounting Officer and Board. Continuous and reliable assurance on organisational stewardship and the management of the major risks to SBC's success in delivering improved, cost effective, public services is assured through a '3 Lines Model'.

Image 5. Three Lines Model (source Chartered Inst. Of Internal Auditors)



The 3 Lines Model provides evidence-based assurances on the management of risks that threaten the successful achievement of public service delivery objectives and, in turn, report on these to other stakeholders. The Regeneration Programme Delivery Board (Fig 2.) plays a significant role in the governance process as projects are required to undergo the following assurance reviews:

- Regular monitoring checks
- Quarterly Progress reporting
- Gateway or stage reviews (depending on the scale of the project)
- Sign off of Full Business Cases
- Project evaluation

5.7 Project Management

The delivery plans for the harbour regeneration scheme have retained Scarborough Borough Councils governance procedures including the utilisation of similar procurement and management arrangements from the Scarborough Market Hall refurbishment.

The project management and development of the scheme is being managed in line with the PRINCE2 project management methodology. The project management follows good practice project governance, management principles and processes in line with PRINCE2 methodology.

The table below lists the project delivery team for the West Pier Scheme.

Table 11. West Pier Project delivery Team

Name	Job title	Project role
[REDACTED]	Projects Manager (Asset)	Project Assurance
[REDACTED]	Harbour Master	Operations
[REDACTED]	Interim Project Lead	Sponsor
[REDACTED]	Regeneration Projects Manager	PM
[REDACTED]	Corporate Finance Manager	Finance
[REDACTED]	Asset & Risk Manager	Senior User
[REDACTED]	Corporate Projects Adviser	Legal
[REDACTED]	Regeneration Manager	Client
[REDACTED]	Estates Manager	Operations
[REDACTED]	Deputy Parking Manager	Operations
[REDACTED]	Finance Controller	Finance
[REDACTED]	Legal Advisor	Legal
[REDACTED]	Assistant Estates Manager	Property
[REDACTED]	Interim Projects Manager	Contract Manager

The *Project Delivery Team* is accountable to the Capital Strategy Working Group and ultimately to SBC. The project delivery team will be responsible for the day to day delivery of the scheme and will ensure technical and financial control.

They report to both the Capital Strategy Working Group and Scarborough Town Deals Board.

At the project gateways (p.9), reports are made to the GCP Executive Board on progress and to seek decisions on key matters which are related to project delivery and funding.

The project management team will coordinate inputs from technical advisors responsible for the delivery of the key workstreams to reach the agreed outcomes, including:

- Design development
- Environmental Assessment
- Business Case development
- Planning matters
- Communications
- Estate management matters

The basic process of capturing change in the project is through the Project Status Report that is submitted to the respective teams. The Status Report is presented at the regular monthly meetings of the Project Board but can be submitted at the project managers discretion. The Project Status Report is the main input to the Project Board and summarises progress and change on the project.

The following is the format of the Project Status Report:

- Key activities and achievements in report period,
- Serious issues and actions required by governance body,
- Key activities in the forthcoming period,
- Key milestones update - including RAG rating,
- Key issues,
- Key risks; and,
- Budget update.

5.8 Outline Programme RIBA 3 - 6

The outline programme is listed below, listing the project tasks going forward

Table 12. Scarborough Harbour West Pier Outline programme RIBA 3 - 6

Created 06/01/2022

Task Name	Duration	Start	Finish
FBC SBC Cabinet approval meeting	1 day	Wed 16/02/22	Wed 16/02/22
SBC Cabinet approval meeting to move to Stage 3	1 day	Wed 16/02/22	Wed 16/02/22
FBC Summary Document submission	1 day	Thu 24/03/22	Thu 24/03/22
TF money released	1 day	Wed 22/06/22	Wed 22/06/22
Tender Process	110 days?	Mon 14/02/22	Fri 15/07/22
Tender prep	3 wks.	Mon 14/02/22	Fri 04/03/22
Issue to Tender	8 wks.	Mon 07/03/22	Fri 29/04/22
Tender Analysis	2 wks.	Mon 16/05/22	Fri 27/05/22
Tender Approvals	4 wks.	Mon 30/05/22	Fri 24/06/22
Offer letter	1 wk.	Mon 27/06/22	Fri 01/07/22

