

Boroughbridge Renaissance Market Town

Town Team Initial Business Plan

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Supported by





QM

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1 Introduction

This Initial Business Plan (IBP) is intended to further assist the planning and delivery of the projects identified in the Boroughbridge Delivery Plan (May 2005). The main section of this document (Section 2) takes the projects from the Delivery Plan and sets out the projects in more detail including the next steps, key delivery organisations, potential partnering organisations, estimated project costs, risk management and outputs and outcomes. It is noted that as this is an Initial Business Plan, with most projects being at the concept stage, outputs cannot be clearly defined.

Section 3 of the IBP sets out the Strategic Fit for the projects. Each project is assessed against the six objectives of the Regional Economic Strategy in terms of the extent to which the projects help to deliver the aim. Each project is also assessed on the extent to which it impacts on addressing the eight investment themes in the Sub-regional Investment Plan (SRIP). Details of how each project addresses the relevant priority areas in the SRIP are also included in this section. Finally, Table 4 assesses the projects against the Harrogate District Community Plan key priorities.

The final section of this IBP (Section 4) outlines delivery considerations, including the overall delivery and resourcing proposals. A Sustainable Development Assessment forms part of this section and evaluates each project against the aims of the Regional Sustainable Development Framework. A risk management assessment rates each project against a number of risks that are rated as low, medium or high according to an accompanying list of potential risks which outlines how the ratings are determined. A risk register also forms part of Section 4 and sets out the strategic risks of the delivery of the RMT vision i.e. all the projects combined. The Summary Action Plan provides a quick reference for each project.

It is intended that this IBP will be updated on an annual basis.



2 The Projects Defined

The Boroughbridge Delivery Plan identified 19 projects as priorities for Boroughbridge and its hinterland. Project BB9: Housing Pilot Study is not included in this IBP. Project BB11: Improving the Independent Shopping Offer has been split into two distinct projects: BB11a: Cittaslow UK and BB11b: Improving the Shopping Offer.

Development Sites

- **BB1: Potential redevelopment of John Boddy Timber Limited site (page 7)**

Potential re-development of the site.

- **BB2: Potential redevelopment of Advance Power site (page 10)**

Potential re-development of the site.

- **BB3: Potential development of an Arts/Business Forum (page 13)**

Development of a mixed use venue to incorporate a performing arts space, a café, toilets and meeting/break out space for meetings or small conferences.

Tourism

- **BB4: Boroughbridge Visitor/Interpretation Centre (page 16)**

The development of a visitor/interpretation centre.

- **BB5: Devil's Arrows Country Park (page 19)**

The development of a country park setting for the Devil's Arrows.

- **BB6: Expansion and development of the Aldborough Roman site (page 22)**

The further development and extension of the Roman site.

- **BB7: Waterside facilities and improvements (page 24)**

The enhancement of the waterside and marina.



Community

- **BB8: Youth facility (page 27)**

A facility for the young people of Boroughbridge and District with potential to have flexibility to provide for the wider community.

- **BB10: Minskip Village Hall (page 30)**

New village hall plus external multi-use recreational facilities for adults and children.

Enterprise, Education & Commerce

- **BB11a: Cittaslow UK (page 32)**

Become a member of Cittaslow UK.

- **BB11b: Improving the shopping offer (page 35)**

Improve the shopping offer and retain the high number of independent shops.

- **BB12: Boroughbridge and District Learning Partnership (page 37)**

Partnership to identify strategic aims and priorities for Boroughbridge and the surrounding area.

- **BB13: Enterprise in Education Centre (page 41)**

Development of centre to teach enterprise and business related subjects.

- **BB14: Centre of Rural Enterprise (page 44)**

Development of a 'Rural Enterprise' centre to provide people with skills for business life.


Built Environment

- **BB15: Town centre public realm improvements (page 49)**

Public realm improvements to Horsefair and Fishergate.

- **BB16: Improvements to St James Square (page 52)**

Public realm improvements to St James Square.



Sport, Leisure, Culture & Heritage

- **BB17: Swimming pool (page 55)**

The development of a swimming pool in Boroughbridge.

- **BB18: Riverside and town/district-wide walks (page 58)**

Developing a series of walks in and around Boroughbridge.

- **BB19: Play parks (page 61)**

Improvement of existing play parks and development of new play parks in and around Boroughbridge.

The project sheets are set out under the following headings:

- Project description – provides a description of the project. Some projects are well developed and have a full project description; however some projects are at a very early stage of development and need further work before the project can be described more fully.
- Timescale – indicates the timeframe in which project development will be initiated, including any initial investigation/feasibility work, i.e. short term (within 1 year), medium term (2-5 years) and long term (more than 5 years). The Summary Action Plan in Section 4 sets out the projects in order of short, medium and long term.
- Current status – outlines the stage the project is currently at i.e. concept, project planning, feasibility, in progress.
- Next steps – outlines the steps required to take the project forward to delivery, including meetings and conversations required or recently taken place with delivery agents, partners, funding bodies etc, where relevant.
- Key delivery organisations – the key organisation/s that will deliver the project and the roles and responsibilities of the organisation.
- Potential partnering organisations – the partnering organisations involved, and the roles and responsibilities of these organisations.
- Consultees – the groups and organisations that will need to be consulted as part of the project development and delivery. Where strong public support already exists, such as support through public consultation, this is noted.



Project Title BB1: Potential re-development of John Boddy Timber Ltd site.
Project description Potential for re-development of the site. The Town Team's aspiration for the site is for residential development, including affordable housing, and commercial offices along the waterfront.
Timescale Short (within 1 year).
Current status The project is at the concept stage. The landowners are currently investigating planning and viability issues. A number of meetings have been held with planning, housing and economic development officers at Harrogate Borough Council (HBC). The Housing Pilot Study is underway and it is hoped it will play a positive role in any redevelopment of the site. The Borough's Urban Housing Capacity Study considers potential housing allocations. This will inform the emerging LDF.
Next steps <ol style="list-style-type: none">1. Landowner to decide on development option i.e. whether to remain on part of the site and develop the other part, or whether to relocate business off the site and allow re-development of the entire site.2. The production of a masterplan in conjunction with landowners and Harrogate Borough Council. There is potential to include links with other RMT projects such as a footbridge across the river to link with the riverside and town/district wide walks project.3. Further discussions and investigations with HBC. Explore the possibility of providing 'employer-led housing' on the site.4. Housing Pilot Study to assist in realising the project and benefits to the community.5. Planning application to be submitted by the landowner.



<p>Key delivery organisation – including roles and responsibilities</p> <p>Landowners – the current landowners are critical to the delivery of this project. They will need to undertake, fund and deliver the project. Ongoing consultation with the landowners is required to ensure maximum community benefit is sought and secured.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Harrogate Borough Council – Housing and Planning Departments. HBC will be a key enabler for the project. As the Local Planning Authority HBC will determine the planning application.</p>
<p>Consultees</p> <p>Public consultation will be required as part of planning application process. 65% of the respondents to the RMT questionnaire in January 2005 supported the provision of more low cost housing in Boroughbridge.</p> <p>On-going consultation with HBC is required.</p> <p>Discussions with RSLs will be required.</p> <p>Boroughbridge Town Council.</p>
<p>Estimated project costs</p> <p>To be established as part of the landowner's feasibility work.</p>
<p>Financial viability</p> <p>This project will be private sector financed.</p> <p>Should housing be proposed as part of the redevelopment, the amount of affordable housing required by Harrogate Borough Council has the potential to make the scheme unviable. Policy H5 (Affordable Housing) of the Harrogate District Local Plan sets out the starting point for negotiating affordable housing is 50% of the total number of dwellings proposed. The target will be reduced where it can be demonstrated that this level of provision is not financially viable, through the submission of a Development Appraisal. Under Policy HX (Managed Housing Site Release) of the Local Plan, the Council will accept affordable housing as a means of <i>“providing exceptional substantial planning benefits”</i> on previously developed sites of 0.3ha and above, or where more than 10 dwellings are provided. However, unless there are other exceptional substantial planning benefits to be considered, at least 60% affordable housing will be required.</p>



Risk management

- Statutory consents and liability – Planning permission will be required. Pre-application meetings with the Harrogate Borough Council planning officers are essential to identify potential issues and establish ways of addressing these issues. Initial meetings with planning officers have taken place.
- Viability – as stated above, the amount of affordable housing required will significantly impact on the viability of the project.
- Not aligned with other strategies – It is recognised that the proposal may not fit with the Local Plan. However, the Boroughbridge Delivery Plan and the projects it contains will be taken into account and used to inform the preparation of the emerging Harrogate District Local Development Framework (LDF).

Outputs and outcomes


- Job creation – over 60 full time staff are employed by John Boddy Timber Ltd. It is envisaged by the company that these jobs will be retained either on site or on another site in Boroughbridge.
- Brownfield land reclaimed – there is potential for part, or all, of the previously developed 10 acre site to be reclaimed.
- Regeneration - private sector finance attracted; the entire project is to be private sector financed.
- Affordable housing – potential provision of affordable housing will help to ensure local people can continue to live in Boroughbridge, this will help to retain the local workforce.
- Environmental enhancement – high quality design of any new buildings or alterations to existing buildings will enhance the visual appearance of the area.



Project title BB2: Potential re-development of the Advance Power site.
Project description Potential re-development of the site. The Town Team's aspiration is for the Centre of Rural Enterprise (project BB14) to be located on this site.
Timescale Short (within 1 year).
Current status The project is at the concept stage. The Housing Pilot Study is currently underway and it is hoped it will play a positive role in any redevelopment of the site. The Borough's Urban Housing Capacity Study considers potential housing allocations. This will inform the emerging LDF.
Next steps <ol style="list-style-type: none">1. Further discussions with the landowner regarding locating the Centre of Rural Enterprise on the site as part of the site's redevelopment.2. Landowner to decide on the development option.3. Landowner to undertake project planning and feasibility.4. Further discussions and investigations with HBC. Explore the possibility of providing 'employer-led housing' on the site.5. Housing Pilot Study to assist in realising the project and benefits to the community.6. Planning application to be submitted by the landowner.
Key delivery organisation – including roles and responsibilities Landowners – the current landowners are critical in delivering this project. They will need to undertake, fund and deliver the project. Ongoing consultation with the landowners and occupiers is required to ensure maximum community benefit is sought and secured. The land to the west of the site is allocated for industrial development in the adopted Local Plan. Following initial meetings the site's owners have amended their proposals to include an access road through the site that would allow for a connection to this land



from Wetherby Road.
Potential partnering organisations - including roles and responsibilities The current occupiers of the site are Kelan Circuits Ltd. The landowners have been in discussions with Kelan Circuits Ltd who are agreeable at this stage to the principle of moving to new purpose built premises on site. Harrogate Borough Council – Housing and Planning Departments. HBC will be a key enabler for the project. HBC is the Local Planning Authority and will determine the planning application.
Consultees Public consultation will be required as part of the planning application process. 65% of respondents to the RMT questionnaire in January 2005 supported the provision of more low cost housing in Boroughbridge. The Town Team support the location of the Centre of Rural Enterprise on the site. On-going consultation with HBC is required. Town Council.
Estimated project costs To be established as part of the landowner's feasibility work.
Financial viability The project will be private sector financed. Should housing be proposed as part of the redevelopment the amount of affordable housing required by Harrogate Borough Council may make the scheme unviable. Policy H5 (Affordable Housing) of the Harrogate District Local Plan sets out the starting point for negotiating affordable housing is 50% of the total number of dwellings proposed. The target will be reduced where it can be demonstrated that this level of provision is not financially viable, through the submission of a Development Appraisal. Under Policy HX (Managed Housing Site Release) of the Local Plan, the Council will accept affordable housing as a means of <i>“providing exceptional substantial planning benefits”</i> on previously developed sites of 0.3ha and above, or where more than 10 dwellings are provided. However, unless there are other exceptional substantial planning benefits to be considered, at least 60% affordable housing will be required.
Risk management ■ Statutory consents and liability – Planning permission will be required. Pre-



application meetings with the planning officers are essential to identify potential issues and establish ways of addressing these issues. Initial meetings with the planning officers at Harrogate Borough Council have taken place.

- Viability – as stated above, the amount of affordable housing required will significantly impact on the viability of the project.
- Not aligned with other strategies – It is recognised that the proposal may not fit with the Local Plan. However, the Boroughbridge Delivery Plan and the projects it contains will be taken into account and used to inform the preparation of the emerging Harrogate District LDF.

Outputs and outcomes

- Job creation - Kelan Circuits jobs will be safeguarded. Any new employment units established on the site would enable jobs to be created.
- Business creation – any new employment space on the site would enable new businesses to be created.
- Brownfield land reclaimed – there is potential for the previously developed site to be reclaimed for new development.
- Regeneration - private sector finance attracted; the project is to be fully funded by private sector finance.
- Skills – the development of the Centre of Rural Enterprise on this site as part of the redevelopment will assist people in their skills development.
- Affordable housing – potential provision of affordable housing will help to ensure local people can continue to live in Boroughbridge, this will help to retain the local workforce.
- Environmental enhancement – high quality design of any new buildings or alterations to existing buildings will enhance the visual appearance of the site.