Stage 2 tender appraisal	2 wks.	Mon 04/07/22	Fri 15/07/22
RIBA Stage 3 Spatial Design	70 days	Wed 13/07/22	Tue 18/10/22
Planning and building regs	143 days	Wed 10/08/22	Fri 24/02/23
Preparation of documents	2 wks.	Wed 10/08/22	Tue 23/08/22
Submission and validation	1 wk.	Mon 28/11/22	Fri 02/12/22
Planning approval period	12 wks.	Mon 05/12/22	Fri 24/02/23
RIBA 4 Technical Design	102 days	Wed 10/08/22	Thu 29/12/22
RIBA 5 Construction	480 days	Mon 27/02/23	Fri 27/12/24
RIBA 6: Closedown and Handover	306 days	Mon 30/12/24	Mon 02/03/26
Works inspection	1 day	Mon 30/12/24	Mon 30/12/24
H & S file completed	1 day	Tue 31/12/24	Tue 31/12/24
Maintenance plan completed	2 days	Wed 01/01/25	Thu 02/01/25
Contractors maintenance period	12 mons	Fri 03/01/25	Thu 04/12/25
Snagging	3 mons	Fri 05/12/25	Thu 26/02/26
Final inspection	1 day	Fri 27/02/26	Fri 27/02/26
Issue of completion certificate	0 days	Fri 27/02/26	Fri 27/02/26
Transfer of asset	1 day	Mon 02/03/26	Mon 02/03/26

Figure 4 below outlines the RIBA work stages previously covered, those that will be covered, and where the Full Business Case sits within the RIBA framework.

Image. RIBA 2020 Work Stages



5.9 Risk Management

Risk management is key to the successful delivery of the scheme, crucially identifying threats to project delivery and facilitate effective risk management actions to be assigned. A risk management strategy has been followed for key project stages. The strategy includes thoroughly identifying risks, actively avoiding and mitigating risks, effective communication of emergent risks with the project team and the delivery of the scheme objectives to cost, quality and time indicators.

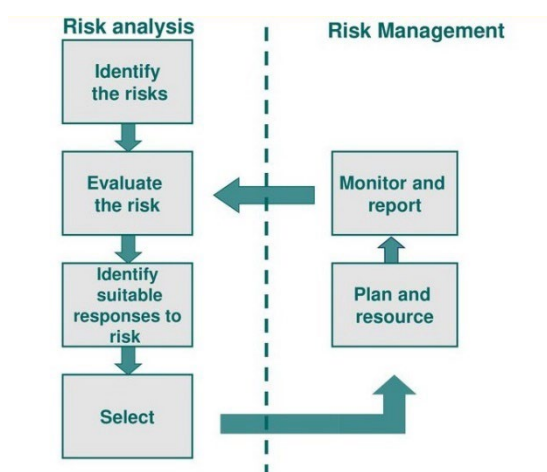


Image 7. PRINCE 2 Risk Management Process

The 'Risk Management Strategy Framework' is based on PRINCE 2.

This is a generally accepted generic framework.

A risk register of potential or identified risks was compiled and is updated throughout the scheme development. Based on the scoring of each risk; *Impact and Likelihood Ratings* were analysed, and the sum of the risk elements sorted so that they could be categorised

as High, Medium or Low, (Table 18.), which is a robust method to easily identify the risks which may need to be considered in more detail.

Table 13. Risk Impact & Likelihood Ratings

Description	Descriptor	Impact	Likelihood
May occur in exceptional circumstances but highly unlikely	Very Low	1	A
May occur in at some point but unlikely	Low	2	B
Likely to occur in some circumstances at some time	Moderate	3	C
Is likely to occur at some time in normal circumstances	High	4	D
Is highly likely to occur at some time in normal circumstances	Very High	5	E

Based on the scoring of each risk, a RAG rating has been calculated for each risk and they are categorised as High, Medium or Low as specified in Table 3. This provides a robust route to the risks which may need further analysis.

Table 20. RAG Appraisal Ratings

Description	RAG Appraisal Rating
Low Risk (Average Score (0 - 5)	GREEN
Medium Risk (Average Score 6 - 10)	AMBER
High Risk (Average Score > 10)	RED

Figure 6. overleaf outlines the project risk matrix rated according to their impact, likelihood and RAG rating.

Key issues for implementation arise when identified risks to the project materialise. These are documented, and where necessary, a *Change Management* process is documented and begins. To prevent delays to the project, where key issues are identified, project work will normally continue to progress while the key issues are with the project team and working group. All issues are recorded in the Project Issues Log, assigned an impact level, a mitigation measure and ownership. Contingency planning has not yet been fully developed at this stage of the business case.

The Project Risk Matrix can be found in the appendices.

5.10 Communication & Stakeholder Engagement

The Project Team have a comprehensive Communications Plan in place that enables SBC to inform the participating teams, the stakeholders, the media and the public at large of the

expected benefits of the scheme; the progress within the scheme and to help manage expectations. Overall, the Town Investment Plan programme was informed by input from a wide array of stakeholders. The consultation process included at >9 public consultation events and exhibitions, with c30,000 impressions over social and traditional media, and over 400 direct contributions. There were 10 Town Deal Board meetings and >30 development meetings to inform the development of the programme.

The project continues the level of stakeholder engagement, and is being developed in strict consultation relevant SBC Members and Services including:

- Harbour operations,
- Assets,
- Tourism,
- Parking,
- Regeneration and Safer Communities,
- Planning and conservation officers.
- The Town Centre Team and their subgroup - Environmental Improvement working group,
- Fishing industry,
- RNLI,
- Wider business and local community*,
- Events team,
- South Bay and unit traders*,
- SBC,
- English heritage.

A range of stakeholders continue to be included in the decision making process. This is further evidenced through meetings held with the local business community* and the West Pier unit traders*. They have been given the opportunity to challenge and assist in shaping the design requirements of the units, as they are the business community within the curtilage of the West Pier who are impacted by the scheme have been invited to participate in. Their contributions have been document in a demand and operations appraisal.

In addition, the criteria for monitoring and evaluation are to be communicated to and agreed by the relevant stakeholders, so that outcomes and benefits from the project can be widely acknowledged.

5.11 Benefits Realisation Plan

It is incumbent upon the project to record the benefits achieved and the Strategic Case indicative outcomes are being realized. There will be documented quantification of each benefit, including assessment against each critical success factor. The quantification of any slippage in the delivery of anticipated benefits. The costs involved, abnormal influencers, lessons learned and recommendations.

5.12 Post-Implementation and Evaluation Arrangements

Monitoring and evaluation provides opportunities to improve performance by reviewing past and current activities, with the aim of reproducing good practice and eliminating errors

in future work. This section outlines the monitoring and evaluation plan for the West Pier Project.

Draft Monitoring & Evaluation (M&E) plans have been submitted by SBD at the Town Fund project confirmation stage. Final M&E plans are required to be submitted with the Summary Documents after the local sign off of the Full Businesses Cases

The M&E plans are used throughout the project delivery stage to capture outputs and outcomes and measure the success of the project against its objectives. SBC have a commitment to report to the *Department for Levelling Up, Housing and Communities* against the Monitoring and Evaluation plans every six months.

The main contact for the scheme will meet with the project leads at regular intervals, normally monthly, to support the projects and check progress. Any significant risks or issues are escalated to the Programme Board

The project will submit quarterly progress reports which include financial and outcome reports. These are used to formally monitor the project and inform the monitoring and evaluation required at government office level.

The M&E process will ensure whole life project evaluation to certify that the project has met its strategic objectives.

6.0 Conclusion

The most significant economic benefits from the regeneration scheme are tourism related.

Option B remains the most suitable scheme to achieve the vision and objectives set out in the Strategic Case.

- a) Realise the potential of the Harbour
- b) Create a cord of activity from Station to Shore: our modern High Street
- c) Reimagine the Public Realm as a network of interesting spaces to explore and places to linger
- d) Host a range of events and festivals

The assessment of the impacts and sub-impacts highlight employment and a higher spending tourist as key drivers for growth. Furthermore, market forces agree with the strategic direction showing a growing appreciation for culture and heritage which is now well accepted as a consistent demand for the tourism and the visitor economy.

Other impacts are derived from commerce, driven by an anchor tenant and incumbent fishermen, now working in an upgraded environment and able to work at higher levels of productivity, due to the design of the pier.

From the qualitative assessment, other positive impacts are produced by creating a safer environment for visitors to walk, cycle, linger and socialise. Further qualitative assessment realises a sense of civic pride in the area. Social capital is an inevitable long term outcome where people radiate to an area, because of kudos. It is difficult to measure the true multiplier for the pier redevelopment, but then a thriving local commercial environment can only lead to a stronger local economy.