Project title BB3: Development of an Arts/Business Forum.
Project description <p>Potential development of a mixed use venue to incorporate a performing arts space (up to 400 capacity), a café and meeting/break out space for meetings or small conferences. This development would provide a venue for the Aldborough Festival which currently suffers from a lack of suitable venue.</p> <p>The possible location for the Arts/Business Forum is shown on the Development Framework in Section 8 of the Delivery Plan.</p>
Timescale <p>Short (within 1 year).</p>
Current status <p>The project is at the initial concept stage. Initial discussions with landowner have taken place.</p>
Next steps <ol style="list-style-type: none">1. Negotiations to continue between the landowner and HBC.2. The landowner to define the project.3. The exact location on the site needs to be confirmed.4. Funding – need to establish potential private sector partners/funds. A similar project in Marlborough, North Wiltshire, has involved major fund-raising initiatives over the last few years. The Kennet Valley Arts Trust was formed and has implemented an effective fundraising programme. The site for the project is owned by Kennet District Council who lease the site to the Trust at a peppercorn rent. Marlborough Town Council supports the project and has given a grant to the Trust. The Trust also has the support of a large number of businesses who have provided financial support and support in kind.5. Investigate linking this project with BB4: Boroughbridge Visitor/Interpretation Centre.6. Discussions with English Heritage required to ensure the organisation is on board and accepts the proposals, due to proximity to Scheduled Ancient Monument.7. Planning application to be submitted.



<p>Key delivery organisation – including roles and responsibilities</p> <p>Landowner – the landowner is critical in delivering the project. Ongoing consultation with the landowner is required to ensure maximum community benefit is sought and secured.</p> <p>Private sector partners – required to fund the project.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Harrogate Borough Council will be a key enabler for the project. As the Local Planning Authority, Harrogate Borough Council will determine any planning application submitted.</p>
<p>Consultees</p> <p>Public consultation will be required for any planning application.</p>
<p>Estimated project costs</p> <p>Initial estimate of £1.5-2m for capital construction costs.</p> <p>A comparative, although larger, project in Marlborough, North Wiltshire, is expected to cost £3.85 in capital construction costs with a further £650,000 required to cover expected financial operational deficits in the first 2-3 years of operation.</p>
<p>Financial viability</p> <p>The project requires a significant amount of private sector funding, primarily for construction and also for initial operational costs. Funding may be available through private sector partners. There is potential for a Trust to be formed, along the lines of the Kennet Valley Arts Trust discussed earlier, to fundraise for the project.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Partner agreement – early identification of, and consultation with, potential partners is required with the aim of securing agreed way forward.■ Funding – identify funding sources and ability to access funds (private sector partners/fund-raising).■ Statutory consents – identify consents required and undertake initial consultation with statutory authority to gain support. Initial meetings with planning officers at Harrogate Borough Council have taken place.■ Viability – Early identification of potential changes that could make project unviable. Therefore, early definition of the project is essential.■ Not aligned with other strategies – it is necessary to identify the strategies impacted



and undertake consultation with relevant bodies/agencies. It is recognised that the proposal may not fit with the Local Plan. However, the Boroughbridge Delivery Plan and the projects it contains will be taken into account and used to inform the preparation of the emerging Harrogate District LDF. The Harrogate District Cultural Strategy has been taken into account.

- Timescales – reduce time delays between project definition and inception to reduce chance of increased costs from long timescales.

Outputs and outcomes

- Job creation – the project would create a number of jobs. It is not possible to estimate the number of jobs that may be created at this stage.
- Business creation – the project would increase Boroughbridge’s profile, particularly at regional level, and could potentially help to attract new businesses.
- Skills – there will be learning opportunities with both the performing arts side of the project and the training/meeting space. It is not possible to estimate the number of learning opportunities at this stage.
- Regeneration - private sector finance attracted; private sector finance will be required particularly for construction costs. Early discussions with potential private sector partners required.
- Raised profile – the project would help to increase the profile of Boroughbridge and district with potential to lead to economic growth in the area.
- Environmental enhancement – there is a necessity for a high quality and sustainable building given the sensitivity of the surrounding environment.



Project title BB4: Boroughbridge Visitor/Interpretation Centre
Project description <p>The development of a Boroughbridge Visitor/Interpretation Centre. This would seek to capitalise on Boroughbridge's location near the A1. The centre would encourage people to view the Devil's Arrows, experience the waterside and the town centre and understand the Battle of Boroughbridge. The centre could also provide information on other tourist sites in the area such as Aldborough roman site.</p> <p>Two initial location concepts are suggested:</p> <ol style="list-style-type: none">1. the riverside car park (Langthorpe picnic area)2. the Devil's Arrows <p>Other suitable sites might come forward through further investigations including the site of BB3: Arts/Business Forum. The scale of the centre has not been determined.</p>
Timescale <p>Short (within 1 year).</p>
Current status <p>This project is at the concept stage.</p>
Next steps <ol style="list-style-type: none">1. Project group to be established. Project champion/s will be defined during and post convergence.2. A feasibility study is required to help determine the most suitable site/location and the scale of the centre.3. Agreement will be required with landowner of the site chosen for the location of the centre.4. Investigate and secure funding.5. Planning application to be prepared and submitted.6. If located at the Devil's Arrows, Scheduled Ancient Monument consent may be required from English Heritage. Possible links with BB5: Devil's Arrows Country Park to be investigated.



<p>Key delivery organisation – including roles and responsibilities</p> <p>English Heritage – (if centre is to be located at Devil’s Arrows) to fund and deliver the project. Initial conversations with Janet Burrows (Marketing Executive) and Alison Scurrah (Visitor Operations Manager) of English Heritage have been held as part of the Tourism Opportunities Study. Further discussions with English Heritage are required before determining the site.</p> <p>Harrogate Borough Council – (if centre is to be located at Langthorpe picnic area) to fund and deliver the project. This would be in partnership with Langthorpe Parish Council who own the picnic area and car park. An initial discussion with Hayley Gray (Tourism Promotion Manager) at HBC has been held as part of the Tourism Opportunities Study. Further discussions will be required before determining the site.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Yorkshire Tourist Board</p>
<p>Consultees</p> <p>Langthorpe Parish Council</p> <p>Harrogate Borough Council</p> <p>Landowners</p> <p>English Heritage</p>
<p>Estimated project costs</p> <p>A small scale centre, incorporating interpretation boards and signage would cost in the vicinity of £50,000-100,000. A small amount of funding for on-going maintenance costs also needs to be considered.</p>
<p>Financial viability</p> <p>The project would need to be financed by the public sector.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Partner agreement – early identification and consultation with potential partners with the aim of securing an agreed way forward. Prior to a decision being made on the location, meetings need to be held with the landowners. As owners of the picnic area and car park, Langthorpe Parish Council needs to be involved at an early stage.■ Funding – public sector funding would be required. Discussions with English Heritage and Harrogate Borough Council required. Initial discussions with both



organisations have been held.

- Project leadership/resourcing – establishment of the project implementation team and provision of support.
- Site – two potential sites have been identified. Further work is required to assess the ability of each site to meet the project requirements and potential for use. Early discussions with landowners are a necessity. Other suitable sites may be identified.
- Statutory consents – identify consents required and undertake initial consultation with statutory authority to gain support. The Devil's Arrows are a Scheduled Ancient Monument therefore consent from English Heritage may be required if the centre is to be located at this site.
- Resourcing of further technical assistance – early identification of technical assistance required and its necessity to project delivery.
- Viability – early identification of potential changes that could make project unviable. Further definition of the project is required, such as determining the scale of the centre.

Outputs and outcomes

- Regeneration – public and private regeneration infrastructure investment levered.
- Improving the tourism offer - Tourism promotion could help to increase the profile of Boroughbridge and district with potential to lead to economic growth.



Project title BB5: Devil's Arrows Country Park
Project description The development of a Country Park setting for the two northern-most Devil's Arrows to enable people to access the area surrounding the stones. This could include a low-key path to, and around, the stones.
Timescale Short (within 1 year).
Current status This project is at the initial concept stage.
Next steps <ol style="list-style-type: none">1. As the stones are located on private property there is a need to secure agreement with the landowner to enable public access the stones. Initial discussions have taken place during the development of the Delivery Plan and the Tourism Opportunities Study.2. Project champion/s will be defined during and post convergence.3. Need to secure agreement with English Heritage to support the concept with an aim to securing funding.4. Scheduled Ancient Monument Consent from English Heritage for works on a Scheduled Ancient Monument may be required, depending on the works undertaken as part of the project delivery.5. Planning permission will be required. Planning application to be prepared and submitted.6. Investigate links with BB4: Boroughbridge Visitor/Interpretation Centre if the centre is to be located at the Devil's Arrows site.
Key delivery organisation – including roles and responsibilities English Heritage would need to fund and deliver the project. As part of the Tourism Opportunities Study initial discussions with Janet Burrows (Marketing Executive) and Alison Scurrah (Visitor Operations Manager) of English Heritage have been held.



<p>Potential partnering organisations - including roles and responsibilities</p> <p>Edward MacMillan-Scott, MEP, visited the RMT exhibition at Boroughbridge Town Council in January 2005. He would like to work with Boroughbridge to assist with developing the Country Park. It is thought that the Devil's Arrows may be connected to the Henges in Nosterfield and Mr MacMillan-Scott would like to establish a partnership agreement to jointly promote the sites.</p> <p>North Yorkshire Culture – the project is consistent with Theme 2: Heritage Landscapes in the North Yorkshire Culture Prospectus.</p>
<p>Consultees</p> <p>Landowner – agreement with the landowner is required.</p> <p>Over 85% of respondents to the RMT questionnaire in January 2005 supported this project concept.</p>
<p>Estimated project costs</p> <p>We have received quotes for interpretation signs/boards from £2,000-6,000. Costs of developing a pathway need to be determined with English Heritage once an agreement has been reached. This will be determined by the scale of the path and materials used. On-going maintenance of the path will also need to be considered.</p>
<p>Financial viability</p> <p>This project will need to be public sector funded. Should any interpretation boards/signs be erected ongoing maintenance costs will need to be considered.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Funding – identification of the funding source and the ability to access funds. Further discussions with English Heritage required.■ Project leadership/resourcing – establishment of the project implementation team and provision of support.■ Partner agreement – initial consultation with English Heritage and the landowner has taken place. On-going consultation is required, with the aim of securing an agreed way forward.■ Site – on-going discussions with the landowner are required.■ Resourcing of further technical assistance – early identification of technical assistance required and its necessity to deliver the project.



- Viability – early identification of potential changes that could make project unviable. Further definition of the project is required.

Outputs and outcomes

- Regeneration – public and private regeneration infrastructure investment levered.
- Improving the tourism offer - tourism promotion could help to increase the profile of Boroughbridge and district with potential to lead to economic growth.



Project title BB6: Expansion and development of the Aldborough Roman site.
Project description Expansion and development of the Aldborough Roman site to incorporate additional remains of the Roman town and a circular walk to replace the linear one that currently exists.
Timescale Medium (2-5 years).
Current status The project is at the concept and project planning stage. Initial discussions have taken place with English Heritage and the landowner by the Leisure and Tourism Organisation as part of the study into the opportunities for tourism in Boroughbridge. There have also been discussions between the landowner and English Heritage regarding the potential expansion. Current visitor numbers to Aldborough are static. The introduction of the circular walking route will increase the visitor experience and the time the visitor spends at the site.
Next steps <ol style="list-style-type: none">1. Agreement to be reached between English Heritage and landowner for expansion.2. Feasibility work is required.3. Detailed designs for the expansion need to be drawn up.4. Scheduled Ancient Monument Consent from English Heritage is required for works on a Scheduled Ancient Monument.5. Planning permission will be required. Preparation and submission of planning application.
Key delivery organisation – including roles and responsibilities English Heritage – to fund and deliver the project. As part of the Tourism Opportunities Study initial discussions with Janet Burrows (Marketing Executive) and Alison Scurrah (Visitor Operations Manager) of English Heritage have been held.
Potential partnering organisations - including roles and responsibilities Landowner – to work in partnership with English Heritage to deliver the project.



North Yorkshire Culture – the project is consistent with Theme 2: Heritage Landscapes in the North Yorkshire Culture Prospectus.
Consultees Harrogate Borough Council
Estimated project costs An initial estimate of £50,000 has been provided for the works.
Financial viability Public funding is required.
Risk management <ul style="list-style-type: none">■ Statutory consents –Scheduled Ancient Monument consent is required from English Heritage. Initial consultation with English Heritage to gain support for the project has taken place. Ongoing consultation is required.■ Partner agreement – the landowner will be a partner, on-going consultation is required to secure an agreed way forward.■ Funding – English Heritage has been identified as the potential funding source.■ Timescales – reduce time delays between project definition and inception to reduce potential impacts from long timescales i.e. increase to costs.
Outputs and outcomes <ul style="list-style-type: none">■ Job creation – the expansion of the site may result in the creation of jobs with the potential increase in visitor numbers. It is not possible to provide details on the number of jobs that may be created/safeguarded at this stage.■ Regeneration – public and private regeneration infrastructure investment levered.■ Improving the tourism offer - tourism promotion could help to increase the profile of Boroughbridge and district with potential to lead to economic growth.