APPENDICES

A 1. Long List Options

Project	Strategic Fit - 'What'	SCOPE OPTIONS
1. Business as Usual (BAU)	Continue to manage harbour estates as is	<ol style="list-style-type: none"> 1. No additional benefits gained 2. Existing revenue budgets maintained but income may fall as buildings become un-lettable 3. Car parking revenue maintained
1.1 Do Minimum	Provide business support for tourism development and harbour users	<ol style="list-style-type: none"> 1. Some minimal growth may be achieved with a low level of investment. 2. Transformational change would not be achieved. 3. Opportunity benefits may be lost
1.2 Intermediate Option	Minimal capital investment into infrastructure using core funding	<ol style="list-style-type: none"> 1. No additional benefits gained 2. Existing revenue budgets retained
1.3 Intermediate Option	Capital Investment into West Pier	<ol style="list-style-type: none"> 1. Would deliver regeneration objectives 2. Would improve facilities for fishing industry 3. Would generate enhanced income 4. Redevelopments can be funded within Town Fund budgets and potential invest to save
Maximum	Regenerate the entire Harbour area	<ol style="list-style-type: none"> 1. Would deliver some regeneration objectives 2. Would improve facilities for fishing industry 3. Would generate enhanced income

4. Exceeds available funding

Project

Supply side - 'Who'

DELIVERY OPTIONS

1.0 Business as Usual (BAU)

Existing maintenance teams

1. Lack the capacity to carry out major regeneration works
2. Needs not met

4.1 Do Minimum

Contract services/ trades to carry out repairs and renovations managed by existing council maintenance teams

1. Would improve on the existing situation but would not provide transformational change

4.2 Intermediate Option

Dispose of assets to private developers

1. Would de-risk the project
2. May result in fragmented delivery

3.4 Intermediate Option

Procure designers to create the scheme and contractors to deliver it

1. Would result in a comprehensive scheme that would meet CSFs

Project

Deliverability - 'When'

IMPLEMENTATION OPTIONS

4.0 Business as Usual (BAU)

N/A

4.1 Do Minimum

Phased to avoid all summer seasons

1. Too lengthy and would risk additional costs through re-mobilisation and construction inflation.

4.2 Intermediate Option

Phased but over consecutive periods with May 2022 start

1. Would allow for some continuity of trade
2. Would allow for some flexibility in housing tenants in existing vacant properties to ensure continuity of trading.

4.3 Intermediate Option	Phased but over consecutive periods with September start 2022 start	3. May result in conflict between harbour users and construction workings
		4. Disruption to summer 2022 season
4.4 Maximum	Full implementation in year 1	1. Would allow for some continuity of trade
		2. Would allow for some flexibility in housing tenants in existing vacant properties to ensure continuity of trading.
		3. May result in conflict between harbour users and construction workings
		4. Disruption to summer 2024 season
		1. Would result in a disruption to trade and difficulty in managing tenancies
		2. Easiest and cheapest construction

Project Affordability - 'Funding' FUNDING OPTIONS

5.0 Business as Usual (BAU)	Existing expenditure budgets	1. Revenue will fall as buildings become un-lettable
5.1 Do Minimum	Existing revenue budgets used to address maintenance back logs	2. Needs not me
5.2 Intermediate Option	Redevelopments funded within Towns Fund budgets	1. Will not produce transformational change but property could be let
5.3 Intermediate Option	Redevelopments funded within Towns Fund budgets plus additional capital investment	1. An impact would be achieved but would leave other buildings in a poor state as in 'business as usual'
5.4 Intermediate Option	Redevelopments funded within Towns Fund budgets with 'invest to save' and bringing forward future maintenance budgets	1. Would achieve a significant transformational change
		2. Requires investment from Council capital funds
		1. Would achieve a significant transformational change
		2. Strong VFM calculations would be required to justify risks

5.5 Intermediate Option Redevelopments funded within Towns Fund plus private sector investment

1. No identified sources of private investment

Options

1.0 Service scope

2.0 Solution

3.0 Delivery

4.0 Implementation

5.0 Funding

Business As Usual

1.1 Existing expenditure levels
 2.1 Reactional maintenance on buildings

3.1 Existing maintenance teams

4.1 N/A

5.1 Existing expenditure budgets

Do Minimum

2.1 Use existing revenue budgets to address maintenance backlog
 2.2 Bring buildings to minimal lettable standards

3.2 Contract services/ trades to carry out repairs and renovations managed by existing council maintenance teams

4.2 Phased to avoid all summer seasons

5.2 Existing revenue budgets to address maintenance back logs

PREFERRED WAY FORWARD

1.3 Capital investment into West Pier	
2.2 Public realm on public areas, new kiosks, renovation to building 1, 2 and 3 and replacement of Bait sheds	
3.3 Procure Designers to create the scheme and contractors to deliver it	
4.3 Phased but over consecutive periods with September 2022 start	
5.3 Redevelopments can be funded within Towns Fund budgets plus additional capital investment	5.4 Redevelopments can be funded within Towns Fund budgets and with 'invest to save' and bring forward future maintenance budgets

A 2. Project Risk Matrix

Scarborough Harbour West Pier Regeneration										
Project Risk Matrix										
V5.4 Amended 18/11/2021										
Help										
No.	Date	Issue/Risk	Consequences if allowed to happen	Likely-hood	Impact	Mitigation	Responsible	Mitigated Likelihood	Mitigated Impact	
R1	13/01/2021	Failure to agree a Vision	More work would have to be done leading to extra costs and delays	B	3	Work to agree a consensus with stakeholders	HJ	A	2	Resolved. Scope agreed corporately
R2	13/01/2021	Town Fund stage 2 is not successful	Project is not affordable	B	5	Do minimum option should be investigated	MC	B	4	Resolved 05/05/2021
R3	13/01/2021	Project requirements exceed funding available	Reduction of scope	E	4	Scheme should be phased with the phases prioritised. Preferred option agreed and additional funding agreed by CEO	AR	C	3	Increased 07/10/2021 because of addition of building 4, sub station and early indications from MCA
R4	13/01/2021	Failure to establish Project Governance	In efficient and poor project management	B	5	Good project assurance process to be established Ensure adequate resources	CB	B	2	Resolved 05.02/2021
R5	13/01/2021	Failure to establish business case	Project at risk	C	5	Detailed options and feasibility studies required to established best value	HJ	C	2	Reduced 05/08/2021. FBC included in PSC Increased likelihood 23/09/21 in response to changes in approval date lines
R6	13/01/2021	Lack of political support	Project at risk	B	5	Early engagement with elected members	HJ	A	3	
R6	13/01/2021	Stakeholder dissatisfaction	Disruption to project and possible need to alter scope	D	3	Established clear communication and consultation protocols	HJ	C	2	
R7	13/01/2021	Failure to procure principle designers	No designs produced	A	5	Use SBC framework for procurement	HJ	A	2	Resolved 04/08/2021 - Designers procured through PSC
R8	13/01/2021	Failure to get plans approved	Modification of designs needed leading to increase costs and delays	C	4	Ensure stakeholders are involved in process. Ensure pre-planning advice is sort	HJ	B	3	
R9	13/01/2021	Legal and commercial issues with existing tenants	Additional costs and possible delays	C	3	Early negotiations with lease holders	BW	D	3	Increased because of building 1 proposals 26/08/2021 reduced 13/05/21
R10	14/01/2021	Revenue consequences are unacceptable	Project at risk	B	3	Ensure revenue costs are fully understood and taken into account in the business case	KM	A	2	

R10	15/01/2021	Charging of VAT on newly constructed assets.	Issue for the kiosk holders, who might not currently be VAT registered.	D	2	Assess situation and work with Kiosk owners to adapt business plans	KM	D	1	Resolved 07/10/2021. No issue if as we keep below thresholds
R11	22/01/2021	Local legal restrictions on harbour uses (HRO)	Some project elements may be prohibited	E	4	Commission legal advice prior to investment	CR	B	2	Resolved
R12	25/01/2021	Structural integrity of the harbour walls	Structure may be unsound	B	5	Commission new survey of harbour wall piles and make required repairs	CBo	A	2	Reduced 28/10/2021 with Dive report Increased 05/08/2021 - delays to procurement of work means that they is increase uncertainty introduced to project
N 1	05/02/2021	Poor public perception	Objections to plans leading to delays	B	3	Established clear communication and consultation protocols	HJ	A	2	
N2	13/05/2021	Legal dispute around building 4 creates disruption	Additional costs and possible delays	C	3	Be aware of developments and adjust programme accordingly	BW	D	3	Increased 28/10/2021 due to investigation of option B
N3	10/06/2021	Design compromised by risk of overtopping	Additional costs and possible delays	D	3	High light issue in early desing meetings	HJ	C	3	
N4	01/05/2021	HGVs unable to access processors facilities and collect produce	People may be harmed through financial loss to their employer (processor). Business may suffered reputational damage and negative PR. Loss of harbour income from lost rent.	D	5	Close, regular and early communication with processors and hauliers. Maintain access whenever possible and when not possible, ensure for shortest amount of time.	CBu	C	3	reduced 05/80/2021 as considered that we could plan to vehicle movements
N5	01/05/2021	HGVs unable to access Fish Market and collect produce	People may be harmed through financial loss to their employer (vessel owners/operators). Business may suffered reputational damage and negative PR. Vessels may opt not to land at Scarborough resulting in loss of income via landing dues.	D	5	Close, regular and early communication with processors and hauliers. Maintain access whenever possible and when not possible, ensure for shortest amount of time.	CBu	C	3	reduced 05/80/2021 as considered that we could plan to vehicle movements
N6	01/05/2021	HGVs unable to turn whilst on the Pier	People may be severely harmed if contact is made between them and a reversing HGV. Environment may be damaged if a reversing HGV makes contact with infrastructure/other vehicles resulting in a fuel leak. Infrastructure may be damaged if impacted by a HGV reversing along the pier or attempting to make a turn in an unsuitable area. Business may be damaged through refusal of hauliers to attend the harbour resulting in reputational damage and loss of revenue	C	3	Enforce use of banksmen for reversing HGVs.	CBu	B	2	