Project title BB7: Waterside facilities and improvements
Project description The enhancement of the waterside. The initial concept encompasses: <ul style="list-style-type: none">■ Marina improvements■ Increasing the number of moorings■ Potential for food and beverage provision■ Picnic and recreation areas
Timescale Medium (2-5 years).
Current status The project is at the initial concept stage.
Next steps <ol style="list-style-type: none">1. Agreement with British Waterways is required to take project forward. The project accords with the overall vision for British Waterways “<i>Our Plan for the Future 2004-2008</i>”. Initial discussions with British Waterways have taken place. British Waterways acknowledge that the Boroughbridge marina is a popular one and that North Yorkshire as a whole is one of the most popular areas in England for boating, pleasure cruises etc. British Waterways confirmed that demand exceeds supply at the site and that they would be prepared to consider the options for an overall developed vision for the site. However, it is recognised that the Boroughbridge marina is comparatively small and there are no plans to increase the number of moorings at this stage, with priority being on larger facilities. Project champion/s will be defined during and post convergence.2. Should funding from British Waterways not be forthcoming a much reduced project would need to be considered, potentially incorporating small scale enhancement of areas of the waterside. Funding for the reduced project would have to rely on Section 106 contributions.3. It is crucial that an overall vision and masterplan is developed for the waterside. Funding sources for this need to be identified and accessed.4. Development of private sector land along the waterside is important to consider as it



will impact on the development of the waterside.
Key delivery organisation – including roles and responsibilities British Waterways - As owner of the marina, British Waterways would be the key delivery organisation for funding and delivering the works within the marina. As part of the Tourism Opportunities Study an initial discussion with Rebecca O’Keefe (Development Officer), Martin Walton (Waterway Supervisor) and Graham Ramsden (Planning Officer) of British Waterways has taken place.
Potential partnering organisations - including roles and responsibilities Waterline Leisure (lessee and operator of the marina) would need to be involved in the delivery of the project. As part of the Tourism Opportunities Study an initial discussion with Colin Wood of Waterline Leisure has taken place. Private sector (food and beverage operators) – potential involvement if provision for food and beverage is to be made. Langthorpe Parish Council – owner of a portion of land on the riverside. DEFRA - It is considered that the project is in line with paragraph 6.44 of “Waterways for Tomorrow” (DEFRA, July 2000): <i>“The improvement of waterways and the redevelopment of disused and derelict waterside land produces many benefits: it removes a potentially dangerous eyesore; it creates a pleasant place in which to live, work and play; and it attracts private sector investment. Waterside businesses such as marinas, shops, pubs and restaurants create jobs and generate income from tourists and other visitors. Waterway-related property development can also provide additional income to support the publicly-financed waterways.”</i>
Consultees Harrogate Borough Council Boroughbridge Town Council
Estimated project costs Costs would need to be determined following the development of a vision and masterplan for the waterside.
Financial viability A mix of private and public funding will be required. British Waterways funding would be required. Should this not be forthcoming a smaller project would be reliant upon Section



106 agreements.

Risk management

- Funding – identify funding sources and ability to access funds. As discussed above, should funding from British Waterways not be forthcoming a reduced scale project would need to be considered.
- Resourcing of further technical assistance - An overall vision and masterplan for the waterside is required to define the project. Funding for this initial part of the project is required.
- Partner agreement – early identification and consultation with potential partners with the aim of securing agreed way forward. Initial discussions with British Waterways and Waterline Leisure have taken place. As landowners of part of the riverside, discussions with Langthorpe Parish Council will be required as part of the initial work.
- Project leadership/resourcing – establishment of the project implementation team and provision of support.
- Viability – Early identification of potential changes that could make project unviable. Further definition of the project is required through the vision/masterplan.
- Timescales – need to reduce time delays between project definition and inception to reduce chance of impacts from potentially long timescales involved.

Outputs and outcomes

- Job creation – it is possible that a number of jobs would be created through the delivery of this project. The number of jobs created will depend on the type and level of improvements that take place and numbers cannot be estimated at this stage.
- Business creation– this project could include potential for food and beverage provision on the waterside which would create new businesses in the area.
- Regeneration – private sector finance attracted; private sector finance is required to deliver the project.
- Improving the tourism offer – the project would promote the town and district which could help to increase the profile of Boroughbridge with potential to lead to economic growth.



Project title BB8: Youth facility
Project description <p>Youth facility for the young people of Boroughbridge and surrounding district, with potential to have flexibility to provide for the wider community.</p> <p>Consultation has identified a lack of youth provision in the area. This project would establish a youth facility in Boroughbridge for young people in and around the town. The details of the type of facility required needs to be established through further work with youth providers and young people. The existing 'Water Rats' Club may provide a potential venue. Discussions with Trustees have indicated that they may be amenable to conversion of the existing building, involving adding an extra storey and locating a youth facility on the existing ground floor. This is subject to agreement, planning consents and a suitable funding package being secured.</p>
Timescale Short-medium (1-2 years).
Current status The project is at the development stage.
Next steps <ol style="list-style-type: none">1. Establish lines of communication between youth providers in the area. The first step towards this was a meeting held on 19th April 2005 chaired by a Boroughbridge Town Councillor. The meeting was attended by 14 people representing the Town Council, North Yorkshire Police, Boroughbridge Leisure Centre, Boroughbridge Swimming Pool Committee, Community Education, Boroughbridge Angling Club, Boroughbridge Community Youth Action Group, Lynne Unit School of Dance and Boroughbridge Primary School. One purpose of the meeting was to create cohesion amongst youth providers to co-ordinate the youth provision in the town. It was agreed at the meeting that a Youth Council should be set up in the town, but it is unclear how this will function at this stage. Project champion/s will be defined during and post convergence.2. The Town Council to establish a Youth Council for Boroughbridge and surrounding district.3. Consultations with young people, both formally through NYCC Community Educations and informally through Youth Providers within the town, have indicated a



genuine need for this facility in Boroughbridge. Further, detailed consultations during the delivery stage will ensure the resulting facility offers the most appropriate range of services.

3. Identify funding source and ability to access funds. Early indications are that Section 106 reserves may be available, however it is likely that other sources would also be necessary given the potential capital costs of converting the proposed site.

Key delivery organisation – including roles and responsibilities

Should the Boroughbridge Youth Council be successfully established, this organisation could be a key delivery agent for this project, possibly in conjunction with North Yorkshire County Council and other local youth providers. A key role of the Youth Council would be to ensure the facility would meet the needs of local Youth through ongoing consultation.

Potential partnering organisations - including roles and responsibilities

Boroughbridge Town Council – to establish the Youth Council in Boroughbridge.

Boroughbridge High School – to work with youth providers to determine the type of facility required.

Harrogate Borough Council. Following a conversation with Mark Hardcastle (Leisure Services Manager), HBC, it is clear that in order to obtain funding from the Community Safety Partnership the facility would need to be located in, or very close to, the town centre. A previous application by HBC for Partnership funding was rejected on the grounds that it was too far from the town centre (the proposed location was Aldborough Gate). The location was the only reason for the rejection of funding. The high number of youth arrests and anti-social behaviour in the town provide a strong case for demonstrating the need for a youth facility.

Private sector

Consultees

Young people, North Yorkshire Police, Boroughbridge Leisure Centre, Boroughbridge Swimming Pool Committee, Community Education, Boroughbridge Angling Club, Boroughbridge Community Youth Action Group, the Lynne Unit School of Dance and Boroughbridge Primary School.

Other youth related groups and organisations in Boroughbridge.

82% of respondents to the RMT questionnaire in January 2005 supported a project that would increase provision for young people.



<p>Estimated project costs</p> <p>The project is in the very early stages of development, without a venue/site being identified. It is expected that revenue costs would be in the region of £30,000-100,000 per annum. The revenue costs vary significantly as the type of youth facility and how it is operated (i.e. hours of operation, number of staff) is not yet known. Costs would include: staff (manager, youth workers), insurances, repairs and maintenance, equipment, power, communications etc. Until the project is further developed costs cannot be more definitive.</p>
<p>Financial viability</p> <p>Public sector finance will be required.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Funding – identify funding sources and ability to access funds.■ Site – should current negotiations prove fruitful, the Water Rats site has significant potential for locating the facility. Should the site not ultimately be suitable, identification of alternatives would be required.■ Partner agreement – early identification and consultation with potential partners with the aim of securing agreed way forward is essential but subject to the appropriate group forming i.e. the Youth Council.■ Ownership issues – Early discussions with Trustees/landowner once suitable site has been identified.■ Timescales – reduce time delays between project definition and inception to reduce chance of impacts from long timescales e.g. increased costs.
<p>Outputs and outcomes</p> <ul style="list-style-type: none">■ Job creation – the project could result in a number of new jobs being created. It is not possible at this stage to estimate potential number of jobs.■ Regeneration – public and private regeneration infrastructure investment levered.■ Brownfield land reclaimed and/or redeveloped – depending on the location of the Youth Facility, brownfield land may be redeveloped.■ Skills – a key aim of the project is to ensure the young people of Boroughbridge and district have the facilities and provision locally to further their life, education and leisure.



Project description BB10: Minskip Village Hall
Project description Improvement of existing village hall facilities in Minskip, to include enhanced main hall, meeting room, kitchen, toilet and changing facilities. A number of options, including refurbishment of the existing hall or the construction of a new facility, to be considered.
Timescale Short (within 1 year).
Current status The project is at the inception stage. A one hectare site has been purchased and outline planning permission for a new hall has been granted.
Next steps <ol style="list-style-type: none">1. Resolve issues regarding the most appropriate option to proceed with. This will require consensus from Minskip residents and users of village hall facilities, and co-operation between existing groups.2. Fundraising efforts to continue through making applications to funding bodies.3. Continue to work with Yorkshire Rural Community Council and Harrogate Borough Council.
Key delivery organisation – including roles and responsibilities To be identified. At present there are two groups pursuing the improvement of village hall facilities.
Potential partnering organisations - including roles and responsibilities Various user groups in the area.
Consultees Various user groups in the area.
Estimated project costs Regardless of the option chosen it is estimated that up to £400,000 will be required for effective completion of this project.



Financial viability

A mix of public and private sector finance is required. The project is targeted to stand alone within five years of inception.

Risk management

- Funding - the potential funding sources have been identified. A number of grant applications have been made. The project will not proceed until funds are in place.
- Site – the site has been purchased.
- Statutory consents – planning permission will be required for all options.

Outputs and outcomes

- Skills – the hall will provide organisations and groups with the facilities to further the life, educational and leisure needs of adults and children. It is not possible at this stage to estimate the number of learning opportunities.
- Regeneration – public and private regeneration infrastructure investment levered.
- Improved public well-being – through provision of the new/improved community facility.



Project title
BB11a: Cittaslow UK
Project description
<p>Cittaslow UK is an international movement that provides a set of goals and aspirations for small towns based on the following principles:</p> <ul style="list-style-type: none">■ Encourage diversity not standardisations■ Support and encourage local culture and traditions■ Work for a more sustainable environment■ Support and encourage local produce and products■ Encourage healthy living especially through children and young people■ Work with the local community to build these values <p>Ludlow was the first town to gain Cittaslow membership in the UK, followed by Aylsham. The project will help to ensure the high number of independent shops that are currently in Boroughbridge will be retained giving the town a unique identity and separating it from the standard UK high street. The movement aims to embrace modern technology provided it follows the Cittaslow principles set out above. It helps answer the concerns of many people within small towns who are afraid of development and change, whilst reducing the likelihood of towns losing their identity and vibrancy.</p> <p>The benefits of Cittaslow:</p> <ul style="list-style-type: none">■ Involves the whole community in developing the town.■ Provides opportunities to share challenges and solutions with other Cittaslow towns.■ Opens up funding opportunities via linking in with other Cittaslow towns.■ Commits the Town Council and its partners to working towards a sustainable future and builds on the positive work already carried out.■ Entitles the town and businesses that support Cittaslow to use the Cittaslow trademark. The trademark is becoming an internationally recognised symbol – it's a quality mark for towns that value their people and environment.
Timescale
Short (within 1 year).