N7	01/05/2021	Congestion at traffic junction caused by HGVs waiting to enter or leave the Pier	People be injured if they are contacted by a HGV making unpredictable movements at the junction. Infrastructure may be damaged if HGVs make contact with street furniture or traffic signals. Business may suffer from negative PR and reputational damage.	C	3	Traffic Management Liaison with NYCC Highways	CBu	B	2	
N8	01/05/2021	Loss of access to working premises such as Harbour office, Net Lofts and Bait Sheds	People (harbour staff) may suffer from increased levels of frustration from users, users may suffer from a restriction to their work activities if they are unable to repair and maintain equipment. Environment may be impacted if fishers repair equipment in other harbour areas and do not practice good housekeeping. Business may be impacted by reputational damage, negative PR and potential loss of landing dues revenue if activities are restricted.	C	3	Early communication with tenants. Access maintained wherever possible. Maintain access to Port Control, Harbour Office staff operate via remote working when required for short periods.	CBu	D	2	Increased 23/09/2021 in response to the change in stakeholder consultation and options appraisal
N9	01/05/2021	Loss of access for refuelling tankers inc. access to the fuel berth/tanks at the end of West Pier	Business may be impacted if vessels cannot readily access fuel via loss of revenue from landings and fuel sales, loss of visiting vessels and increased negative PR/reputational damage.	C	3		CBu	B	2	
N10	01/05/2021	Flooding/overtopping during construction phase	People may be injured by flood water or overtopping waves onto West Pier. Potential for water to move large plant and construction equipment. Environment be harmed if plant or equipment are swept off the pier. Infrastructure be damaged by water moving large plant and equipment into buildings or harbour infrastructure. Business may be damaged by loss of revenue due to damaged infrastructure.	C	4	Environment Agency Flood Warnings/Alerts received by Harbour Staff.	CBu	B	2	
N11	01/05/2021	Oil pollution entering the water from construction vehicles	Environment may be hamred by oil entering the marine ecosystem. Business may suffer from reputational damage, negative PR and the potential for prosecution or compensation claims.	B	3	Harbour Oil Pollution Plan SBC Oil Pollution Plan Harbour Oil Spill equipment on site.	CBu	A	2	
N12	01/05/2021	General marine pollution causing impact on bathing water	Environment may be harmed by pollution entering the marine ecosystem. Business may suffer from reputational damage, negative PR and the potential for prosecution or compensation claims.	B	3	Contractors to take all reasonable measures to prevent pollutants entering the water. Notification to Yorkshire Bathing Water Partnership.	CBu	A	2	
N13	01/05/2021	Disruption to services inc. power and water	People may be harmed if businesses are left financially unviable due to loss of live produce and therefore income. Business may suffer from compensation claims due to lost produce and impacts on core services such as chillers in the Fish Market leading to loss of produce.	D	4	Early communication with tenants, particularly processors who store large amounts of live shellfish.	CBu	C	3	
N14	05/08/2021	Corrosion of exterior beams on building 2	Additional costs maybe needed for the refurb of this building	D	3	Carry out survey surveys to assess the extent of the damage	MCA	D	3	
N15	05/08/2021	Additional costs required due to maintenance backlog	SBC will need to commit extra funding to cover additional work required	C	3	Finance to monitor and assess maintenance works	KR	B	3	