<p>Current status</p> <p>The project is currently at the concept stage. Correspondence and conversations have been held with representatives from Cittaslow UK, Graeme Kidd (Mayor of Ludlow) and Susan Flack (Aylsham Partnership).</p>
<p>Next steps</p> <ol style="list-style-type: none">1. To hold a learning workshop with the Town Council. Susan Flack, Project Officer at the Aylsham Partnership, would welcome the opportunity to make a presentation to the Town Team and Town Council on the Cittaslow movement.2. The Town Council to apply for membership to Cittaslow UK. <p>The Boroughbridge Town Council would need to agree to support the movement, as the Town Council would be responsible to lead and administer the process and would become the actual member of Cittaslow UK. The support of the Boroughbridge and District Chamber of Trade should also be sought. The Cittaslow principles, listed above, are underpinned by a series of goals under the headings: Environment, Infrastructure, Urban Fabric, Local Produce and Products, Hospitality and Awareness. A town that joins the movement undergoes a self-assessment of its current position, and is required to have complied with 30% of the aspirations. Once accepted by Cittaslow UK and the International Committee, the town can then use the logo on its publicity material and will be included on the Cittaslow website. This provides a unique marketing tool in Yorkshire.</p>
<p>Key delivery organisation – including roles and responsibilities</p> <p>Boroughbridge Town Council – make an application to Cittaslow UK for membership. This includes completing the self-assessment and liaising with Cittaslow UK. Become a member of Cittaslow UK.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Boroughbridge and District Chamber of Trade, Local retailers, landowners and manufacturers, Harrogate Borough Council (Economic Development Unit) and North Yorkshire County Council (Economic Development Unit) – to support the Cittaslow principles and the Town Council's application.</p> <p>North Yorkshire Culture – the project is consistent with Theme 1: Events and Festivals in the North Yorkshire Culture Prospectus.</p>
<p>Consultees</p> <p>A significant number of respondents in the questionnaire noted support for retaining and</p>



increasing the number of independent retailers.
Estimated project costs There are a number of relatively small fees associated with Cittaslow membership including an application fee (which currently stands at £500) an annual membership fee and potential mentoring and assessor fees which would need to be determined by Cittaslow UK as these fees vary. Cittaslow UK may be able to fund or part fund the costs to cover the presentation to the Town Team and Town Council. Susan Flack is to confirm this.
Financial viability The application and annual membership fees would be financed by the public sector.
Risk management <ul style="list-style-type: none">■ Partner agreement – learning workshop required with the Town Council and the Chamber of Trade to discuss and learn about Cittaslow.■ Funding – public sector funding would be required. Access to funding streams is required.■ Resourcing of further technical assistance – facilitation of the learning workshop is required. Cittaslow mentor and assessor will be required.■ Project leadership/resourcing – the Boroughbridge Town Council would need to lead the project and become a member of Cittaslow UK.
Outputs and outcomes <ul style="list-style-type: none">■ Business creation– joining the Cittaslow movement could help to create and attract new businesses.■ Improving the tourism offer – the project would provide a unique marketing tool to promote the town. This could help to increase the profile of Boroughbridge and district with potential to lead to economic growth.■ Improving the sustainability of the retail economy through promoting the town, providing a unique marketing tool, welcoming independent retailers to the town and supporting existing retailers.



Project title
BB11b: Improving the shopping offer
Project description
<p>The Town Team has identified the loss of retail uses to non-retail uses as an issue that needs to be addressed as a priority. Over recent years there has been a loss of a number of shops to non-shopping uses particularly to estate agent premises. Non-shopping uses often result in 'dead' frontages, which can reduce the vibrancy and vitality of the town centre. The aim of this particular project is to ensure that there is not a further deterioration in this situation.</p> <p>Through the consultation undertaken it is clear that people want to retain the independent retailers that are currently in the town to ensure that Boroughbridge doesn't become a typical UK High Street dominated by chain stores. This project seeks to ensure that there is not a further deterioration of retail uses and that the independent retailers are retained with new independent retailers being attracted to the town.</p> <p>Part of the centre of Boroughbridge is allocated as a "Shopping Centre" in the Harrogate District Local Plan, including the northern portion of Horsefair (near the intersection with Fishergate), Fishergate and High Street. The Local Plan does not include policies preventing the loss of shops from the Shopping Centre nor does it seek to discourage non-shopping uses from establishing in the Shopping Centre.</p>
Timescale
Short (within 1 year).
Current status
The project is currently as the concept stage.
Next steps
<ol style="list-style-type: none">1. Harrogate Borough Council to undertake consultation as part of LDF process.2. New policies in the emerging LDF need to be developed to restrict change of use application from shopping to non-shopping uses in the town centre.3. Public consultation and consultation with the groups named above will be required as part of this process.4. Promotion of existing retailers - Boroughbridge has a high number of independent shops with the majority of the 36 (approximate number) retail units in the town being independently owned and operated. A significant number of non-retail uses have



<p>established in recent years in the town centre. Consultation has identified this as an important local issue having a negative impact on the vibrancy of the Town.</p>
<p>Key delivery organisation – including roles and responsibilities</p> <p>HBC Planning Department (Planning Policy Team) will be the key delivery agent for developing policy for expanding developing policies regarding shopping uses in emerging planning guidance.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Boroughbridge Town Council and Boroughbridge Chamber of Trade and Commerce should be engaged with a view to building support for this project.</p> <p>HBC Economic Development Unit should be included in the project steering group.</p>
<p>Consultees</p> <p>Boroughbridge Town Council, HBC, Boroughbridge Chamber of Trade and Commerce and local retailers should be consulted with to develop an understanding of what impact these changes would have and why this might have a positive impact on sustaining the retail role of Boroughbridge town centre in the future.</p>
<p>Estimated project costs</p> <p>Policy development costs would be absorbed by HBC as part of the emerging LDF process.</p>
<p>Financial viability</p> <p>N/A</p>
<p>Risk management</p> <ul style="list-style-type: none">■ A presumption against non retail uses within the extended primary core may potentially lead to the occasional prolonged vacancy.
<p>Outputs and outcomes</p> <ul style="list-style-type: none">■ Environmental enhancement - reducing the number of 'dead' frontages will help to increase the vitality and vibrancy of the town centre.■ Improving sustainability of the retail economy.■ Improving the tourism offer – a higher number of shops will help to increase visitor spend in the town.



Project title
BB12: Boroughbridge and District Learning Partnership
Project description
<p>The Boroughbridge & District Learning Partnership (BDLP) will be established to take a lead management and steering role in projects such as BB14: Centre of Rural Enterprise (CoRE).</p> <p>In addition, the work of the Learning Partnership will, through active consultation and targeted lobbying, demonstrate that it is possible to contribute to educational policymaking and make a positive difference for the town and hinterland.</p> <p>Membership of the Partnership should represent educational interests in the area and the business and area communities. This will be discussed and agreed with all stakeholders.</p>
Timescale
Short (within 1 year).
Current status
<p>The project is at the concept stage. The Town Team views the partnership as a vehicle for the development of the educational projects in the Boroughbridge Plan. An education-focused meeting of the Town Team was held in March 2005. An initial group would be able to meet in an informal and unstructured manner and, although this group would not comprise all the relevant parties, it does demonstrate there is already a core of commitment. Project champion/s will be defined during and post convergence.</p>
Next steps
<p>The Harrogate Area Learning Partnership (HALP) already exists; however, given the strategic importance of the business and vocational learning aspect of the overall Boroughbridge strategy, a local partnership is required. Initial steps are;</p> <ol style="list-style-type: none">1. Discussion with HALP to establish and agree the principle of a more locally focused partnership layer, the role it will take and the way it will interact with and influence the HALP. This to be documented as a relationship agreement.2. Discussion with all key partners, in particular the LSC, to agree the most appropriate structure for and membership of the new partnership.3. Agreement as to how the partnership will operate (e.g. frequency of meetings, sample agenda, reporting, etc).



<p>4. Agreement as to the initial key operational objectives for the partnership. This will be the first stage in the development of an overall plan for the partnership.</p> <p>5. Securing of funding and resources to support and enable the proper operation of the partnership.</p> <p>6. Make approaches to similar projects/learning partnerships to learn from best practice.</p>
<p>Key delivery organisation – including roles and responsibilities</p> <p>The Town Team will be the main driver of this project. An education themed Town Team meeting has already been held and this demonstrated enthusiasm for the project. External support may be required for the Town Team to facilitate the initial actions (as noted above) and to document and distribute outputs.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Many organisations will be approached as part of general and project specific consultation. It is not the intention to list these here, rather the organisations listed below will be those with a role in supporting the partnership.</p> <p>Harrogate and District Learning Partnership (HALP) – will have a key role in the set up of the partnership in helping define the role and operational interfaces for the new partnership. Once the partnership is in place, the HALP will be a key point of contact and reporting for the new partnership.</p> <p>Learning and Skills Council – a potential funding source and also a valuable source of advice and guidance both at strategy and project level.</p> <p>Boroughbridge High School and other local education providers – a key source of advice and guidance. The High School may be able to provide a meeting venue.</p>
<p>Consultees</p> <p>The consultees who will need to be engaged in the development of the partnership (and thus engaged in the key initial actions listed above) include:</p> <ul style="list-style-type: none">■ Key members of local community representing business, community and educational interests■ Harrogate Area Learning Partnership■ Learning Skills Council■ Harrogate Borough Council■ North Yorkshire County Council



Estimated project costs

Project Set Up – consultation to reach agreements with key partners and to document potential role, structure, operation, constitution, etc. (as noted in the key actions above)
Estimated at £3000.

Community Conference – to run a consultation event to get commitment to an agreed way forward. Estimated at £2000.

Partnership Operation – a small annual operating budget will be required to cover secretariat, stationary & postage, room hire, etc. Estimated at £1500 per annum.

Consultation Budget – to allow the Partnership to maintain knowledge of local requirements. Estimated at £5000 per annum.

Financial viability

The viability of the partnership should be judged against criteria that relate to the development of outputs from new projects, such as the Centre of Rural Enterprise. As a consultative body with strategy development and project plan steering responsibilities, the partnership will not generate funding. The outputs it does produce will be related to the projects it helps deliver. Some funding, therefore, could be derived from the administration and project management elements of funding streams for projects within the partnership portfolio. Thus, where the partnership is providing some support and/or management role for a project it should rightly receive some remuneration.

It is clear that some element of “start up” funding will be required, perhaps with a commitment to 18 to 24 months support.

An overall aim of the partnership should be to become self-sustaining. This could be achieved through taking or participating in a trustee role in one or more of the projects (BB14: CoRE).

Risk management

- Funding - failure to attract funding. It will be possible to run the partnership on an informal basis however this is not desirable and it is highly likely to be ineffective.
- Partner agreement - failure to reach agreement with HALP. A facilitated approach will reduce the potential for disagreement by providing an independent and experienced intermediary.
- Project leadership/resourcing - failure to attract a high quality team of people. This is considered a low risk given the central role the partnership will take in the overall plan.



- It is important that membership of the partnership recognises and contributes towards the objectives agreed for the major educational projects that emerge from this RMT process.

Outputs and outcomes

- The Boroughbridge and District Learning Partnership (project BB12) is a critical part of the structural requirement for the development of the educational agenda in the locality. Outputs and outcomes relate to the development of that agenda and to the successful delivery of other key projects such as CoRE (project BB14).
- Skills - the partnership will create a forum for all matters related to education and could provide a “bridge” to better integrate the community and its learning providers.
- In addition, the partnership will be an important prototype for other locally based and focused learning partnerships. Existing partnerships are currently only at district level and the Boroughbridge experience will provide valuable learning.



Project title BB13: Enterprise in Education Centre
Description: <p>Boroughbridge High School will develop an Enterprise in Education Centre as the educational partner to the Centre of Rural Enterprise (BB14: CoRE).</p> <p>The school will teach enterprise and business related subjects as part of a new initiative within the Enterprise and Business Agenda. This will widen the opportunities for young people attending the High School as they approach key decisions about their future. It will also do much to develop an enterprise culture in school leavers.</p> <p>The Centre will ensure that all pupils, particularly those in the 6th form, receive a high quality and practical grounding in business and entrepreneurship skills. This is important knowledge for those going on to more academically based further education. For those looking to go on to the CoRE this will be a useful pre-requisite learning accelerator.</p> <p>Enhanced facilities on the school site will provide the High School with teaching and skill development opportunities to support both its Performing Arts agenda and the wider cultural and business related subjects which will make the High School an increasingly attractive alternative to young people in the area.</p> <p>The additional facilities will be used to develop a programme for the use of the community and the business community as part of a well-conceived process that will comprehensively address the skills challenges faced by individuals of all ages.</p>
Timescale <p>Medium (2-5 years).</p>
Current status <p>The project is currently at the concept stage. The Boroughbridge Skills and Training Needs research indicates clear demand for the project outputs.</p>
Next steps <ol style="list-style-type: none">1. Establish a project group which will include key delivery and operations stakeholders.2. Early discussions with the LSC is required.3. Various research and development activities are required to establish:<ul style="list-style-type: none">■ Nature and location of the physical facility■ Operational staffing requirements



<ul style="list-style-type: none">■ The curriculum, as validated against researched demand■ Identification of benefits in terms of additional employment, revenue flows and contributions to the economic well being of the community and the wider sub regional geography will come from this planning process. <p>4. Detailed business plan to support the delivery of the Centre (identifying project management and capital costs).</p> <p>5. Business plan for the operational running of the centre (identifying probable revenue costs).</p>
<p>Key delivery organisation – including roles and responsibilities</p> <p>The key delivery organisation is Boroughbridge High School. The Head Teacher of the School, Elaine Dixon, is a member of the Town Team and has been involved in developing this project. The School will work closely with Community Education and other local interests to ensure that the specified product meets the broader requirements of the community. The Governors of the School will need to be satisfied about both the strategic direction of the plan and its effect on School resources.</p> <p>Boroughbridge & District Learning Partnership (project BB12) will provide representation of interests and support for the project in the community.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Local Businesses and Community through the Boroughbridge and District Learning Partnership.</p> <p>North Yorkshire County Council.</p>
<p>Consultees</p> <p>Discussions will be required with the Harrogate Borough Council planning officers and with North Yorkshire County Council.</p>
<p>Estimated project costs</p> <p>This cannot be addressed outside the context of a detailed project plan but based upon discussion so far this project is likely to be seven figures.</p>
<p>Financial viability</p> <p>This cannot be addressed outside the context of a detailed project plan but the project would be expected to contribute substantially to the growing viability of Boroughbridge High School and the plan would be written with targets in mind that clearly identify that this is happening</p>



Risk management

- The primary risk to this project would stem from the under provision of adequate management for a developing programme of business management.
- The High School will need to decide how this bears upon the current workload of the Head who will be a pivotal participant in the delivery of the business plan.
- Partner agreement – on-going work with Boroughbridge High School and the Education Authority is required with the aim of securing agreed way forward.
- Funding – identify funding sources and ability to access funds.

Outputs and outcomes

- Job creation - the project will lead to additional positions in the High School and in Community Education. It is not possible to estimate the number of jobs that may be created at this stage.
- Employment support – an aim of the project will provide people living in and around Boroughbridge with assistance towards getting a job.
- Regeneration - private sector finance attracted; the project will seek private sector investment.
- Skills – an aim of the project is to create increased learning opportunities for the students. In addition, the extra curricular activities planned around community and workforce related IT studies would result in further learning opportunities.
- The project will help underpin a wider strategy to persuade young people to work, live and develop businesses in the rural habitat and to evidence the entrepreneurial credentials of the environment, which in turn will attract more people to consider starting businesses in the rural economy. The impact of the project will greatly increase the viability and opportunity for an entrepreneurially trained students and for transferable local skills.
- It will offer new opportunities for 14-19 year olds in line with the Education White Paper "*Success for All*".



Project title

BB14: Centre of Rural Enterprise

Project description

The Centre of Rural Enterprise (CoRE) is a rural 'Entrepreneurship Centre' which will be created for people of all ages, who are looking to build their own business in any of the following:

- Consumer services (e.g. electrician; plumber; carpenter, etc.).
- Business services (e.g. translating services; computer applications; finance & book keeping etc).
- Creative services (e.g. fashion forecasting; recording; photography etc).

The key innovative output is the concept of a "Rural Business Factory", an educational institution with the primary function of preparing individuals to begin new small businesses in a rural environment.

The Centre will focus on services which help to:

- Raise the value added in local work activities.
- Increase the opportunities for local people to build their own business or find local employment.
- Strengthen the local links between people who come to Boroughbridge to live and people who seek local work opportunities.
- Capture the values of a rural enterprise culture to respond to such issues as housing, communication, and learning and lower pay.

The Centre will teach skills and prepare people for business life. It is important to note that this concept is not about business support. Individuals who successfully complete the courses will be 'business ready' and fully equipped with the knowledge, skills and key contacts and service providers to start a new business venture. In due course the Centre will develop a Business Support Unit which will provide business incubator services for selected new businesses that come through the CoRE.

The Centre will be a place that capitalises on relationships of both expertise and need in the existing local business community. It will encourage local business leaders to provide mentoring services and create opportunities for course members to experience business at first hand and to understand how they can participate in the challenge of growing the rural economy.



<p>The Centre will provide supportive context for the development of a business and entrepreneurial agenda at Boroughbridge High School and the School will be able to participate in CoRE programmes.</p> <p>The Centre will seek to support the development of programmes that take individuals into either more satisfying career opportunities or the creation of new economic wellbeing. It will constantly learn and develop from the experiences of its existing and former students through an innovative “Knowledge Centre” which will capture and make available best practice and lessons learned to inform the Centre and its students.</p> <p>As well as the benefits to the facility’s users, CoRE will bring great benefits to the town and district. A number of high quality, white-collar jobs will be created, it will directly stimulate a requirement for business to business services and it will create a positive forward looking identity for the town which will make it synonymous with innovation.</p> <p>Links with the existing High School, local business and other institutions will greatly strengthen the quality of the overall educational offering of Boroughbridge and its hinterland.</p>
<p>Timescale</p> <p>Short (within 1 year).</p>
<p>Current status</p> <p>The project is at the concept stage.</p>
<p>Next steps</p> <p>The Centre is at the concept stage and therefore feasibility and fact finding work will be a key priority. Initial actions will include:</p> <ol style="list-style-type: none">1. The creation of a project group of key stakeholders with an agreed definition of the project aspiration and objectives.2. The agreement to an action plan by the project group, BDLP (project BB12) and key delivery partners.3. Gaining “in principle” commitments from key delivery partners, appropriate statutory authorities, etc. This will set the agenda for much, if not the entire, action plan as it will define what the criteria for success will be. For example, these may include:<ul style="list-style-type: none">■ Defining the initial curriculum, associated staff and resource requirements etc.■ Specifying the building required to establish probable cost and land requirements.■ Researching the level and types of demand with an assessment of the potential



<p>and desirable geographic reach.</p> <ul style="list-style-type: none">■ Researching similar initiatives to gain knowledge and advice.■ Researching, validating and costing potential locations. The ability to locate the Centre across the road from the High School should be studied as a priority.■ The development and validation of the business model and plan for the Centre's delivery and operations. <p>4. Initial consultation with Paul Grierson and Caroline O'Neill at the Learning and Skills Council in North Yorkshire has been undertaken. This consultation has included providing the background of the project and outlining the project as it currently stands. Consultation with the LSC will be on-going throughout the development of this project.</p> <p>5. Completing the development of an agreed action plan to take the project forward.</p> <p>6. Ensuring key related projects, such as the Boroughbridge and District Learning Partnership, are implemented.</p> <p>7. The location of the site is important. The Boroughbridge RMT process emphasised the need for overall development in enterprise and therefore the location of this Centre adjacent to the High School would add considerably to both impact and opportunities.</p> <p>8. Planning application to be submitted.</p>
<p>Key delivery organisation – including roles and responsibilities</p> <p>The Boroughbridge and District Learning Partnership will be the main vehicle for driving the delivery actions (as noted above). This will result in the formation of a properly resourced steering group that will take day to day operational responsibility for the project.</p> <p>BDLP will retain a steering role through the life of the project to retain the link to the community and to the overall delivery plan aspirations.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>The organisations listed below are amongst those that should be consulted in the early phase of establishing the Centre and resolving roles and responsibilities:</p> <p>Harrogate and District Learning Partnership</p> <p>Learning and Skills Council</p>



<p>Harrogate Borough Council, Planning Department</p> <p>North Yorkshire County Council, Continuing Education</p> <p>Further Education Colleges</p> <p>Business Link</p> <p>North Yorkshire Business Education Partnership</p> <p>Rural Net UK</p> <p>University of Paisley, Paisley Business School</p>
<p>Consultees</p> <p>All those noted as potential partnership organisations will need to be consulted. In addition, appropriate dialogue should take place with local businesses that may be sources of custom and sponsorship for the Centre. BDLP will take responsibility for this and for maintaining active consultation with the community.</p>
<p>Estimated project costs</p> <p>Before the BDLP has been constituted it would be inappropriate to make speculative estimates of costs. Awareness of purpose and scale from both Town Team and recent research suggest this is a project that will require substantial funding and therefore substantial support from the private sector.</p>
<p>Financial viability</p> <p>It would be intended that the direct costs and revenues of the Centre should be in balance within 3 years of the Centre opening its doors. This is a not for profit venture but surpluses will be necessary to promote the long term benefits of the Centre which will be relatively unique and should attract interest across rural UK.</p> <p>Some funding for the Centre will be derived from Section 106 revenues from other business plan projects. These include:</p> <ul style="list-style-type: none">■ Various development opportunities■ Industrial development to the west of the A1■ Office developments, possibly along the riverside, in the town
<p>Risk management</p> <p>This project is without precedent. It is also at a very early concept stage. The risks therefore, are many and varied. Key factors at this early stage include the following, all of which will be validated early in the delivery process:</p>



- Partner agreement - the principle risk is for the project being accepted by key delivery and operational partners. It is key that the BDLP is established to drive this project and work with potential partners.
- The establishment of an agreed curriculum that is supported by well researched and validated demand assessment.
- Funding - securing capital funding for the project. Early discussion with potential funders is required.
- Site - securing an appropriate site is essential. As stated above, the site opposite the school should be considered,
- Statutory consents – discussions with Harrogate Borough Council planning officers is required.
- Project leadership/resourcing - identifying key management is essential. BDLP will be the main vehicle driving delivery and retain a steering role throughout the life of the project.

Outputs and outcomes

- Job creation - potentially as many as 20/30 new jobs will be created. Indirect jobs opportunities will arise in servicing and supplying the Centre. Also, local services will benefit from the new jobs in the town.
- Business creation – the Centre will create and foster a number of new businesses each year after the initial curriculum cycle. It is difficult to estimate, however, a reasonable initial planning figure would be around 10-15 per annum.
- Brownfield land reclaimed and or redeveloped – should the Centre be located on the Advance Power site, or another previously used site, brownfield land will be redeveloped.
- Regeneration – public and private regeneration infrastructure investment levered.
- Skills – even those people who do not create a new business will still provide skills for the local and regional economy.
- Planning gain – infrastructure improvements due to planning gain.

There are a number of more intangible benefits such as the creation of a positive identity for Boroughbridge as 'the place for rural entrepreneur and business development'. The development of this agenda will do much to strengthen the role of Boroughbridge High School. The overall vision of the plan is a positive factor in accessing investment.



Project title BB15: Town centre public realm improvements
Project description <p>This project involves improvements to the public realm on Horsefair for both pedestrians and motorists.</p> <p>One of the aims of this project is to make people driving along Horsefair more aware of the turnoff to the town centre at the Fishergate intersection. Works to make the intersection more noticeable by passing motorists could include:</p> <ul style="list-style-type: none">■ Use of different surfacing materials and colours to define pedestrian areas and define the intersections.■ Tree planting.
Timescale <p>Medium (2-5 years).</p>
Current status <p>The project is at the concept stage. Project champion/s will be defined during and post convergence.</p>
Next steps <ol style="list-style-type: none">1. Project team to establish relationships with key delivery organisations.2. A feasibility study needs to be undertaken.3. The key to successful delivery of this project will be to ensure on-going consultation with the community and local businesses to determine exactly what is wanted and needed.4. The project is in accordance with the aims and objectives of the North Yorkshire County Council “Local Transport Strategy 2001-2006” and the “Local Transport Plan 2: 2006-2011 Consultation Draft”. However, it is recognised that funding needs to be prioritised and this project may not be funded in the short term.
Key delivery organisation – including roles and responsibilities <p>Harrogate Borough Council and North Yorkshire County Council Highways Department to fund and deliver the project. However, it is recognised that funding priorities are focussed in Knaresborough and Harrogate.</p>



<p>Potential partnering organisations - including roles and responsibilities</p> <p>Boroughbridge Town Council</p> <p>Retailers and businesses in the town</p> <p>Boroughbridge and District Chamber of Trade – to liaise with members</p>
<p>Consultees</p> <p>Extensive public consultation will be required. Approximately 75% of respondents to the RMT questionnaire in January 2005 supported the removal of HGVs from Horsefair.</p>
<p>Estimated project costs</p> <p>Fishergate/Horsefair Junction – approximately £80,000-100,000</p> <p>Resurfacing of footways and minor kerb-line amendments adjacent to parking areas, including uncontrolled pedestrian crossings in contrasting materials and gateway features to road surfaced in contrasting materials.</p> <p>Note the following assumptions with regard to the above costs:</p> <ul style="list-style-type: none">■ Improvements to surfacing materials only are included in estimates (i.e. no structural pavement works required) and assumed part or full resurfacing (utilising reclaimed materials where possible).■ Surfacing works assume no raised crossings or raised pedestrian areas.■ Only minor gullet amendments will be required within kerb-line amendments.■ No Statutory Undertakers diversions included.■ No planting or soft landscaping included.■ No design fees or local authority adoption fees included.■ No lighting improvements or street furniture included.
<p>Financial viability</p> <p>This project will require public sector finance.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Not aligned with other strategies – early consultation with relevant bodies/agencies such as North Yorkshire County Council Highways Department.■ Viability – Early identification of potential changes that could make project unviable. Early definition of the project is required.



- Partner agreement – need to work potential partners with the aim of securing agreed way forward.
- Funding – identify funding sources and ability to access funds
- Statutory consents – identify consents required and undertake initial consultation with statutory authority to gain support.
- Public consultation – wide spread public consultation required early in the project development process to ensure public buy-in to project. On-going consultation with surrounding landowners and businesses is also essential.
- Resourcing of further technical assistance – a feasibility study is required.

Outputs and outcomes

- Regeneration – public/private sector regeneration infrastructure investment levered.
- Environmental enhancement – the project will enhance the visual appearance of Horsefair and Fishergate.
- Public safety improvements – the project will improve public safety along Horsefair and Fishergate.