A 3. Extract from Mason Clark Associates Design Hazard Register

Item		Feature, element, structure, 'process', or activity	Foreseeable Hazards	Risk level before mitigation	Persons at risk from the hazard	Design input to Eliminate or Reduce Hazards and/or Design Assumptions	Ownership	Information to be Provided to Manage Risk (to Whom)
1								
1.1	27/07/21	Continuing access for HGV's during construction	Traffic accidents	High	General public and workers on the pier	Traffic management plan required to mitigate risk of accidents.	Design team. Principal Contractor.	Design team. Principal Contractor.
1.2	27/07/21	Continuing access for HGV's during construction	Turning space for HGV's on the pier will increase risk of traffic accidents.	High	General public and workers on the pier	Traffic management plan required to mitigate risk of accidents.	Design team. Principal Contractor.	Design team. Principal Contractor.
1.3	27/07/21	Continuing access for HGV's during construction	Spring and summer visitor numbers will bring increased risk of traffic accidents	Medium	General public and workers on the pier	Traffic management plan required to mitigate risk of accidents.	Design team. Principal Contractor.	Design team. Principal Contractor.
2								
2.1	24/08/21	Weather related hazards	In autumn, winter and spring - strong winds and waves overtopping the pier. Risk of persons being injured or swept into the sea. Risk of materials being swept into the sea with potential for environmental damage/pollution.	Medium	General public and workers on the pier	Design to include risk mitigation where possible. Construction phase plan to include ways or reducing risk of injuries caused by winds and overtopping.	Design team. Principal Contractor.	Design team. Principal Contractor.
2.2	24/08/21	Weather related hazards	Tidal surges and high tides overtopping the pier with hazards as above.	Medium	General public and workers on the pier	Design to include risk mitigation where possible. Construction phase plan to include ways or reducing risk of injuries caused by winds and overtopping.	Design team. Principal Contractor.	Design team. Principal Contractor.
2.3	07/10/21	Continuing access after completion of scheme for HGV's, vans and delivery vehicles and transit backwards and forwards of forklift trucks and others, with conflict between these things and pedestrians on the pier	Movements of vehicles and forklift trucks in close proximity to pedestrians could lead to accidents.	High	General public and workers on the pier	Design to include segregation of traffic from pedestrians where possible. Client to consider the risk factor in making decision on final scheme approval.	Design team. Client.	Design team. Principal Contractor.

Item	Date Added	Feature, element, structure, 'process', or activity	Foreseeable Hazards	Risk level before mitigation	Persons at risk from the hazard	Design input to Eliminate or Reduce Hazards and/or Design Assumptions	Ownership	Information to be Provided to Manage Risk (to Whom)
2.4	30/11/21	Presence of ground anchors, tie bars etc below ground level	Condition and remaining life of these items is unknown. If they are built over then renewal or repairs to them will not be possible unless new structures, pavings etc are removed. This creates a potential area of safety risk for the future	High	General public and workers on the pier	Condition and remaining lifespan of these things to be investigated before construction is carried out. Life expired or poor condition items to be replaced before construction starts.	Design team. Client.	Design team. Principal Contractor.
2.5	02/12/21	Potential overloading of harbour walls	Client has highlighted that harbour walls at end of the pier may be at risk if the end of the pier is accessed by HGV's. This places limitations on available space because HGV's need to turn before that area, creating more risk of accidents during construction and risk of accidents to general public.	High	General public and workers on the pier	Design must consider risk mitigation by separation of traffic and pedestrian routes. Pre-construction information must mention this hazard and risk level to enable Principal Contractor to segregate traffic from pedestrians during construction phase.	Design team. Client. Principal Contractor	Design team. Principal Contractor.
2.6	02/12/21	Allowance of sufficient contractor construction period to allow for the site specific difficulties that will be encountered in this environment and on such a structure	Client must allow sufficient time under Regulation 4 duties in CDM 2015.	High	General public and workers on the pier	Client to allocate sufficient time after consultation with design team and Principal Contractor	Design team. Client. Principal Contractor	Design team. Principal Contractor.
2.7	02/12/21	Noise and vibration during the works	Damage to hearing. Damage to people (vibration white finger etc.). Damage to property.	High	General public and workers on the pier. Persons near the pier.	Designers to design out noise creating and vibration creating processes where possible. Principal Contractor to adopt methods that reduce noise and vibration.	Design team. Principal Contractor.	Design team. Principal Contractor.
2.8	02/12/21	Public and commercial users operations affected by construction works - entrance areas, pedestrians, traffic, deliveries, skips, etc.	Risk of accidents if construction activities are not coordinated with public/commercial user activities.	High	General public and commercial users	Principal Contractor to coordinate by consultation with client and commercial users	Principal Contractor	Design team. Principal Contractor.
2.9	02/12/21	Phasing of construction works not aligning with operations, ecology, public holidays, therefore reducing time available.	Reduction in time available and acceleration of work increases risk of accidents	High	General public and workers on the pier. Persons near the pier.	Client to allocate sufficient time after consultation with design team and Principal Contractor	Design team. Client. Principal Contractor	Design team. Principal Contractor.

2.10	02/12/21	Existing services information and condition and adequacy of the services. There is a risk that existing services will be in a poor condition and locations currently not confirmed.	Any services in poor condition increases risk of accidents	High	General public and workers on the pier.	Existing services location and condition to be confirmed before construction work begins. Services to be isolated by suppliers before construction work begins.	Client	Design team. Principal Contractor.
2.11	02/12/21	Temporary drainage and services diversion to accommodate the phasing of the works.	Diversions may affect client's ability to comply with Workplace HS&W Regulations.	Medium	Client's employees on the pier and Harbour Master and staff	Diversions to be planned before start of construction work.	Design team. Client. Principal Contractor	Design team. Principal Contractor.
2.12	02/12/21	Covid-19 implications for public health and health of construction workers.	Risk of ill health if precautions are not adopted	Medium	General public and workers on the pier.	Any Covid-19 regulations or recommendations in place at time of construction must be followed.	Design team. Client. Principal Contractor	Design team. Principal Contractor.
3								
3.1	24/08/21	Mains gas pipe runs along west side of buildings on the pier. See services records.	Striking gas pipe and escape of gas and potential explosion.	High	Any person in vicinity	Avoid designing anything requiring excavations near to the service. Relocate the service before excavations/construction begins. Locate and mark services before excavating.	Design team. Principal Contractor.	Design team. Principal Contractor.
3.2	24/08/21	Mains water pipe runs along west side of buildings on the pier. See services records.	Striking water pipe and escape of water at high pressure with potential to cause injuries.	High	Any person in vicinity	Avoid designing anything requiring excavations near to the service. Relocate the service before excavations/construction begins. Locate and mark services before excavating.	Design team. Principal Contractor.	Design team. Principal Contractor.
3.3	24/08/21	Northern Power Grid electrical records appear to be incomplete. Plans provided does not indicate locations of buried cables.	Striking cables and risk of electrocution.	High	Any person in vicinity	Avoid designing anything requiring excavations near to the service. Relocate the service before excavations/construction begins. Locate and mark services before excavating.	Design team. Principal Contractor.	Design team. Principal Contractor.
4								
4.1	07/10/21	Buried tie bars, buried steel reinforcement, anchors and concrete structures below ground that tie in the pier walls and harbour walls. Refer to record drawings received 29/09/2021	Risk of pier walls and harbour walls becoming unstable or collapsing if these buried items are damaged or cut through by excavations.	High	Any person in vicinity	Avoid designing anything that requires excavations that could damage these underground items. Locate and mark the underground items before excavating.	Design team. Principal Contractor.	Design team. Principal Contractor.
5								
5.1	07/10/21	All hazards as listed in other sections	Traffic accidents, striking buried services etc.	High	Any person in vicinity	Construction phase plan must demonstrate risk control	Principal Contractor	Principal Contractor
5.2	07/10/21	Building 7. Upper floors (first floor level) appear to be low strength filler joist concrete floors	Uncontrolled collapse	High	Any person in vicinity	Construction phase plan must demonstrate risk control	Principal Contractor	Principal Contractor

Document Name Scarborough Harbour West Pier Redevelopment

Document Title Full Business Case

5.3	07/10/21	Potential asbestos containing materials	Exposure to asbestos	High	Any person in vicinity	Asbestos management surveys to be provided by Client during stages up to end of RIBA stage 2. Demolition-refurbishment asbestos surveys to be commissioned by Client in RIBA stage 3	Client	Principal Contractor
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Insert Town Deal Board Business Case Summary

Insert Business Case presented to Town Deal Board