Project title BB16: Public realm improvements to St James Square
Project description Environmental improvements to St James Square. Potential works could include: <ul style="list-style-type: none">■ re-cobbling the Square■ improving pedestrian access across the Square■ increasing perceived public space■ potential provision of spaces for market stalls■ retention of private car parking Through the public consultation undertaken it is clear that the re-cobbling of the Square is a priority.
Timescale Medium (2-5 years).
Current status The project is at the concept stage.
Next steps <ol style="list-style-type: none">1. Ownership issues - St James Square is in private ownership. The two main owners of the Square support, in principle, improvements to the Square provided that the car parking spaces are retained. The third owner, of a small portion of the Square, has advised that the decision of the two main owners will be supported. The Town Council owns the fountain and surrounding flag stones. As the Square is in private ownership there will be complexities in the usage of the Square and obtaining funds from funding sources. There is a need to investigate options to overcome ownership issues in terms of funding. The landowners have indicated that they are happy for this avenue to be explored but that they cannot fund the project.2. Detailed planning/design is required once ownership investigations concluded.3. A feasibility study needs to be undertaken.4. As the Square is located in a conservation area, conservation issues will need to be addressed.



5. Consultation with the public, landowners, business and retailers will be required.
Key delivery organisation – including roles and responsibilities Boroughbridge Town Council – the Town Council needs to be closely involved as it owns the fountain and surrounding flagstones in the Square. St James Square landowners – initial conversations with the three owners of St James Square have shown that all three owners support, in principle, the improvement of the Square.
Potential partnering organisations - including roles and responsibilities Harrogate Borough Council - Planning and Conservation officers High Street retailers/businesses Boroughbridge and District Chamber of Trade
Consultees Lottery Fund Although further public consultation will be required, it is noted that 83% of respondents to the RMT questionnaire in January 2005 supported improvements to St James Square. Private sector/existing landowners
Estimated project costs £60,000–100,000 – including: Resurfacing/replacement of cobbled paving and natural stone paving slabs to internal Square area (assume surfaced approximately half and half with each material), excluding any works to fountain area, and including contrasting surfacing on two uncontrolled pedestrian crossings. Note the following assumptions with regard to the above costs: <ul style="list-style-type: none">■ Improvements to surfacing materials only are included in estimates (i.e. no structural pavement works required) and assumed part or full resurfacing (utilising reclaimed materials where possible).■ Surfacing works assume no raised crossings or raised pedestrian areas.■ Only minor gullet amendments will be required within kerb-line amendments.■ No Statutory Undertakers diversions included.■ No planting or soft landscaping included.■ No design fees or local authority adoption fees included.■ No lighting improvements or street furniture included.



Financial viability

This project will require public sector finance.

Although the owners of the Square support the project, it is clear that there will be no funding available from the owners.

Risk management

- Funding – identify funding sources and ability to access funds.
- Ownership issues – initial discussions with the three landowners have been held. All three owners are happy for options to be examined to overcome the ownership issues for funding purposes.
- Partner agreement – early identification and consultation with potential partners with the aim of securing agreed way forward.
- Resourcing of further technical assistance – a feasibility study will be required. Early identification of technical assistance required and its necessity to project delivery.
- Viability – Early identification of potential changes that could make project unviable. Early definition of the project is required.
- Public consultation – consultation with the public and surrounding landowners and businesses will be required.

Outputs and outcomes

- Regeneration – public and private regeneration infrastructure investment levered.
- Environmental enhancement – the project will enhance the visual appearance of the Square.
- Public safety improvements – re-cobbling of the Square will improve public safety and access across the Square.
- Raised profile – potential use of the Square as a Farmers Market would promote the town which could help to increase the profile of Boroughbridge and district with potential to lead to economic growth.



Project title BB17: Swimming pool
Project description <p>The development of a public swimming pool in Boroughbridge.</p> <p>It is recognised that this is a long term aspirational project but due to the strong public support for the project it is considered appropriate to include in this Initial Business Plan.</p>
Timescale <p>Long (more than 5 years).</p>
Current status <p>The project is at the concept stage.</p>
Next steps <ol style="list-style-type: none">1. The Town Team needs to establish a group to take the project forward. The Team will need to determine if the existing Boroughbridge Swimming Pool Committee may lead on this project or whether a new group may be formed.2. Secure funding to undertake an initial feasibility study, this would include using the Sport England Facilities Planning Model (a strategic modelling tool used by Sport England) which estimates the level of demand for certain sports facilities within the local population and highlights any inadequacies in facility provision. The outcome of this study would enable Sport England to determine whether or not funding may be available from the Community Investment Fund, which is administered by Sport England, for a swimming pool.3. Investigate funding options. Discussions with Harrogate Borough Council's Leisure Services Manger, Mark Hardcastle, indicates that no funding has been allocated for a swimming pool in Boroughbridge. Fundraising activities would need to be established.4. Investigation into the body/organisation that will be responsible for developing and managing the swimming pool.
Key delivery organisation – including roles and responsibilities <p>A group will need to be established by the Town Team (potentially set up as a Trust) to lead this project. Fundraising for a feasibility study will be the initial role for this group. This could be the function of the Boroughbridge Swimming Pool Committee.</p>



<p>Potential partnering organisations - including roles and responsibilities</p> <p>Sport England – would be the primary funder of the project if a funding application was approved.</p>
<p>Consultees</p> <p>Boroughbridge Town Council Community/local organisations</p> <p>70% of respondents to the RMT questionnaire in January 2005 supported improved play facilities. A significant number of respondents added that a swimming pool in particular is required in Boroughbridge.</p>
<p>Estimated project costs</p> <p>Both construction and revenue costs associated with swimming pools are significant. Costs also vary greatly depending on the size, scale and type of pool built. To provide an idea of the costs involved the following three recent examples have been provided:</p> <p>Oxford City Council – new swimming pool in Barton</p> <p>Capital costs £2,774,986</p> <p>Revenue £150,000-200,000 per annum</p> <p>Sevenoaks District Council – proposed new swimming pool</p> <p>Capital costs £1,356,320</p> <p>Revenue £111,070 per annum</p> <p>South Gloucestershire Council – Longwell Green Leisure Centre, swimming pool</p> <p>Capital costs £5,834,000</p> <p>Revenue approximately £450,000 per annum</p>
<p>Financial viability</p> <p>A large Section 106 from a possible development may assist funding a swimming pool. The project would require significant public funding. In the three examples above funding is split, to varying degrees, between the local council and Sport England.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Partner agreement – early identification and consultation with potential partners with the aim of securing agreed way forward.■ Funding –significant funding requirements for both capital construction costs and on-going revenue costs. No funding has been allocated by Harrogate Borough Council



for a swimming pool in Boroughbridge.

- Site – identify potential sites and their ability to meet the project requirements and potential for use. Early discussions with third party landowners.
- Resourcing of further technical assistance – use of the Facilities Planning Model as part of an initial feasibility study is required.
- Project leadership/resourcing – establishment of the project implementation team and provision of support.
- Viability – Early identification of potential changes that could make project unviable. Early definition of the project is required including identification of the body/organisation to develop and manage the pool.
- Timescales – a lengthy timescale is likely to undertake feasibility work, and on-going work to identify funding.
- Statutory consents – identify consents required and undertake initial consultation with statutory authority to gain support.
- Ownership issues – Early discussions with landowner will be required once a potential site has been identified.
- Not aligned with other strategies – early identification of strategies impacted and undertake consultation with relevant bodies/agencies.

Outputs and outcomes

- Regeneration – public and private regeneration infrastructure investment levered.
- Improved public health and well-being – through the provision of a new sports facility.



Project title BB18: Riverside and town/district-wide walks
Project description <p>Developing a series of walks in and around the town and district for local people and visitors. The walkways can include, where possible, historic features such as the Devil's Arrows, natural features such as the river and built structures such as bridges. Town circuit walks can be developed around Boroughbridge and Aldborough incorporating the riverside.</p> <p>The "Ure Walk", a district-wide walk, could run from Boroughbridge/Langthorpe alongside the River Ure past Aldborough, Lower Dunsforth, Upper Dunsforth and Great Ouseburn to the Free Landing at Aldwark Bridge. The round trip distance is 24km (15 miles). The Battle of Myton battlefield walk also links up with the proposed Ure Walk.</p>
Timescale <p>Short (within 1 year).</p>
Current status <p>District-wide walks: Ure Walk – the majority of the path way is established. Langthorpe picnic area, one starting/end point is established. Great Ouseburn Free Landing needs to be established in similar way, with picnic tables and car parking area. A Town Team member is currently completing a grant application for improved river access, landscaping and provision of picnic tables. Suitable car parking already exists although improvements could be made.</p> <p>The development of town-wide walks is at the concept stage.</p>
Next steps <ol style="list-style-type: none">1. An agreement has been reached with the Leeds & District Amalgamation Fishing Club and this is in hand with NYCC to settle. NYCC are also talking to Aldwark Manor Golf Club regarding access and associated issues in the hope of reaching an access agreement. Great Ouseburn Parish Council is talking to two local farmers in case, or in addition to, an agreement not being reached with the Golf Club.2. Project team to be established.3. Identification of potential walking routes around Boroughbridge.4. Funding application for Free Landing at Great Ouseburn to be submitted.5. Bridges – dependant on agreements with private landowners, potential funding



<p>through Section 106 agreements or as part of the development. The location of the bridges will need to be identified.</p> <p>6. Investigate possible links with BB5: Devil's Arrows Country Park.</p>
<p>Key delivery organisation – including roles and responsibilities</p> <p>The Town Team is to establish a group/partnership of key people from various organisations (including Parish Councils) to deliver the project. There is not currently a team working on the whole walk, a committee organised by the Parish Council in Great Ouseburn is dealing with the paths within Great Ouseburn Parish.</p>
<p>Potential partnering organisations - including roles and responsibilities</p> <p>Parish Councils along the paths.</p> <p>Ramblers Association</p> <p>Harrogate Borough Council, and Hambleton District Council and North Yorkshire County Council.</p> <p>North Yorkshire Culture – the project is consistent with Theme 2: Heritage Landscapes in the North Yorkshire Culture Prospectus.</p>
<p>Consultees</p> <p>North Yorkshire County Council, Area Footpaths Officer.</p>
<p>Estimated project costs</p> <p>Funding is required for signage, advertising (leaflet), gates, fencing etc plus picnic and car parking area/s.</p>
<p>Financial viability</p> <p>The Countryside Stewardship Scheme, administered by DEFRA, provides grants for farmers/landowners who have to meet certain access requirements. Funding available for Countryside Access for gates, fencing, stiles etc required for access.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Partner agreement – early identification and consultation with potential partners with the aim of securing agreed way forward.■ Funding – need to identify funding sources and ability to access funds. An application for funding is currently being prepared.■ Ownership issues – ongoing consultation with affected landowners along the walkways is required.



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- Resourcing of further technical assistance – early identification of technical assistance required and its necessity to project delivery.
 - Project leadership/resourcing – need to establish the project implementation team and provision of support.

Outputs and outcomes

- Improved public health and well-being – through the provision of walking paths.
- Improved public safety – new paths would enable people to use defined paths reducing the need to walk on roads.



Project title BB19: Play parks
Project description Improvement of existing play parks and development of new play parks in and around Boroughbridge. The Town Team and consultation process in Boroughbridge identified new and improved play parks as a local priority.
Timescale Medium (2-5 years).
Current status The project is at the concept stage.
Next steps <ol style="list-style-type: none">1. An initial discussion with Harrogate Borough Council's Parks and Open Spaces department has taken place regarding potential funding opportunities. Further discussions and work is required to identify what funding may be available.2. Identify planning applications that may require Section 106 agreements for play parks. Play parks should be a Section 106 priority to provide play space for local children. This needs to be considered by HBC's Planning Policy Team as part of the work on the emerging LDF.3. Planning permission will be required for the layout and design of any new play parks, and depending on the extent of works proposed, for the improvement of existing play parks.
Key delivery organisation – including roles and responsibilities Harrogate Borough Council. Potential for funding and delivering project and ongoing maintenance. An initial discussion with Pat Kilburn (Parks and Open Space), HBC, has taken place. Harrogate Borough Council, Planning Department. Boroughbridge Town Council.
Potential partnering organisations - including roles and responsibilities Lottery Fund Private developers



<p>Consultees</p> <p>63% of respondents to the RMT questionnaire in January 2005 supported the improvement of play parks.</p>
<p>Estimated project costs</p> <p>Estimates received for new play parks are between £60,000-110,000. Costs vary depending on the size of the play park and the equipment and materials used. It is not possible to further estimate costs at this stage as specific play parks have not yet been identified.</p>
<p>Financial viability</p> <p>Private sector funding, through Section 106 agreements, is required. Potential funding from Harrogate Borough Council to be investigated.</p>
<p>Risk management</p> <ul style="list-style-type: none">■ Funding – identify potential funding sources and ability to access funds. Discussion with Harrogate Borough Council required.■ Statutory consents – planning permission required for new play parks.■ Resourcing of further technical assistance – early identification of technical assistance required and its necessity to project delivery.■ Viability – Early identification of potential changes that could make project unviable. Early definition of the project.
<p>Outputs and outcomes</p> <ul style="list-style-type: none">■ Improved public health and well-being – through provision of play parks which enable and encourage children to be active.■ Improved public safety – through the improvement of the play parks.



3 Strategic Fit

All projects require a significant amount of buy-in from key stakeholders. Therefore it is crucial that the projects are assessed against a number of key documents. This section assesses each project against the Regional Economic Strategy, the Sub-regional Investment Plan and the Harrogate District Community Plan.

3.1 REGIONAL ECONOMIC STRATEGY (RES) 2003-2012

This ten-year strategy provides a framework of common priorities around which businesses, public agencies, voluntary groups and communities can focus their investment and effort. The following table shows each project as it is assessed against the Strategy's six key objectives:

- Grow the region's businesses
- Higher business birth and survival rates
- More public and private investment
- Improve education, learning and skills
- Connect people to economic opportunity
- Enhanced environment and infrastructure

Table 1 Fit with RES Objectives

Project	Fit with RES					
	Objective 1: Grow the region's businesses	Objective 2: Achieve higher business birth and survival rates	Objective 3: Attract and retain more private and public investment	Objective 4: Radically improve the development and application of education, learning and skills	Objective 5: Connect all of the region's communities to economic opportunity	Objective 6: Enhance and utilise the region's infrastructure of physical and environmental assets
John Boddy Timber Ltd site	2		3			3
Advance Power site	3	3	3	1	2	2
Arts/Business Forum	3	1	3	1	3	2
Visitor/interpretation centre	1		1	1		1
Devil's Arrows Country park						2
Aldborough Roman Site			2	1	1	2
Waterside facilities and improvements			3			3
Youth facility					3	
Minskip Village Hall				1		1
Cittaslow UK	1	1	2			
Improving the shopping offer	2	3	2	1	1	
Enterprise in Education Centre	1	1	2	3	1	
Centre of Rural Enterprise	1	3	3	3	3	
Boroughbridge & District Learning P'ship				3	3	
Town centre improvements	1	1	1			3
St James Square	1	1	1			3
Swimming pool			1	2		2
Riverside and town/district-wide walks						2
Play parks						2

Key

- 3** : Strong element of meeting objective
- 2** : Good element of meeting objective
- 1** : May deliver some element of meeting objective



3.2 SUB-REGIONAL INVESTMENT PLAN

In May 2004 Yorkshire Forward and Partners published the initial Sub-Regional Investment Plan 2004/2009 for the York and North Yorkshire Sub Region. Investment planning is the new approach to joining up public sector funds in order to maximise their impact in delivery of the Regional Economic Strategy.

3.2.1 Sub-regional investment themes

The SRIP contains nine sub-regional investment themes:

- Theme 1 – Business support: To ensure effective provision of business support tailored to the sub-region’s priorities, maximising the impact of regional investment in cluster.
- Theme 2 – Culture: To develop the cultural assets of the sub region for economic benefits.
- Theme 3 – Inward investment: To ensure effective promotion of the sub regions.
- Theme 4 – Tourism: To develop integrated approaches to the development of the tourism business.
- Theme 5 – Skills: To ensure that people have the skills and aspirations to fulfil their potential and sustain economic prosperity.
- Theme 6 – Social inclusion: To ensure that social inclusion issues are addressed in the implementation of the Plan.
- Theme 7 – Renaissance: To build a collaborative approach connecting renaissance issues across the sub-region.
- Theme 8 – Broadband: To ensure a comprehensive coverage of Broadband infrastructure and active usage.
- Theme 9 – Environmental enhancement: To develop projects and proposals to improve the environment.

Table 2, on the following page, shows each project as it is assessed against the nine investment themes as detailed above.

Table 2 Fit with SRIP Investment Themes

Projects	Investment Themes								
	Theme 1: Business Support	Theme 2: Culture	Theme 3: Inward investment	Theme 4: Tourism	Theme 5: Skills	Theme 6: Social inclusion	Theme 7: Renaissance	Theme 8: Broadband	Theme 9: Environmental enhancement
John Boddy Timber Ltd site	3					3			3
Advance Power site	3					3			3
Arts/Business Forum	3	3		1	2	3			3
Visitor/interpretation centre		1		3		1			1
Devil's Arrows Country park		1		1		1			2
Aldborough Roman Site		1		3		1			2
Waterside facilities and improvements				3		1			3
Youth facility					3	3			
Minskip Village Hall						3			2
Cittaslow UK	2	2	1	2		3			2
Improving the shopping offer	3			2					
Enterprise in Education centre	1	1			3	3			
Centre of Rural Enterprise	3	1			3	3			
Boroughbridge & District Learning P'ship	2	1			3	3			
Town centre improvements				1					3
St James Square				1					3
Swimming pool				2					2
Riverside and town/district-wide walks									1
Play parks									2

Key:

- 3** : Strong impact in addressing theme
- 2** : Medium impact in addressing theme
- 1** : Low impact in addressing theme



3.2.2 SRIP priority areas

Seven priority areas have been identified for investment in the sub-region. The themes relevant to Boroughbridge are:

Theme B - Develop York's Key Economic Linkages in the Sub-region

This theme is relevant to Boroughbridge as it seeks to accelerate the rate of business growth and direct benefits to the wider sub region and develop greater connections with the tourism sector. The priority actions that are relevant include:

- Build tourism links with North Yorkshire.
- Build linkages with Harrogate cluster businesses.

Theme D - Build on the Economic Opportunities of the Northern Market Towns in the A1/A19 Corridor

The priority actions aim to build on the strengths of the market towns. The importance of the food and drink industry on the prosperity of the A1 corridor is recognised and the priority action is to build on this success. The priority actions also aim to increase the productivity of local firms, in particular the manufacturing sector, and aims to improve the renaissance of market towns as the catalyst for economic development. The priority actions are:

- Grow food cluster on the A1 corridor.
- Renaissance of lowland Market Towns.
- Increase productivity in the manufacturing sector.
- Develop institutional and commercial links to Teeside and the North East.

Table 3 demonstrates how the project addresses these relevant themes.

Table 3 Fit with SRIP Priority Areas

Projects	How the project addresses the SRIP priority areas, Themes B and D	Strength of impact
John Boddy Timber Ltd site	Improvements to housing stock, particularly through provision of affordable housing	3
Advance Power site	Improvements to housing stock, particularly through provision of affordable housing Strengthening economic base	3 3
Arts/Business Forum	Strengthening economic base Adding to tourism opportunity Improving access to skills and training	2 1 2
Boroughbridge visitor/interpretation centre	Adding to tourism opportunity	3
Devil's Arrows Country Park	Adding to tourism opportunity	1
Aldborough Roman Site	Adding to tourism opportunity	3
Waterside facilities and improvements	Adding to tourism opportunity	3
Youth facility	Improving access to skills and training	3
Minskip Village Hall	Improving access to skills and training	1
Cittaslow UK	Adding to tourism opportunity	2
Improving the shopping offer	Adding to tourism opportunity Strengthening economic base	1 2
Enterprise in Education Centre	Improvements to skills and training provision	3
Centre of Rural Enterprise	Improvements to skills and training provision	3
Boroughbridge and District Learning P'ship	Improving access to skills and training	3
Town centre improvements	Physical/environmental improvements in the town centre will help to encourage investment	1
St James Square	Physical/environmental improvements in the town centre will help to encourage investment	1
Swimming pool	n/a	
Riverside & town /district-wide walks	Adding to tourism opportunity	1
Play parks	n/a	

Key:

- 3** Strong impact in addressing this priority area
- 2** Good impact in addressing this priority area
- 1** Some impact in addressing this priority area

3.3 LOCAL STRATEGIC PARTNERSHIP

The Harrogate District Strategic Partnership is the body charged with responsibility for producing the Harrogate District Community Plan. In 2004 the first Community Plan was produced with the second one due to be produced in October 2005. The table below assesses each project against the six key priorities identified in the Community Plan.

Table 4 Fit with Harrogate District Community Plan Priorities

Project	Fit with Community Plan Key Priorities					
	Housing affordability and availability	Access to jobs and services	The rural economy	Opportunities for young people	Anti-social behaviour	Care for the environment
John Boddy Timber Ltd site	3	2	2			
Advance Power site	3	2	2			
Arts/Business Forum		1	1	1	1	
Visitor/interpretation centre			1			
Devil's Arrows Country park			1			
Aldbrough Roman Site		1	1			
Waterside facilities and improvements		1	1			
Youth facility		2		3	3	
Minskip Village Hall		1		1	1	1
Cittaslow Uk			3	1	1	2
Improving the shopping offer		1	2			
Enterprise in Education Centre		2	2	3		
Centre of Rural Enterprise		3	2	3		
Boroughbridge & District Learning P'ship		1				
Town centre improvements						1
St James Square						1
Swimming pool		1		1	1	
Riverside and town/district-wide walks				1		
Play parks				1		

Key:

- 3** Strong impact in addressing this priority
- 2** Good impact in addressing this priority
- 1** Some impact in addressing this priority



3.4 OUTPUTS AND OUTCOMES

The following table (Table 5) sets out a broad indication of the likely outputs that might be achieved from each project. These outputs are expanded on in the individual project sheets. A number of outcomes are also included in the project sheets which cover outcomes such as environmental enhancement, improved public health and well being.

Table 5 Outputs

Projects	John Body Timber Ltd	Advance Power site	Arts/business Forum	Visitor/interpretation centre	Devil's Arrows Country Park	Aldborough Roman site	Waterside	Youth facility	Minskip Village Hall	Cittaslow UK	Improving the shopping offer	Enterprise in Education	Centre of Rural Enterprise	Learning Partnership	Town centre improvements	St James Square	Swimming pool	Walks	Play parks
Likely year of project completion and output delivery	07/08	07/08	07/08	07/08	06/07	06/07	08/09	06/07	06/07	06/07	06/07	07/08	07/08	05/06	07/08	07/08	14/15	06/07	07/08
1. Job creation – No. jobs created or safeguarded	C	A	B			C		C				B	B				B		
2. Employment support – No. of people assisted to get a job													A						
3. Business Creation – No. of new businesses created & demonstrating growth after 12 months & businesses attracted to the region	C	B					C			C	C								
4. Business support – No. of businesses assisted to improve their performance																			
4(a) No. of businesses within the region engaged in new collaborations with the knowledge base												C							
5 Regeneration – Public and private regeneration infrastructure investment levered (£m/% private)	A	A	A	C	C	C	B	C	B	C	C	B	B		C	C	C	C	C
5(a) Brownfield land reclaimed and/or redeveloped	A	A						C				C	C				C		C
6. Skills – No. of people assisted in their skills development as a result of RDA programmes		C	C					C	C			A	A	B					
6(a) No. of adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target																			
6(b) No. of adults in the workforce lacking Level 2 or equiv. qualification who are supported in achieving at a full Level 2 qualification or equiv.													B						

Key:

- A Major quantum of outputs envisaged
- B Significant quantum of outputs envisaged
- C Modest quantum of outputs envisaged



4 Delivery Considerations

4.1 OVERALL DELIVERY AND RESOURCING PROPOSALS

4.1.1 Convergence – developing a new team

A key legacy of the RMT process is the emergence of the functioning Town Team. The Team has been created as part of the RMT process and has successfully brought together diverse social elements of each town including representation from the Boroughbridge Town Council, a number of Parish Councils, members of the Boroughbridge and District Community Partnership (who produced the Community Investment Prospectus) in addition to a host of other organisations.

The Town Team and the Partnership both demonstrate a great deal of energy and momentum and, in other circumstances, it would be suitable for both vehicles to take their plans forward. However, it is felt that resources are currently stretched with both the Town Team and the Partnership working towards similar goals albeit with different plans and different projects.

A round of meetings has been held with the Town Team, the Partnership and the Town Council to gain commitment to the idea of convergence of the Town Team and the Partnership and to the proposed process, which includes two community conferences. There is agreement that a single group will be the most effective way to take the RMT and CIP agendas forward. At the meetings the three groups were invited to discuss their views and concerns so that the design and agenda of the conference could be informed by this opinion. The first conference will provide an opportunity to develop an agreed way forward. It will also provide an opportunity for people to sign up to specific projects, either as project champions or as members of sub-groups. A second conference, to be held in September/October 2005, will effectively be the inaugural meeting of the new group.

Harrogate Borough Council is very supportive of the Town Team and the Partnership and has committed to providing support and assistance to the new group created as part of this convergence process.

4.1.2 Role of the new team

The role of the team will be further defined through the convergence process. However, in broad terms the role will include:

- 
-
- Continuing to consult with the community and partners to inform decisions affecting the community;
 - To advise and liaise with Boroughbridge Town Council;
 - To update the Delivery and Business Plans;
 - To encourage appropriate organisations and bodies, both public and private, to sign up to the Town Charter and deliver the Vision;
 - Represent Boroughbridge and District on the Harrogate District Strategic Partnership; and
 - To act as a conduit for funding applications to support activities which deliver the Vision.

4.1.3 Financial management and accountability

The accountable body for the new team will be Harrogate Borough Council. It is envisaged that for larger projects, where funding may come from central or regional government agencies or departments, the Local Authority will act as the accountable body for those funds and the delivery of the projects.

4.2 SUSTAINABLE DEVELOPMENT

The Regional Sustainable Development Framework (RSDF) was first produced in November 2000 but has since been updated by an interim document, RSDF Updated 2003-05, and is due to be fully reviewed this year. The RSDF and the Update contain 15 aims for sustainable development in Yorkshire and the Humber. Table 6 evaluates each against the aims of the RSDF. This can be used to show how sustainable each project is and also how the project could be improved in order to be more sustainable.

Table 6 Sustainable Development Assessment

Projects	John Body Timber Ltd	Advance Power site	Arts/business Forum	Visitor/interpretation centre	Devil's Arrows Country Park	Aldborough Roman site	Waterside	Youth facility	Minskip Village Hall	Cittaslow UK	Improving shopping offer	Enterprise in Education	Centre of Rural Enterprise	Learning Partnership	Town centre improvements	St James Square	Swimming pool	Walks	Play parks
RSDF aim																			
Good quality employment opportunities available to all	2	2										2	2						
Conditions enabling business success, economic growth and investment		3	1							1	1	1	1						
Education and training opportunities building the skills and capacities of the population								3		1		3	3	3					
Safety and security for people and property															1	1			
Conditions and services engendering good health							1	1	1	1							3	2	1
Culture, leisure and recreation opportunities available to all			2	1	2	3	2	3	1	2							3	3	3
Vibrant communities participating in decision making								2	1	2				2					
Local needs met locally	2	1	1					2	1	3	3	2	2	2			1		
A transport network maximising access whilst minimising detrimental impacts							1								1	1		1	
Quality built environment, efficient land use: good use of derelict sites, minimise travel, provide balanced development	3	3	1					1	1	1		2	2						
Quality housing available to everyone	3	3																	
A bio-diverse and attractive natural environment					1													1	
Minimal pollution levels								1	2	2		1	1		1	1		1	1
Minimal greenhouse gas emissions and a managed response to effects of climate change									1	1					1	1		1	
Prudent and efficient use of energy and natural resources with minimal production of waste	1	1	1			1	1		2	3								1	

Key:

- 3 Strong match with RSDF aim
- 2 Good match with RSDF aim
- 1 Some match with RSDF aim, but not as direct outcome



4.3 RISK CONSIDERATION

This section includes a risk assessment and a risk register. The Risk Assessment (Table 8) sets out each project individually and its relevant risks. This has been used to inform the Risk Management section in each project sheet in Section 2 of this Initial Business Plan. The project sheets demonstrate how each risk can be managed in order to reduce the risks identified.

The Risk Register (Table 9) sets out the strategic risks for the delivery of the vision i.e. all the projects contained in the Delivery Plan.

4.3.1 Risk Assessment

In each project sheet the high and medium rated risks to the project have been identified together with ways for minimising and managing the risk. The table below informs Table 8 as it includes the list of risks and a description of the low, medium or high rating for each risk. Each project has been assessed against each risk and has been rated accordingly; this is set out in Table 8.

Table 7 Risk Descriptions

Risk	Level of risk
Partner agreement	Low: one partner involved Medium: agreed aspirations but no way forward High: no. of partners, different aspirations, no communications
Funding	Low: existing budgets Medium: competing for funding with other projects High: no funding allocated
Site/premises	Low: site/premises available Medium: available but dependent on allocations/acquisitions High: no identified or no available site/premises
Statutory consents	Low: none required or already obtained Medium: required but statutory support High: required and uncertain
Public consultation	Low: none required or already supported Medium: required High: required and likely to be contentious



Ownership issues	Low: land in one ownership Medium: land in multiple ownership High: multiple ownership, potential for dispute
Resourcing of further technical advice	Low: none required Medium: required High: required and no commitment
Project leadership/resourcing	Low: project leader assigned and resources allocated Medium: project leader and resources identified, not allocated High: no project leader identified
Not aligned with other strategies	Low: consultation and support from partner agencies Medium: partner agencies identified, initial consultation High: no discussions with partner agencies
Viability	Low: not subject to changes that would impact costs. Medium: limited change possible with some impact on costs. High: high chance of change with high impact on costs.
Timescales	Low: short timescales, little potential for increased costs. Medium: medium timescales, some potential for increased costs. High: long timescales, high potential for increased costs.
Dependent on other RMT projects	Low: no dependency on other projects Medium: links with other projects but not dependent High: dependent on other projects being delivered

Key issues for risk management

- Early site identification and investigations to determine opportunities and constraints.
- Undertake feasibility studies early in the process.
- Use of technical knowledge and information to identify options and solutions to ensure the project can be achieved.
- Project planning is essential to identify allow for risks of delay and/or change.

Table 8 Risk Assessment

Projects	Risks											
	Partner agreement	Funding	Site/premises	Statutory consents	Public consultation	Ownership issues	Resourcing technical assistance	Project leadership resourcing	Not aligned with other strategies	Viability	Timescale	Dependency on other projects
John Boddy Timber Ltd site	Low	Low	Low	High	Low	Low	Medium	Low	Medium	High	Low	Low
Advance Power site	Low	Low	Low	High	Low	Low	Medium	Low	Medium	High	Low	Low
Arts/Business Forum	Medium	High	Low	High	Low	Low	Medium	Low	Medium	High	Medium	Low
Boroughbridge visitor/interpretation centre	High	High	Medium	Medium	Low	Low	Medium	High	Low	Medium	Low	Medium
Devil's Arrows Country Park	Medium	High	Medium	Low	Low	Low	Medium	High	Low	Medium	Low	Low
Aldborough Roman Site	Medium	Medium	Low	Medium	Low	Low	Medium	Low	Low	Low	Medium	Low
Waterside facilities and improvements	Medium	High	Low	Low	Low	Low	High	Medium	Low	Medium	Medium	Low
Youth facility	Medium	High	High	Low	Low	Medium	Medium	Low	Low	High	Medium	Low
Minskip Village Hall	Low	Medium	Nil	Low	Low	Nil	Low	Low	Low	Low	Low	Low
Cittaslow UK	Low	Low	n/a	n/a	Low	N/a	Low	Low	Low	Low	Low	Low
Improving the shopping offer	Medium	Medium	n/a	n/a	Low	n/a	Medium	Medium	Low	Low	Low	Low
Enterprise in Education centre	Medium	Medium	Medium	Low	Low	Low	Medium	Medium	Low	Medium	Low	Low
Centre of Rural Enterprise	Medium	Medium	Medium	Medium	Low	Low	Medium	High	Low	Medium	Medium	Medium
Boroughbridge and District learning partnership	Medium	Medium	n/a	n/a	Low	n/a	Low	Medium	Low	Low	Low	Low
Town centre improvements	Medium	Medium	Low	Medium	Medium	Low	Medium	Low	Medium	High	Medium	Medium
St James Square	Medium	High	Low	Medium	Low	High	Medium	Low	Low	Medium	Low	Low
Swimming pool	High	High	High	Medium	Low	Medium	High	High	Medium	High	High	Low
Riverside and town/district-wide walks	Medium	Medium	n/a	n/a	Low	Medium	Medium	Medium	Low	Low	Low	Medium
Play parks	Low	High	Low	Medium	Low	Low	Medium	Medium	Low	Medium	Medium	Medium

NB: Please refer to Table 5 for a description of each risk category.

4.3.2 Risk Register

This risk register sets out the strategic risks for the delivery of the RMT vision i.e. all the projects in the Delivery Plan.

Table 9 Risk Register

INITIAL BUSINESS PLAN – RISK REGISTER												
Project Number:				Project Name: Boroughbridge					Date of last review: 04/05/2005			
No.	Category	Description	Impact	Likelihood	Rating		Responsible person	Date raised	Status	Mitigation	Actions to date	Date closed
					Previous	Current						
1	Operational	Failure to deliver	3	4		Medium		04/05/05	Raised			
2	Operational	Resources insufficient to meet needs.	3	4		Medium		04/05/05	Raised			
3	Financial	Lack of funding	3	4		Medium		04/05/05	Raised			
4	Reputational	Progress not made quickly	3	3		Medium		04/05/05	Raised			
5	Operational	Town team loses momentum	3	3		Medium		04/05/05	Raised			
6	Operational	Planning framework not able to deliver	3	4		Medium		04/05/05	Raised			
7	Operational	Agencies' work not co-ordinated	3	3		Medium		04/05/05	Raised			
8	Financial	Costs are significantly higher than initial budgets	3	3		Medium		04/05/05	Raised			
Overall risk assessment			MEDIUM									

Table 10 Summary Action Plan

	Project	Responsible body	Accountable body	Consultees	Current status	Next action	Timescales
Short term projects (work on project initiated within 1 year)	John Boddy Timber Ltd site	Land owner/developer	Land owner/developer	Public consultation	Concept	Landowner to decide on development option.	Q3 2005/06
	Advance Power site	Land owner/developer	Land owner/developer	Public consultation	Concept	Landowner to decide on development option.	Q3 2005/06
	Arts/Business Forum	Land owner/developer	Land owner/developer	Public consultation	Concept	Negotiations to continue between landowner & HBC.	Q4 2005/06
	Boroughbridge visitor/interpretation centre	English Heritage (EH), Harrogate Borough Council (HBC), Langthorpe Parish Council (LPC)	EH, HBC	Yorkshire Tourist Board	Concept	Project group to be established.	Q4 2005/06
	Devil's Arrows Country Park	EH	EH	Mr MacMillan-Scott (MEP), North Yorkshire Culture	Concept	Secure agreement with landowner.	Q1 2006/07
	Minskip Village Hall	New Hall Sub-committee or equivalent body	To be identified	To be identified	Inception	Continue to fundraise.	Q2 2005/06
	Boroughbridge and District Learning Partnership (BDLP)	Town Team	Town Team	HALP, LSC, HBC, North Yorkshire County Council, Boroughbridge High School (BHS), local education providers	Concept	Discussion with HALP to establish principle of partnership.	Q3 2005/06
	Centre of Rural Enterprise	BDLP	Boroughbridge High School	LSC, HBC, North Yorkshire County Council, Business Link, Further Education Colleges, North Yorkshire Business Education partnership	Concept	Establish project group.	Q4 2005/06
	Riverside and town/district-wide walks	Town Team	NYCC	Leeds & District Amalgamation Fishing Club, Aldwark Manor Golf Club, Parish Councils, Ramblers Association, Hambleton District Council	Inception	Consultation with two landowners.	Q2 2005/06
	Cittaslow UK	Boroughbridge Town Council (BTC)	BTC	Chamber of Trade, North Yorkshire Culture, HBC, Retailers, NYCC, public consultation	Inception	Hold a learning workshop with BTC.	Q3 2005/06
	Improving the shopping offer	HBC	HBC	Chamber of Trade and Commerce, BTC	Concept	HBC to undertake consultation as part of emerging LDF process.	Q3 2005/06
	Play parks	Town Team	HBC	HBC, Public consultation	Concept	Work with HBC Parks and Open Spaces to determine potential	Q3 2005/06



	Youth facility	Town Team	NYCC	Young people, BTC, BHS, HBC, North Yorks Police, Swimming Pool Committee, Angling Club, Community Youth Action Group, Lynne Unit School of Dance, Primary School, Water Rats	Development	funding. Establish lines of communication between youth providers.	Q2 2005/06
Medium term projects (work on project initiated within 2-5 years)	Town centre improvements	Town Team	NYCC	Public consultation, retailers, BTC, Chamber of Trade and Commerce	Concept	Establish relationships with key delivery organisations.	Q3 2005/06
	St James Square	Town Team	HBC , NYCC	Owners of St James Square, retailers, BTC, Chamber of Trade and Commerce	Concept	Establish way of overcoming ownership issues in relation to funding.	Q3 2005/06
	Enterprise in Education centre	BHS	NYCC	NYCC, HBC, local businesses	Concept	Establish project group.	Q4 2005/06
	Aldborough Roman Site	Landowner and EH	EH	Landowner, HBC, NY Culture	Concept	Agreement between EH and landowner.	Q3 2005/06
	Play parks	Town Team	HBC	HBC, Public consultation	Concept	Work with HBC Parks and Open Spaces to determine potential funding.	Q1 2006/07
	Waterside facilities and improvements	British Waterways (BW)	BW	Public consultation, Waterline Leisure, BTC, Langthorpe Parish Council, HBC	Concept	Secure agreement with BW.	Q1 2006/07
Long term projects (>5ys)	Swimming pool	TBC	TBC	Sport England, public consultation, HBC, BTC, community groups, Boroughbridge Swimming Pool Committee	Concept	Establish project group.	Q3 2005/06



5 Initial Business Plan Sign Off

This Initial Business Plan has been prepared with the input of all the following organisations that hereby agree in principle to take forward its implementation as set out within this document.

Signed for and on behalf of
the Boroughbridge Town
Team:

Signed:

Date:

Name:

Signed for and on behalf of
the Boroughbridge Town
Council:

Signed:

Date:

Name:

Signed for and on behalf of
Harrogate Borough
Council:

Signed:

Date:

Name:

Signed for and on behalf of
Yorkshire Forward:

Signed:

Date:

Name: