

# Knaresborough Renaissance Market Town

## Town Team Initial Business Plan

June 2005

Supported by



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# QM

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# Contents

1	Introduction	1
2	The Projects Defined	2
3	Strategic Fit	66
4	Delivery Considerations	76
5	Initial Business Plan Sign Off	87
Table 1.	Fit with RES	67
Table 2.	Fit with SRIP investment themes	69
Table 3.	Fit with SRIP priority areas	71
Table 4.	Fit with Harrogate District Community Plan priorities	73
Table 5.	Outputs	75
Table 6.	Sustainable development assessment	78
Table 7.	Risks	80
Table 8.	Risk Assessment	82
Table 9.	RMT Risk Register	84
Table 10.	Summary action plan	85





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# 1 Introduction

This Initial Business Plan (IBP) is intended to further assist the planning and delivery of the 23 projects identified in the Knaresborough Delivery Plan. The main section (Section 2) of this document takes the projects from the Delivery Plan and sets out the projects in more detail including delivery requirements, 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 aims. Each project is also assessed against the extent to which it impacts on addressing the eight investment themes in the Sub-Regional Investment Strategy (SRIP). Finally, Table 3 shows how each project addresses the relevant priority areas in the SRIP. The projects are assessed against the Harrogate District Community Plan.

The final section (Section 4) of this IBP outlines delivery considerations. Included in this section is a Sustainable Development assessment which evaluates each project against the aims of the Regional Sustainable Development Framework. A risk management assessment is also included. The list of potential risks outlines how each project is rated low, medium or high risk. The accompanying list of potential risks outlines how the rating of each project is determined. A Risk Register also forms part of Section 4 and sets out the strategic risks of the delivery of the RMT vision. The Summary Action Plan provides a quick reference for each project.

It is intended that this IBP will be updated by the Town Team, Yorkshire Forward and Harrogate Borough Council on an annual basis.

## 2 The Projects Defined

The Knaresborough Delivery Plan identified the following projects as priorities for Knaresborough.

	Ref	Page
<b>Community</b> <ul style="list-style-type: none"> <li>• Knaresborough Town Centre Youth Facility</li> <li>• Housing</li> <li>• Town Manager</li> </ul>	<b>KN1</b> <b>KN2</b> <b>KN3</b>	<b>5</b> <b>7</b> <b>10</b>
<b>Business &amp; Commerce</b> <ul style="list-style-type: none"> <li>• Improving shop fronts</li> <li>• Improving the offer <ul style="list-style-type: none"> <li>▪ Medium sized supermarket</li> <li>▪ Control of non-retail uses</li> <li>▪ Piecemeal development sites</li> <li>▪ Developing retail quarters</li> </ul> </li> </ul>	<b>KN4</b> <b>KN5</b> <b>KN6</b> <b>KN7</b> <b>KN8</b>	<b>12</b> <b>15</b> <b>19</b> <b>22</b> <b>25</b>
<b>Built Environment</b> <ul style="list-style-type: none"> <li>• Knaresborough High Street Improvements</li> <li>• The riverside</li> <li>• Signage &amp; Street Furniture</li> </ul>	<b>KN9</b> <b>KN10</b> <b>KN11</b>	<b>28</b> <b>31</b> <b>35</b>
<b>Transport</b> <ul style="list-style-type: none"> <li>• Car parking</li> <li>• Knaresborough Bypass</li> <li>• Improved pedestrian links</li> <li>• Improved Park &amp; Ride</li> </ul>	<b>KN12</b> <b>KN13</b> <b>KN14</b> <b>KN15</b>	<b>37</b> <b>39</b> <b>42</b> <b>44</b>
<b>Sport, Leisure, Culture &amp; Heritage</b> <ul style="list-style-type: none"> <li>• Frazer Theatre &amp; Environs</li> <li>• Nidderdale Way Link to Knaresborough</li> <li>• Arts Strategy</li> </ul>	<b>KN16</b> <b>KN17</b> <b>KN18</b>	<b>46</b> <b>49</b> <b>51</b>



<ul style="list-style-type: none"> <li>• Art Connections North Yorkshire Cultural Centre of Excellence</li> </ul>	<b>KN19</b>	<b>53</b>
<p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>• Link from castle/museum to riverside</li> <li>• Knaresborough Castle</li> <li>• Performance Area</li> <li>• Marketing &amp; Branding</li> </ul>	<b>KN20</b> <b>KN21</b> <b>KN22</b> <b>KN23</b>	<b>56</b> <b>58</b> <b>61</b> <b>63</b>

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 further work will refine the scope of these projects.

**Timescale** – indicates the timeframe within which the project will be initiated. This is provided as one of three categories: Short term <1 year; Medium term 2-5 years; and, Long term >5 years. The Summary Action Plan (Table 10) groups the projects by timescale.

**Current status** – indicates 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 their roles and responsibilities.

**Potential partnering organisations** – the partnering organisations that need to be involved and their roles and responsibilities.

**Consultees** – the groups and organisations that will need to be consulted. Where strong public support exists this is noted.

**Estimated project costs** – where possible estimated project costs are provided. In some instances this will not be possible until further feasibility work has been undertaken.

**Financial viability** – the source of the funding is identified, i.e. public or private sector funding.

**Risk management** – high and medium rated risks (summarised in Table 8) are included along with how these risks can be managed.



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Outputs and outcomes – the outputs are based on the revised Core Outputs for Yorkshire Forward. Other outcomes, such as environmental enhancement and improved public health and wellbeing, have been included where relevant.



<b>Project Title: KN1</b> Knaresborough Town Centre Youth Facility
<b>Project description</b>  Drop in coffee bar style provision for young people aged 13-19yrs, to include computer and internet access. Opening 2/3 evenings a week (1930-2200hrs) 2/3 afternoons per week after school (1530-1800hrs) Some weekend opening depending on young people and availability of staff. Depending on the size of the accommodation could provide a permanent base for Youth Enquiry Service. Must be close to the Town Centre.
<b>Timescale</b>  Short to medium term project (2-5 years) dependant upon finding suitable accommodation.
<b>Current status</b>  Project Planning  Town Team has begun discussions with key partners.
<b>Next steps</b>  <ol style="list-style-type: none"><li>1. Formation of project delivery team/partnership</li><li>2. Consultation with stakeholders/consultees to agree requirements</li><li>3. Develop understanding of funding requirements (capital and revenue)</li><li>4. Consider potential premises and sites for provision of such a facility</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b>  North Yorkshire County Council (Education Directorate).
<b>Potential partnering organisations - including roles and responsibilities</b>  Local Schools should be involved in the development as well as existing youth groups such as Chain Lane.
<b>Consultees</b>  Connexions, Health Service, Relateen, Harrogate Borough Council, Schools, Business organisations.



**Estimated project costs**

Revenue: 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.

Capital: Costs are subject to further definition of the project and could vary greatly depending upon whether an available site can be found for new development or whether an appropriate refurbishment of an existing building can be undertaken.

**Financial viability**

Reliant upon identification of funding for premises. Competition for market rents on a town centre location may prove prohibitive unless it is as part of a 'public' facility. Cost of new premises development/refurbishment would need to be subsidised by government or through Section 106 contributions.

**Risk management**

Funding – this project will be reliant upon public sector funding, grant assistance and possibly Section 106 contributions from new developments.

Site/premises – there is a general lack of sites/premises in Knaresborough for youth facility and particularly for an accessible town centre location. The Team will have to look at ways of realising this project perhaps in association with another compatible development.

Ownership – ideally this facility should be owned by the community, however, the lack of publicly owned premises will limit this ambition.

Viability – the facility will be a community resource and as such will be unable to generate significant revenues. Overheads will need to be kept to a minimum and the facility will be reliant upon public sector subsidy.

**Outputs and outcomes**

**Outputs**

Job Creation – number of jobs created or safeguarded

Business Creation – Number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region

Business Support – Number of businesses within the region engaged in new collaborations with the knowledge base (knowledge base/business collaboration)

Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)

Regeneration – Brownfield land reclaimed and/or redeveloped (ha)

Skills – Number of people assisted in their skills development as a result of RDA programmes



<b>Project Title: KN2 Housing</b>
<b>Project description</b> <p>Addressing housing supply issues in Knaresborough. Current problems exist with a lack of affordable housing and a lack of land coming forward for new residential development. Residential use competes with other commercial land uses.</p> <p>New developments should be encouraged to incorporate a sustainable mix of uses including residential and make a contribution to the provision of affordable housing types/tenures.</p> <p>Harrogate Local Plan identifies few sites within Knaresborough. Sites such as the Cattlemarket, Railway Goods Yard and Land over the Railway (see Development Framework Plan) should be promoted for inclusion in the emerging LDF as sites with potential for housing/ mixed use development. At present the Cattlemarket site is not being considered for residential development by HBC.</p> <p>Shop owners on the High Street should be encouraged to bring any vacant upper floors back into use as residential units. The latter should not be to the detriment of aspirations set out in the 'improving the offer' projects which promote retention of retail uses within the retail core of Knaresborough. Residential conversion of current retail/café/office uses in the town centre should not be encouraged.</p> <p>The Borough's Urban Housing Capacity Study considers potential housing allocations. This will inform the emerging LDF.</p>
<b>Timescale</b> <p>LDF Policy review will emerge in the short to medium term (2-5 years).</p> <p>New housing developments will be incremental and phased over a longer term (&gt;5 years).</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <p>Development of new housing is dependant upon market forces and private sector developers/ landowners. New development would be funded by private developers with affordable housing being provided as part of the development and via S106 contributions either directly by the developer or through Registered Social Landlords (RSLs).</p>



Planning Consent and policy making decisions lie with Harrogate Borough Council. New policies for Housing will be developed in the emerging LDF and key consultation stages are built into the LDF process. The Town Team must monitor the emerging LDF and ensure that new sites are considered/allocated for residential use. It is important that the emerging LDF places emphasis upon the provision of affordable housing and starter homes.

**Next Steps**

1. Town Team to monitor emerging LDF and ensure that community views are represented at consultation stages.
2. Town Team to encourage HBC to allocate more land for new housing development at suitable locations over time.
3. Developers to be encouraged to provide appropriate mix of uses in suitable locations.

**Key delivery organisation – including roles and responsibilities**

Harrogate Borough Council (Planning Policy Team) – responsible for developing housing policy and the emerging LDF.

**Potential partnering organisations - including roles and responsibilities**

Landowners/Developers/RSLs (delivery) – will deliver new developments in and around Knaresborough.

The Housing Corporation and Regional Housing Board should be liaised with on affordable housing matters.

**Consultees**

Harrogate Borough Council  
NYCC (Martin Elliot – Strategic Spatial Planning & Sustainable Development)  
Knaresborough Town Council  
Housing Corporation/Registered Social Landlords  
Regional Housing Board  
Private landowners and developers  
Yorkshire Forward (Carole Cozens, Housing / Steve Brown, Spatial Development – particularly in relation to the Borough-wide Renewable Energy Project)

**Estimated project costs**

Revenue: Policy development costs will be absorbed by the statutory authority (HBC) as part of the LDF process.

Capital: Development costs will be absorbed by private developers.



<p><b>Financial viability</b></p> <p>The cost of affordable housing provision must be offset against private development profits.</p>
<p><b>Risk management</b></p> <p>Site/Premises - Difficult for Town Team to influence decision making process particularly with regard to landowners and developers. Development is highly dependant upon market forces.</p> <p>Statutory Consents/Policy - It is important that the Town Team steers consultation on the emerging LDF to ensure that the town's needs are addressed.</p> <p>Timescales – there is no commitment to significant allocations of land for housing at present however the LDF may offer an opportunity to change this. This must be considered a medium to long term objective.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Business Support – Number of businesses within the region engaged in new collaborations with the knowledge base (knowledge base/business collaboration)</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p>Regeneration – Brownfield land reclaimed and/or redeveloped (ha)</p> <p><b>Outcomes</b></p> <p>Provision of affordable housing and starter homes.</p> <p>Contributions to other improvements via Section 106 agreement.</p>



<b>Project Title: KN3 Town Centre Manager</b>
<b>Project description</b> To assess the requirement for and the benefit of appointing a town centre manager dedicated to Knaresborough.
<b>Timescale</b> Medium term (2-5 years) to raise funding and recruit.
<b>Current status</b> Concept Whilst a Town Centre Manager has emerged as a key priority from the Town Team's consultation process, there is currently no commitment to financing such a post.
<b>Next Steps</b> These projects are notoriously difficult to finance requiring considerable perseverance and will need the whole hearted support of the HBC Economic Development Unit.  <b>Next Steps</b> <ol style="list-style-type: none"><li>1. Develop understanding of funding available to enable this post</li><li>2. Agree roles and responsibilities and develop 'Job description'</li><li>3. Duration of appointment and number of days per week</li><li>4. Advertise and recruit suitable candidate</li></ol> <p>It is possible that funding for the Town Centre Manager could be raised via the formation of a Business Improvement District (BID) which would raise funding towards this and other Business &amp; Commerce projects.</p>
<b>Key delivery organisation – including roles and responsibilities</b> Harrogate Borough Council (Economic Development Unit)
<b>Potential partnering organisations - including roles and responsibilities</b> NYCC, Yorkshire Forward, Knaresborough Town Council, Chamber of Trade and the local business community are key stakeholders who should be approached with a view to securing funding for the post.



<p><b>Consultees</b></p> <p>All of the above.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: £25-30k per annum is the estimated cost of a part time (3 days per week) Town Centre Manager inclusive of administrative and premises costs.</p> <p>Capital: No capital costs associated with this project.</p>
<p><b>Financial viability</b></p> <p>No funding is currently available to develop this post.</p> <p>A Town Centre Manager could be a very effective means of co-ordinating a variety of programmes and projects.</p>
<p><b>Risk management</b></p> <p>Funding is the major issue in both short and long term. A partnership between the Town Team, key stakeholders and local businesses must be in place to realise this project.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Job Creation – number of jobs created or safeguarded</p> <p>Business Support – Number of businesses assisted to improve their performance</p> <p>Business Support – Number of businesses within the region engaged in new collaborations with the knowledge base (knowledge base/business collaboration)</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p><b>Outcomes</b></p> <p>Dedicated resource and central point of contact for Knaresborough projects</p>



<b>Project Title: KN4 Shop Front Policy</b>
<b>Project description</b> <p>This project has been developed with the aim of improving the quality and creating a consistency of shopfronts within the historic town centre of Knaresborough. This would improve the attractiveness of the market town and complement the buildings of historic merit within its shopping core.</p> <p>Knaresborough residents have expressed concern about the appearance of a number of shops and businesses throughout the town centre and whilst some of the problems may relate to the condition of the building or the trading style of the occupier, it is felt that there is not sufficient control of shop fronts through the planning process.</p> <p>This situation has again recently raised its profile with the opening of the Paragon Hot Food takeaway unit at 16 High Street, directly opposite the bus station.</p> <p>In addition to Local Plan Policies, Harrogate Borough Council provides very thorough design guidance for shop fronts. There is little evidence to suggest that guidelines are being ignored or relaxed but it would seem that it is the use of inappropriate colours that causes most concern. An example of this is the Tote Bookmakers outlet on Market Place. In this instance an attractive Victorian shop front has been maintained and possibly restored and whilst the non retail use does little for its immediate environment its impact would not have been so offensive if less lurid colours had been used on the fascia board.</p> <p>It is proposed that HBC guidance be updated to include an appropriate colour palette for future use within the Town Centre.</p>
<b>Timescale</b> <p>Medium term (2-5 years) to develop policy. Alterations to shopfronts are likely to occur over a much longer period.</p>
<b>Current status</b> <p>Project Planning</p> <p>There is little that can be done retrospectively to influence developments/refurbishments which are already in situ but it is important that the authorities review guidance to ensure that further degradation of the historic retail environment does not occur.</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. A consultation exercise needs to be arranged with retailers which will focus on the</li></ol>



- agreement of 'colour coding'.
2. This process will only be effective if dealt with in conjunction with the control of back lit signs within the shop fronts.
  3. Investigate making grants available to premises with inappropriate shopfronts.
  4. Seek a change to the HBC planning guidance to include a palette of acceptable colours.
  5. Impose a strict control of Facia and Nameboards, with regard to size, style and colour.
  6. Develop a strategy to control maintenance, ensuring shopfronts are kept up to a high quality standard.

**Key delivery organisation – including roles and responsibilities**

Harrogate Borough Council (Planning Conservation Team) would take the lead role in implementing new policy guidance, this should be considered in the context of the emerging LDF.

HBC has previously obtained funding from English Heritage for shop front improvement within conservation areas in Knaresborough. Existing funding through HERS is coming to an end but future funding sources should be tapped into to realise further improvements.

The Town Team could take a lead role in consultations with shop keepers and the wider public with regard to developing an appropriate colour palette to reflect the character of Knaresborough.

**Potential partnering organisations - including roles and responsibilities**

Knaresborough Town Council should be involved in the process of identifying shopfronts for improvement.

The Chamber of Trade and Commerce should be encouraged to support the proposals and in turn promote its merits amongst their members.

**Consultees**

Knaresborough Town Council, Knaresborough Chamber of Trade & Commerce, retailers.

**Estimated project costs**

Revenue: Policy development costs would be absorbed within HBC's policy development role.

Capital: Shopfront improvements cost in the region of £5-£7k for a completely refurbished shopfront. This is likely to require subsidy/grant assistance as an incentive to shop owners.



<p><b>Financial viability</b></p> <p>Project is reliant upon investment from property owners and raising grant assistance from other sources.</p>
<p><b>Risk management</b></p> <p>Funding is a major issue. For existing premises it will be difficult to encourage shopkeepers to improve their shop fronts unless some sort of grant assistance can be provided (e.g. HBC subsidy or English Heritage grant).</p> <p>Ownership issues – the fact that these premises are in private ownership restricts the amount of influence that HBC, KTC etc can have in encouraging improvements.</p> <p>Timescales - A continued introduction of “inappropriate” fascia signs in a lead in period likely to run into years rather than months.</p> <p>Failure to secure the support of Harrogate Borough Council is a risk which must be addressed through early consultation with HBC.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Business Support – Number of businesses assisted to improve their performance</p> <p><b>Outcomes</b></p> <p>Environmental enhancement</p> <p>Improving the retail offer</p> <p>Conservation/heritage gain</p> <p>Tourism benefits</p>



**Project Title:** Improving the Offer sub project

KN5 Introducing a medium sized supermarket in a central location.

**Project description**

The first phase RMT Retail Consultancy Report identified the auction/cattle market and adjacent ownerships as the site most likely to deliver a new town centre focus which would significantly increase High Street's footfall leading to an improvement in the condition and vibrancy of the town centre, whilst ridding the town of a derelict eyesore.

Research indicated that there is strong demand from the quality multiple supermarket chains for a medium sized store (25,000 – 40,000 sq ft) with a likely occupier being one of Tesco, Asda or J Sainsbury.

Subsequent investigations point to the very strong possibility that although the amalgamated site may offer a sufficient acreage for the proposed purpose, physical difficulties with the site will prove to be insurmountable in terms of topography, access and highways issues.

A fallback alternative site of some merit exists in the form of the York Place car park which could accommodate a supermarket of the scale proposed. The redevelopment of this site in conjunction with replacement car parking provided on the **whole** of the auction market/J Pickles site would be a favourable outcome that could offer Knaresborough a solution to a number of issues potentially also including the release of part of the Fisher St and Chapel Street car parks for retail development to attract well known High Street names requiring larger than average shop premises.

**Timescale**

Short term (potentially within one year) but reliant upon market forces and developer/landowner interest.

**Current status**

Project Planning

**Next Steps**

1. **PLANNING:** HBC need to be brought on board with a view to realising this development either in partnership with a preferred developer or potentially as part of a compulsory purchase procedure. The emerging LDF would need to reflect the aspirations for a new supermarket and consider potential locations for it (this may include York Place and parking and redevelopment opportunities at the Cattle Market and at Fisher Street/Chapel Street).
2. **LAND ASSEMBLY:** Magellan Land currently hold options over parts of the auction

market/J Pickles site and have already expressed an interest in undertaking the whole development (excluding Fisher St/Chapel Street car parks). HBC may consider that these options give Magellan a sufficient interest to take over the role of the “preferred” developer. If this is not the case then protracted negotiations and possibly even compulsory purchase procedure may be required to put the sites together.

3. REDEVELOPMENT OF YORK PLACE: York Place car park is located in a primarily residential area and HBC would need to be consulted about the suitability of having a supermarket in this location. Car parking would be replaced at the Cattle Market site which would be better integrated with the existing town centre.
4. COACH PARKING: An alternative coach park will need to be found to replace existing facilities at York Place.
5. HIGHWAYS ISSUES: Although the demands on Highways for the use of the cattle market site for car parking will be considerably less than if developed as a supermarket there are still substantial difficulties to overcome in providing access and egress to the land. HBC as agents for NYCC must be consulted on these aspects. In view of the existing and projected shortfall in short-stay car parking provision, identified in Stage 1 of the recent car parking study, any proposal which might result in a net loss of town centre spaces is unlikely to be acceptable to HBC (Transport).
6. RELOCATION OF EMPLOYMENT USES: The redevelopment of the cattle market site will lead to a reduction in the number of manufacturing jobs currently provided in the town centre. J Pickles have indicated a preference to vacate the subject site and possibly vacate the Borough. HBC must be encouraged to find alternative options for retaining this valued employer within the local area, alternative land and premises at St James Retail Park may not be sufficient to retain this source of employment in the town.
7. FUNDING OF OTHER IMPROVEMENTS: New development such as a supermarket would generate substantial Section 106 contributions which could realise a number of other associated projects for Knaresborough such as the High Street Improvements.

#### **Key delivery organisation – including roles and responsibilities**

Private Landowners are key to the process and should be encouraged to work together to realise a mutually beneficial development.

Harrogate Borough Council (Planning Policy Team) as the local planning authority must be encouraged to see the value of these proposals, adopting this as a development opportunity within the emerging LDF and encouraging developers to work towards delivery of the town’s aspirations. It may be necessary for HBC to consider the option of a Compulsory Purchase Order should it be the only means of land assembly. HBC (Transport) must be consulted on issues of car parking numbers/locations to ensure that proposals do not conflict with the established aims of the Knaresborough Car Parking Strategy.

The Town Team must continue to engage with the Knaresborough public to build consensus and support for the project.



**Potential partnering organisations - including roles and responsibilities**

Third party developers and national supermarket chains would underwrite the development costs of this project.

The project is likely to be self financing and therefore the method of partnership may be dictated by the options secured by Magellan Land. Alternatively it may be considered that best price could be secured by treating directly with a major food store operator on York Place car park and a third party car park operator/developer on the cattle market (potentially funded by the sale of the former site).

**Consultees**

Knaresborough Town Council must be consulted and their support for the project gained.

Chamber of Trade should be consulted about proposals which will have an impact on their members.

HBC as agents for NYCC should be consulted on the traffic and highways considerations.

**Estimated project costs**

Revenue and capital costs will be entirely underwritten by the private sector.

**Financial viability**

Providing that an appropriate land parcel can be assembled, there is scope to deliver a highly profitable development providing significant improvements (including other RMT projects) within Knaresborough.

**Risk management**

Statutory Consents – HBC needs to be engaged at an early stage in order for the project to be able to proceed.

Land ownership – site assembly will be problematic and may require Compulsory Purchase.

Protracted site assembly for the car parking element.

Public opposition to the project in part or as a whole this needs to be addressed through consultation.

The acquisition of the Co-Operative food store on Chain Lane by an operator interested in implementing the outstanding planning consent to extend the store to 35,000 sq ft. Such a store would reduce the viability of any scheme undertaken on York Place.

The CB Richard Ellis capacity study has identified a requirement for a further 5,000 sq m of net food retailing in the Harrogate/Knaresborough area. The earlier redevelopment of an alternate site for this purpose may again affect the viability of a food store at York Place.



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**Outputs and outcomes**

**Outputs**

Job Creation – number of jobs created or safeguarded

Employment Support – Number of people assisted to get a job

Business Support – Number of businesses assisted to improve their performance

Business Support – Number of businesses within the region engaged in new collaborations with the knowledge base (knowledge base/business collaboration)

Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)

Regeneration – Brownfield land reclaimed and/or redeveloped (ha)

Skills – Number of people assisted in their skills development as a result of RDA programmes

**Outcomes**

Project could secure significant Section 106 funded improvements (i.e. to the environment, public realm and skills and training) and may reduce travel miles and 'leaked' spending outside of Knaresborough.



**Project Title:** Improving the Retail Offer sub project

KN6 Control of non retail uses

**Project description**

Knaresborough's historic function as a market town has resulted in a substantial proportion of the "retail" frontage available in the town centre being occupied by banks, building societies, public houses and complimentary business services. From this relatively low base the retail position has deteriorated further by the introduction of hot food take away outlets, generally of a poor standard. Accordingly a sizeable proportion of the town centre operates in a limited fashion during shopping hours and substantially reduces vibrancy and vitality in a number of areas, particularly around Market Place which should be the town's principle retail attraction.

Retrospective initiatives are notoriously difficult to put in place and the aim of this particular project is to ensure that there is not a further deterioration in this situation.

Policy S5 of the HBC Local Plan provides that the loss of existing A1 shops will only be permitted in the primary shopping frontages if the proposal can be shown to lead to an improvement in the vitality and viability of the shopping centre. Knaresborough's primary shopping frontage as defined by the local plan only includes 13 – 35 High Street, 30 to 40 High Street and Market Place where in the latter instance approximately one third of the frontage is already occupied by non retail uses (see attached plan illustrating defined shopping frontages as per Harrogate Local Plan).

Changes of use from shops to other ground floor uses will be permitted in the secondary shopping frontages providing this will not result in or add to a concentration of similar uses.

37 – 69 High Street is arguably the town's most vibrant retail 'parade' this, however lies out with the primary shopping frontage and there is a genuine risk that any application for a change of use from retail to hot food take away or other non ground floor retail uses would be difficult to resist in this location.

The High Street is very much perceived to be the gateway to Knaresborough, it is additionally one of the areas of most concern to the community in terms of its appearance, physical fabric and the trading style of a number of non retail occupiers. To prevent further deterioration in this situation we would propose that the "primary retail frontage" identified in the Local Plan be extended to include 37 – 69 High Street and 42 – 60a High Street both of which can be justified in terms of the quality of retail offer and



additionally 2 – 28 High Street where the latter argument is perhaps questionable but its importance in terms of offering a first impression to a visitor is of considerable importance.

**Timescale**

Medium term (2-5 years) for policy development and consultation.

**Current status**

Concept

**Next Steps**

1. The proposal requires a substantial re-designation of Knaresborough Town Centre.
2. A period of consultation will undoubtedly be required.
3. In the short to medium term there may be pressure to accept non retail uses in shop premises in advance of a change in the plan.

**Key delivery organisation – including roles and responsibilities**

HBC Planning Department (Planning Policy Team) will be the key delivery agent for developing policy for expanding the town centre primary shopping frontages in emerging planning guidance.

**Potential partnering organisations - including roles and responsibilities**

Knaresborough Town Council and Knaresborough Chamber of Trade and Commerce should be engaged with with a view to building support for this project.

HBC Economic Development Unit should be included in the project steering group.

**Consultees**

Knaresborough Town Council, HBC, Chamber of Trade and 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 Knaresborough town centre in the future.

**Estimated project costs**

Revenue: Policy development costs would be absorbed by HBC.

Capital: There are no capital costs associated with this project.

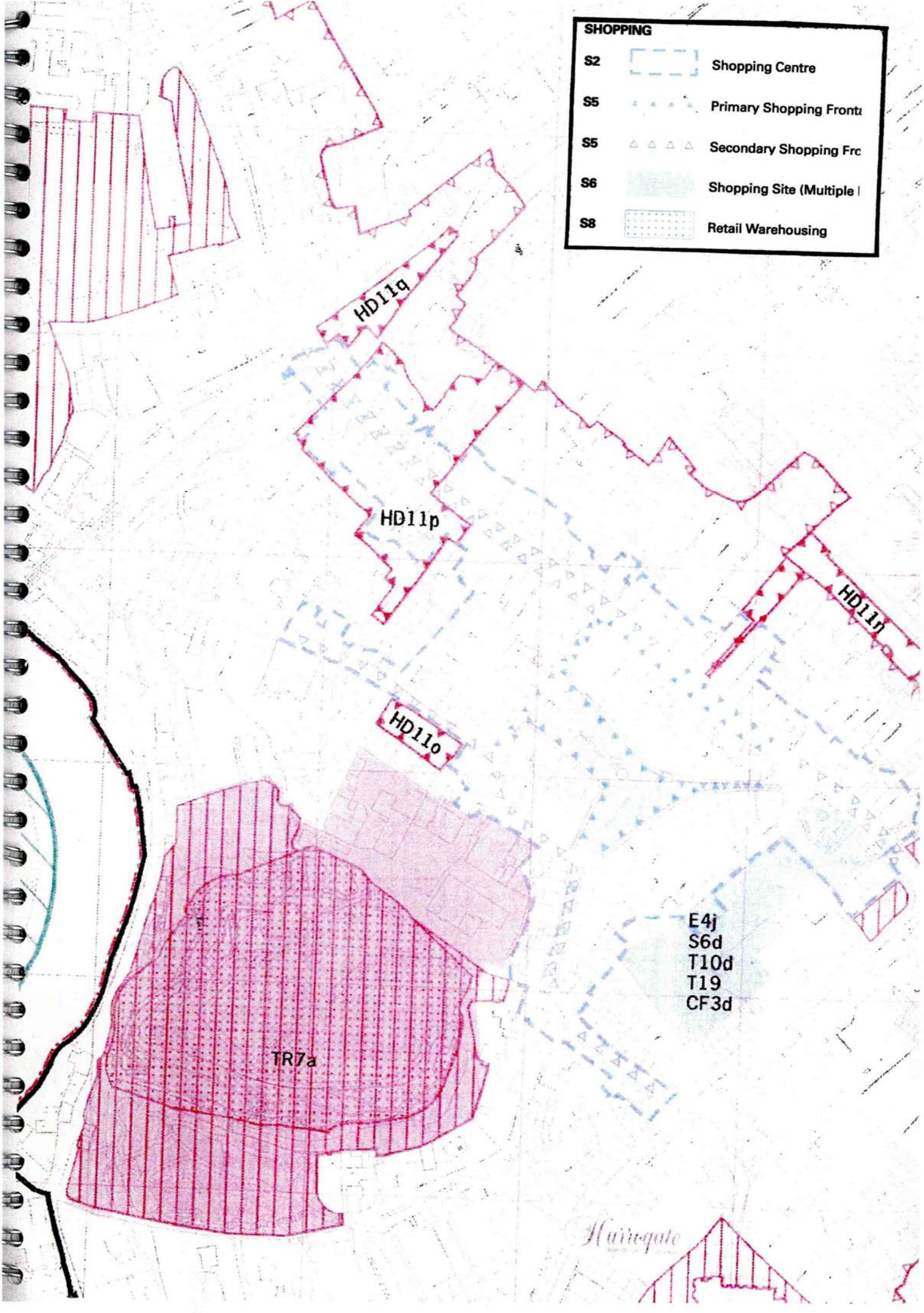
**Financial viability**

n/a

**Risk management**

A presumption against non retail uses within the extended primary core may potentially

SHOPPING	
S2	Shopping Centre
S5	Primary Shopping Fronts
S5	Secondary Shopping Frc
S6	Shopping Site (Multiple I
S8	Retail Warehousing



*Harrigate*



lead to the occasional prolonged vacancy. Market forces would however dictate that this is unlikely to occur in two of the three proposed additions (37 – 69 High Street and 42 – 60 High Street).

**Outputs and outcomes**

**Outputs**

Job Creation – number of jobs created or safeguarded

Business Support – Number of businesses assisted to improve their performance

**Outcomes**

Environmental enhancement

Improving sustainability of the retail economy

Improving the tourism offer



<b>Project Title:</b> Improving the Retail Offer sub project KN7 Piecemeal Development Sites
<b>Project description</b> <p>The floor space audit for Knaresborough identified a number of situations where it is potentially possible to amalgamate buildings in disrepair or occupied by inappropriate uses to create new larger retail floor areas through the combination of buildings or the inclusion of rear yards.</p> <p>Initially these have included:</p> <ul style="list-style-type: none"><li>• 5A/11 Silver Street</li><li>• 30/34 High Street</li><li>• 44/46 High Street</li></ul> <p>(see those properties marked in red on the attached plan)</p> <p>In order to progress these situations a full understanding of title and tenancy details is required which has proved difficult to obtain to date owing to a combination of delays with the District Land Registry and the number of 'unregistered' properties within the town centre.</p> <p>Enquiries continue in relation to other situations but until it can be established whether these properties can be delivered with vacant possession at a figure which could support a redevelopment appraisal, it is not possible to assess the viability of any one location.</p> <p>Generally speaking the principle of creating larger retail footprints within the town centre should be embraced whether promoted by this project or third party developers, provided that these occur in a style which is sympathetic to the nature of the town and the buildings involved. This project should be considered in the context of Improving the Retail Offer projects KN4 and KN6.</p>
<b>Timescale</b> <p>Medium term (2-5 years) but potentially longer depending upon market forces and the strength of retail and development economy.</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Develop the financial viability for assembling sites</li></ol>



<ol style="list-style-type: none"><li>2. Consult with HBC on the conservation context</li><li>3. Consult with NYCC/retailers with regard to servicing requirements for larger retail units</li><li>4. Facilitate availability of suitable opportunities</li></ol>
<p><b>Key delivery organisation – including roles and responsibilities</b></p> <p>Project is private sector led. Landowners are the key to unlocking the potential of these sites. For developments to be realised, landowners must be identified, leasing arrangements understood and parties work together to mutual benefit. This may require initial research and facilitation work to be undertaken. This may require initial research and facilitation work to be undertaken.</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>Third party developers may be encouraged to assemble sites for redevelopment.</p> <p>HBC are unlikely to become involved in site assembly unless it relates to buildings of a special architectural or historic interest.</p>
<p><b>Consultees</b></p> <p>HBC, Knaresborough Town Council, Chamber of Trade, Civic Society need to be consulted on any proposals for these sites.</p> <p>NYCC should be consulted on highways issues.</p> <p>HBC conservation officers should be engaged with in addition to the planning officers.</p> <p>The Chapel Street/Fisher Street car parks may be influenced by proposals for the supermarket/cattle market project.</p>
<p><b>Estimated project costs</b></p> <p>Revenue and capital costs would be borne by the private sector/landowners/third party developers.</p>
<p><b>Financial viability</b></p> <p>Whilst redevelopment of these sites would require a sizeable initial investment, it is likely that significant returns upon investment could be made from maximising development on these sites.</p>
<p><b>Risk management</b></p> <p>Ownership - the key issue is land ownership which has prevented these sites from coming forward earlier. The Team must work with landowners and HBC to seek a means of bringing these sites forward.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p>



Job Creation – number of jobs created or safeguarded

Business Creation – Number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region

Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)

Regeneration – Brownfield land reclaimed and/or redeveloped (ha)

**Outcomes**

Environmental enhancement

Improvements to the conservation and heritage of the town centre

KNARESBOROUGH



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FAWLEY WATSON BOOTH

experian



**Project Title:** Improving the Retail Offer sub project  
KN8 Developing Retail Quarters

**Project description**

This project is essentially a promotional exercise to increase awareness of the shopping facilities in the town both in their own right and in conjunction with tourism initiatives with the aim of increasing visitor numbers and extending dwell times. The market has to a degree put in place the framework with 3 roughly defined areas which may be developed upon:

- HIGH STREET very much performs its function as the location in which the better known High Street multiple retailers are located. This should be seen as the location in which everyday comparison goods shopping is concentrated.
- MARKET PLACE operates as the town’s quality retail destination reflecting its position as the town’s premier shopping attraction complimented by quality retail outlets such as Bow Bangles, Ye Oldest Chemist Shoppe in England, Beer Ritz and Castle Court shopping centre.
- SPECIALIST RETAIL shops are focused in the Kirkgate and Castlegate areas.

It is likely that pedestrian flows; rental values; and, the availability of the suitably sized premises will dictate that these ‘quarters’ continue to develop in this fashion. This is an attractive format worthy of further investment and development.

This project may also provide the opportunity to create a more vibrant evening economy at suitable locations in Knaresborough.

This project is very much an exercise in presenting Knaresborough to the shopping public, both the immediate community and visitors, in a more interesting light. There may be concerns from occupiers who feel that they may become isolated by these designations and from owners alarmed that restrictions may be placed upon future lettings.

Enforcement is neither desirable nor is it available and the project should be viewed, initially, very much as a marketing tool.

**Timescale**

Medium term (2-5 years) for policy development and consultation.

Establishing the ‘quarters’ will occur incrementally over a longer period of time as premises change hands and quarters begin to develop.

**Current status**

Concept



<p><b>Next Steps</b></p> <ol style="list-style-type: none"><li>1. Consultation is important to developing an understanding of the issues.</li><li>2. Partners must be sought to develop marketing and promotional material for the retail offer.</li><li>3. Gradual development of distinct retail quarters.</li></ol>
<p><b>Key delivery organisation – including roles and responsibilities</b></p> <p>Knaresborough Chamber of Trade should take the lead in developing the marketing material which will attract more visitors and investment in Knaresborough and improve the retail offer for the immediate community.</p> <p>The Town Team should engage with the business community to consult on the concept of developing retail quarters and how it might work in practice.</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>Knaresborough Town Council, Chamber of Trade, Town Centre Traders need to be a part of the process to help build support and understanding for the project.</p> <p>Yorkshire Tourism should be engaged with a view to providing appropriate joint marketing.</p>
<p><b>Consultees</b></p> <p>HBC, Civic Society and Town Centre Traders</p>
<p><b>Estimated project costs</b></p> <p>Revenue: costs associated with producing and distributing marketing and promotional material.</p> <p>Capital: limited capital costs associated with this project.</p>
<p><b>Financial viability</b></p> <p>Obviously retail is subject to fluctuations in the market. Developing core/niche retail clusters will create more opportunities, increased footfall and a more buoyant retail offer for the town.</p>
<p><b>Risk management</b></p> <p>There may be concerns from occupiers who feel that they may become isolated by these designations and from owners alarmed that restrictions may be placed upon future lettings.</p> <p>The initial phases of the project involving the preparation of marketing material and its circulation to locations around the region is an extension of activities already in place and there is limited exposure other than in relation to cost. In due course further expenditure in relation to signage, branded streetscaping and so forth will require a more</p>



in depth analysis.

From time to time lettings will occur which may not always conform to the desired theme of an area/quarter however generally speaking we believe that the market will continue to work efficiently.

**Outputs and outcomes**

**Outputs**

Business Support – Number of businesses assisted to improve their performance

**Outcomes**

Potentially significant spin-off benefits for the economy of Knaresborough, particularly in retail and tourism.



<b>Project Title: KN9 Knaresborough High Street Improvements</b>
<b>Project description</b> <p>Development of a safer and more attractive pedestrian environment including pavement widening, 20mph zone and improved crossing opportunities.</p> <p>Currently two options have been developed in concept for the High Street ie a one-way traffic option and a two-way traffic option. This is due to uncertainty surrounding the one-way traffic option being consulted on through the HAKITS work for HBC/NYCC. HAKITS is the Harrogate and Knaresborough Integrated Transport Study being progressed jointly by the County and Borough Councils. A consideration for HAKITS has been the review of options for managing traffic within the centre of Knaresborough. HAKITS has considered the possibility of introducing a one-way system which has generated significant debate. The Team must await the outcome of the current HAKITS public consultation before developing any options in detail.</p>
<b>Timescale</b> <p>Medium term (2-5 years) to allow for development of detailed proposals, consultation and statutory consents. Delivery would be longer term and possibly incremental. All of this is dependant upon the timescales for completion of the HAKITS study and proposals therein.</p>
<b>Current status</b> <p>Project Planning</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Public consultation will be key to delivery of a scheme that is right for Knaresborough.</li><li>2. The need for the development of an urban design framework in conjunction with further analysis of highways impact, loading and unloading. This project is somewhat reliant upon the outcomes of the ongoing HBC/NYCC investigations into the potential one-way system and associated public consultation.</li><li>3. The involvement and co-operation of the local highway authority will be a prerequisite for progression of the scheme.</li><li>4. Detailed testing and modelling of traffic movements and junction capacities will be required as part of detailed design development.</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>This project would have to be taken forward through a partnership between the key statutory agencies i.e. NYCC (Transport Planning) and HBC (Transport). The delivery agents would need to ensure that the project ties in with other strategies (such as HAKITS); engage in consultation with the wider community; undertake further detailed</p>



<p>urban design/engineering analysis of the High Street options.</p> <p>Harrogate Borough Council (Transport) would be responsible for approving/taking forward any elements which impact upon the public highway, traffic management and on street parking. Funding for this project would need to be programmed into NYCC's Local Transport Plan.</p> <p>Harrogate Borough Council is responsible for Planning and Conservation considerations and public car parks. This project must fit with the emerging LDF.</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>Knaresborough Town Council will be a key consultee in the development of this project and may be able to contribute funding towards project development and delivery.</p>
<p><b>Consultees</b></p> <p>Knaresborough Town Council, Knaresborough Chamber of Trade and Commerce.</p> <p>Extensive public and stakeholder consultation will be pivotal to the progression of the scheme. Local retailers, residents and other High Street users will be key.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: Costs associated with developing detailed engineering proposals and urban design framework, public consultation, option testing, management and maintenance.</p> <p>Capital: Estimated cost of £500k to £1million to remodel the High Street (this cost does not include for wider public realm enhancements which will be subject to definition in an urban design framework).</p>
<p><b>Financial viability</b></p> <p>This is a major project and significant funding is required to realise the objectives. These enhancements will compete for public funding with a range of other projects within the Borough and wider area. It is a matter of assessing priorities and potentially realising change in phases and over time.</p> <p>The enhancement of the High Street will improve the setting of business and retail on the High Street and could improve pedestrian and vehicle movements.</p>
<p><b>Risk management</b></p> <p>Funding - may not be available within the desired timescales. Additional funding will need to be sought as it is unlikely that this project could be funded solely through existing HBC and NYCC budgets. Section 106 contribution from future developments (i.e. Cattlemarket) should be levered in.</p> <p>Dependency on other projects – the project is somewhat reliant upon the outcomes of the HAKITS study and funding will be required from Section 106 contributions for future developments.</p> <p>Statutory undertakings may present considerable obstacles to construction of the scheme.</p>



One way issues will influence development of a solution for the High Street. The Team must await the outcome of the current HAKITS consultation before developing one option in detail.

Public consultation may not establish local support for the scheme.

**Outputs and outcomes**

**Outputs**

Business Support – Number of businesses assisted to improve their performance

Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)

**Outcomes**

Public realm improvements

Environmental improvements

Promoting use of sustainable transport and walking

Health/quality of life benefits

Reduction in green house gas emissions



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**Project Title: KN10 The riverside**

**Project description**

To develop the riverside area of Knaresborough as a key feature of the town. The riverside should look to integrate the area between High Bridge and Low Bridge and upstream around Conyngham Hall / Bilton fields. As far as is possible the development of the riverside will incorporate the Mother Shipton's properties on the south bank of the Nidd.

**Waterside**

The aim is to present Waterside as a pedestrian prioritised area creating a promenade. To this end it should include –

A more obvious 'entrance' to Waterside near the World's End pub - tidying up the pavement area outside the pub, remove unnecessary posts, prevent parking in the public realm.

Remove the few pavement areas and kerbs, replace entire surface with a brickpaved surface (and/or a coloured tarmac). Incorporate facilities for cycles.

Make Waterside a restricted parking zone, thereby removing all yellow lines.

Provide more seating/viewing areas at different elevations, incorporating street furniture of an individual design. – include seating, signage and lighting.

At High Bridge provide a 'river-level' pedestrian underpass through bridge.

Complement existing floodlighting with additional illumination of key features, e.g. castle, crag.

**Conyngham Hall / Bilton fields**

Develop these areas as an informal area for family and other activities, e.g. picnicking, wildlife viewing -

More seating.

Replace food vans with a better quality, traditional, kiosk type facility.

Better signs to make visitors aware of: Castle; Boats; Town Centre.

Utilise the old farm site, consider visitor attraction options.

Integrate the riverside area through **three new bridges across the Nidd**

1. Just upstream of the weir at Castle Mill
2. Upstream end of Bilton Fields
3. Adjacent to the footpath down from Lands Lane.

**Develop a Cohesive Framework**

Potential for detailed urban design / planning framework that will provide a



<p>cohesive framework for the phasing of the improvements to the riverside area.</p>
<p><b>Timescale</b></p> <p>Short term (&lt; 1 year) to develop team project and agree scope for a design brief.</p> <p>Longer term to secure delivery of infrastructure and environmental improvements.</p>
<p><b>Current status</b></p> <p>Project Planning</p> <p>The initial delivery team has begun meeting and commenced a walkover and photographic audit of the issues and opportunities.</p>
<p><b>Next Steps</b></p> <ol style="list-style-type: none"><li>1. Establish Riverside delivery team.</li><li>2. Winning the support of Harrogate Borough Council as landowners and local planning authority.</li><li>3. Consideration of developing urban design/planning brief.</li><li>4. Permission of other landowners for bridges 1 and 3.</li><li>5. Wider public consultation required.</li><li>6. Project development should consider phasing and early win/long term opportunities.</li></ol>
<p><b>Key delivery organisation – including roles and responsibilities</b></p> <p>Harrogate Borough Council is a key landowner and primary delivery organisation. Statutory consents for works to the riverside would need to be obtained from the Planning and Conservation sections within HBC (Planning Policy Team)</p> <p>Other landowners (such as Mother Shipton’s Cave) have a key role to play in enhancing the offer of the riverside and improving integration with the town centre and other attractions.</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>Heritage Lottery Fund may provide an opportunity to secure funding for the enhancement of this historic riverside area.</p> <p>Knaresborough Town Council should be encouraged to support the project and may contribute financially to the enhancement of the area.</p> <p>HBC (Transport) must be involved in any highways issues such as parking controls/ traffic management and pedestrianisation.</p> <p>Waste Recycling Environment Ltd (WREN) are a potential source of funding. WREN provides funding from Landfill Tax Credits for improvement projects. The Town Team or another partner would need to make the application for WREN funding.</p>



<p><b>Consultees</b></p> <p>Knaresborough Town Council, Chamber of Trade, Civic Society, English Heritage, English Nature, Environment Agency, Nidd Gorge Advisory Partnership.</p> <p>Wider consultation with residents and businesses in the riverside areas would need to be carried out.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: cost of producing a detailed design framework for the Riverside area; public consultation and consultation with landowners and interest groups. This framework would allow the Team to develop more specific costs for the various elements of this project.</p> <p>Capital: cost of delivering public space improvements, resurfacing, new bridges and other elements which would be incorporated in the design brief.</p>
<p><b>Financial viability</b></p> <p>There will be potential to secure contributions to some of these improvements via Section 106 Planning Agreements should new developments occur within the riverside area (e.g. Da Marios restaurant). It would take much larger developments to fund major infrastructure such as bridges and these must be seen as much longer term objectives.</p>
<p><b>Risk management</b></p> <p>Ownership – land ownership will be a key issue and the Team will have to work with public and private landowners to gain agreement on delivering potential projects.</p> <p>Funding - Lack of funding for major infrastructure elements such as new bridges means that improvements will have to be phased with some aspirations being long term wins.</p> <p>Constraints - There are significant constraints upon new development in this area due to the likely impact upon the natural and historic built environment and likely objections to any proposals.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p>Regeneration – Brownfield land reclaimed and/or redeveloped (ha)</p> <p><b>Outcomes</b></p> <p>Spin-offs for local businesses – possible encouraging new start ups</p> <p>Improved protection of built and natural environment</p> <p>Certainty for developers</p> <p>Quality of life/health improvements</p> <p>Improved public realm</p>



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Environmental enhancement

Tourism benefits



<b>Project Title: KN11 Signage and street furniture</b>
<p><b>Project description</b></p> <p><b>Signage</b></p> <p>A review of all existing signage, removing duplication of signs and posts. Standardising the appearance where possible. Review the existing 'map boards' and interpretational information. The existing fingerposts around the town centre are good but we need more of them at all strategic points. Every sign to include: Town Centre-Castle-Waterside, along with general information such as Tourist Information centre, transport interchanges, toilets etc.</p> <p>Review all signage to car parks, the signs are to include information regarding the areas they serve and duration of parking. This aspect needs to co-ordinate with HBC's review of vehicular signage.</p> <p>Link to other projects such as KN8 Retail Quarters and KN18 Arts Strategy to identify attractions within Knaresborough.</p> <p><b>Street furniture</b></p> <p>Review existing seats, litter bins, planters, street lights, bollards, posts. Remove existing clutter and provide additional furniture where needed. Take advantage of widened pavements where these are included in the 'High Street' project.</p>
<p><b>Timescale</b></p> <p>Short term (&lt; 1 year) to review existing provision and consider replacement options.</p>
<p><b>Current status</b></p> <p>Concept</p>
<p><b>Next Steps</b></p> <ol style="list-style-type: none"><li>1. Liaise with HBC (Transport) re: emerging HBC project scope and programming.</li><li>2. Carry out review of existing signage and street furniture in relation to function, efficiency and location.</li><li>3. Identify where improvements could be made.</li><li>4. Precise location of signposts having regard to possible widening of some footways.</li><li>5. Consider conflict between additional signposts and reduction of pavement clutter.</li><li>6. Consider a bespoke design for signage and street furniture for the town.</li></ol>



<p><b>Key delivery organisation – including roles and responsibilities</b></p> <p>The Town Team may undertake or commission an audit of existing signage and street furniture.</p> <p>Responsibility for control of street signage and street furniture lies with Harrogate Borough Council (Transport) and they would need to be consulted about any proposals to remove, relocate or add to the existing provision.</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>NYCC and HBC have a key statutory role.</p> <p>Knaresborough Town Council may be able to contribute funding.</p> <p>Knaresborough Civic Society and Yorkshire Tourist Board could contribute to signage for places of interest for visitors.</p>
<p><b>Consultees</b></p> <p>NYCC, HBC, Knaresborough Town Council, Chamber of Trade, Civic Society, Yorkshire Tourist Board, English Heritage.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: management and maintenance costs would ideally be absorbed by HBC and NYCC.</p> <p>Capital: cost of providing new signage/street furniture and removing old.</p>
<p><b>Financial viability</b></p> <p>It is difficult to state the case for financial viability for this project. The cost of providing new signage/furniture may be viewed as a <i>luxury</i> rather than as a <i>necessity</i> and it would be difficult to justify direct financial benefits to provision of this infrastructure. However, the environmental, leisure and tourism benefits of such infrastructure should be considered in the project's favour.</p>
<p><b>Risk management</b></p> <p>Lack of funding from existing budgets will be the biggest obstacle to delivery of this project.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p><b>Outcomes</b></p> <p>Environmental enhancement</p> <p>Improved circulation of pedestrians, cyclists and other modes of transport</p> <p>Public realm improvements</p>



<b>Project Title: KN12 Car Parking</b>
<b>Project description</b> To address the car parking situation in Knaresborough in terms of capacity and signage to car parks in light of HBC car parking study phase two.
<b>Timescale</b> Short term (<1 year) to review outcomes from the HBC study.
<b>Current status</b> Concept
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Review the findings of the Knaresborough car parking study Phase 2.</li><li>2. Consider the linkages with other projects which could affect the supply of car parking within Knaresborough (i.e. High Street Improvements; Cattle Market/Supermarket Development).</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> Harrogate Borough Council (Transport) is responsible for the control of all public off-street car parking.
<b>Potential partnering organisations - including roles and responsibilities</b> Harrogate Borough Council is responsible for the control of all parking on-street and will be a key partner in progressing initiatives which impact upon the public highway.  Private developers/landowners may unlock development and land swap opportunities which can provide additional car parking or provide contributions towards improvement of the existing car parking.
<b>Consultees</b> Key consultees will be NYCC, HBC, Knaresborough Town Council and the Chamber of Trade and Commerce.  Extensive public and stakeholder consultation will be pivotal to the progression of the scheme.
<b>Estimated project costs</b>  Revenue: Management and maintenance costs.  Capital: Costs of implementing physical improvements resulting from the priorities/proposals developed from HBC Parking Study and through public consultation.



<p><b>Financial viability</b></p> <p>Free parking is a financial liability upon the public providers. Increasing the supply of pay and display car parking would increase revenue to improve parking facilities, however, this may meet significant opposition.</p>
<p><b>Risk management</b></p> <p>Risks dependent on outcome of HBC parking study</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Job Creation – number of jobs created or safeguarded</p> <p>Business Support – Number of businesses assisted to improve their performance</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p>Regeneration – Brownfield land reclaimed and/or redeveloped (ha)</p> <p><b>Outcomes</b></p> <p>Sustainable transport and quality of the environment improvements</p>



<b>Project Title: KN13 Knaresborough Bypass</b>
<b>Project description</b> <p>To play a central role in any further development of the concept of a northern bypass for Knaresborough.</p> <p>The current NYCC Local Transport Plan 2 (2006-11) does not make provision for a bypass.</p> <p>Although this is certainly a long term project (post 2011), its delivery could unlock significant development opportunities and it is for this reason that the Project is included within this Initial Business Plan.</p> <p>It should be noted that no alignment for the bypass has been formally determined nor is there any fixed commitment to such a development. The Town Team will reserve judgement on the bypass but keep a watching brief on progress until further details emerge.</p>
<b>Timescale</b> <p>Long term (5 years +) unlikely to be any proposals within the short term.</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Watching brief on any emerging plans or concept development.</li><li>2. Engage with stakeholders and promote consultation.</li><li>3. Play an active role in influencing any options development/future delivery to maximise community benefit and accordance with the Plan.</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>North Yorkshire County Council (Transportation Planning) is the Highways Authority and would be the key delivery agent for any bypass proposals.</p> <p>Harrogate Borough Council (Planning Policy Team) would have a key role in the granting of permission for any scheme as local planning authority and as a landowner.</p>
<b>Potential partnering organisations - including roles and responsibilities</b> <p>The release of private landholdings would be key to delivering a scheme such as this.</p> <p>Funding towards this new infrastructure could be partially raised through developer contributions should a bypass be seen to improve capacity and thus release land for new development.</p>



<p><b>Consultees</b></p> <p>Yorkshire Forward (Transport)</p> <p>Extensive public and stakeholder consultation will be pivotal to the progression of the scheme.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: Significant feasibility work required which would need to be funded by the Local Highways Authority.</p> <p>Capital: Cost of delivering a scheme cannot be determined without appropriate feasibility.</p>
<p><b>Financial viability</b></p> <p>Development would have to be justified against release of significant new development sites to subsidise the cost of developing the bypass and/or making the case for a substantial decrease in congestion, reduced journey times and improved road safety.</p>
<p><b>Risk management</b></p> <p>Partner agreement</p> <p>Funding – Significant financial package required for such a scheme, it is unlikely that it would be funded by the public sector alone but the costs could be offset by release of land for development adjacent to the bypass.</p> <p>Site/premises - Land assembly required</p> <p>Statutory consents – consent for the scheme would not be straight forward due to the significant impacts of such a project (e.g. environmental consequences). There are likely to be significant objections to any proposals for development of a bypass and there is no consensus amongst the statutory authorities that a bypass is required.</p> <p>Ownership issues – land for the bypass would have to be acquired from private landowners.</p> <p>Resourcing/Technical assistance - significant resources will need to be found for a feasibility study in order to determine many of the aspects of this project.</p> <p>Project leadership – there is no commitment to delivering the bypass at this stage.</p> <p>Viability – the economic justification for a bypass is yet to be proven.</p> <p>Timescale – the project must be viewed as a long term aspiration and should be reviewed if and when further details emerge.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Business Creation – Number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region</p> <p>Business Support – Number of businesses assisted to improve their performance</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m /</p>



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% private)

Regeneration – Brownfield land reclaimed and/or redeveloped (ha)

**Outcomes**

Reducing traffic congestion in the town centre



<b>Project Title: KN14 Improved Pedestrian Links</b>
<b>Project description</b> <p>The aim of the project is to improve pedestrian circulation within Knaresborough, the objective of which is to improve the quality of environment and experience of the town by reducing the priority for vehicle movement and increasing safety and mobility for pedestrians.</p> <p>A detailed study investigating pedestrian desire lines and movement patterns should be commissioned to develop a strategy for improvement however some Key linkages which have been identified through initial consultation include :</p> <p>Routes from residential areas to town centre</p> <p>Riverside to Castle</p> <p>Riverside to Town Centre</p> <p>The High Street</p> <p>Station to High Street</p> <p>Town Centre to parking areas (York Place &amp; Conyngham Hall)</p> <p>A range of measures could be pursued to improve conditions for pedestrians ranging from fairly straight forward signage and lighting improvements to more fundamental pavement widening, resurfacing and pedestrian priority measures.</p> <p>Several of the more strategic routes should be considered in the context of the other priority projects for an improved Park and Ride, and the proposed link between Riverside and Knaresborough Castle.</p> <p>It is proposed that a detailed walking audit be commissioned to classify the primary desire lines and identify the necessary improvements within a pedestrian route enhancement strategy.</p>
<b>Timescale</b> <p>Medium term (2-5 years) to review existing infrastructure, develop proposals and consult.</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <p>Detailed study investigating pedestrian desire lines and movement patterns should be commissioned to develop a strategy for improvement of the walking environment.</p>



<p><b>Key delivery organisation – including roles and responsibilities</b></p> <p>Harrogate Borough Council (Transport) – it is understood that HBC have committed to producing a <i>Pedestrian Strategy</i> for Knaresborough. A similar strategy is also being produced for Harrogate by consultants.</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>NYCC and Knaresborough Town Council should be considered as potential co-funders for this project.</p>
<p><b>Consultees</b></p> <p>North Yorks County Council Knaresborough Town Council Chamber of Trade</p>
<p><b>Estimated project costs</b></p> <p>Revenue: Cost of developing a Walking Strategy estimated at £15k (based on cost of Harrogate Study).</p> <p>Capital: Cost of delivering improvements recommended in the proposed Walking Strategy.</p>
<p><b>Financial viability</b></p> <p>It is understood that HBC have funding in place to develop the strategy but delivery of physical improvements will most likely have to be phased from existing budgets over a long term period. The cost of improvements identified in the Pedestrian Strategy will have to be met from NYCC Local Transport Plan funding.</p>
<p><b>Risk management</b></p> <p>Limited Local Transport Plan funding.</p> <p>Competing for funding with other public funded liabilities and projects.</p> <p>Likely that improvements would be delivered incrementally.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p><b>Outcomes</b></p> <p>Quality of life/health benefits</p> <p>Reduction in car dependency</p> <p>Making the town more sustainable</p>



<b>Project Title: KN15 Improved Park and Ride System</b>
<b>Project description</b> <p>A revamped transportation system, stopping at Henshaws, the railway station and possibly the school, retail park etc. Better publicity and clearer stops.</p> <p>It is anticipated that this would be an expansion of the existing park and ride system which appears to be underused and poorly publicised.</p> <p>It is not intended that the Park and Ride would offer an alternative to the existing commercial run bus service rather, it would provide an option for car users to allow transport from the car parks to the town centre without increasing congestion within the town.</p> <p>Bus is run by an operator that provides the facility from Easter to September on Wednesdays, week-end and bank holidays only on behalf of HBC. The cost of providing the service is in the order of £30k per annum.</p> <p>Potential conflict between an improved service and the commercial managed daily Harrogate- Knaresborough bus service provided by the same operator.</p>
<b>Timescale</b> <p>Medium term (2-5 years) to develop proposals with stakeholders.</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Commence discussions with HBC and operator.</li><li>2. Consultation.</li><li>3. Discussions with potential sponsors.</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>Harrogate Borough Council (Transport) currently sponsors the Park &amp; Ride scheme and would be the key agency to expand the service.</p>
<b>Potential partnering organisations - including roles and responsibilities</b> <p>Knaresborough Town Council and the Chamber of Trade may consider supporting a scheme which helps attract more shoppers into the town centre.</p>
<b>Consultees</b> <p>HBC, NYCC, Knaresborough Town Council, bus operator (Harrogate District Travel), town businesses, Chamber of Trade.</p>



<p><b>Estimated project costs</b></p> <p>Revenue: Cost of financing/subsidising improved/increased service.</p> <p>Capital: To be defined but may include new bus halts and new vehicles depending on operational arrangements.</p>
<p><b>Financial viability</b></p> <p>The current service is provided by a commercial operator via a £30k subsidy from HBC. The cost of providing the service would increase in order to satisfy greater frequency, improving publicity and adding more stops to the route.</p> <p>Increased cost may have to be met by introducing additional pay and display car parking at the park and ride locations.</p> <p>Other income generation could be raised through sponsorship/advertising.</p>
<p><b>Risk management</b></p> <p>Funding – additional funding for this project may not be forthcoming and alternative sources of revenue may have to be sought.</p> <p>Potential conflict with current operator’s commercial interests</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Job Creation – number of jobs created or safeguarded</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p><b>Outcomes</b></p> <p>Sustainable transport improvements</p> <p>Reduction in traffic congestion</p> <p>Reduction in green house gas emissions</p> <p>Improving the quality of environment</p> <p>Improving the tourism offer</p>



<b>Project Title: KN16 Frazer Theatre &amp; Environs</b>
<b>Project description</b> <p>Re-development programme, including disabled facilities, new entrance and refreshment facilities, retractable seating, enlarged stage area, backstage and production improvements, resurfacing and exterior lighting and parking works.</p> <p>There is vacant land around the theatre which should be examined in more detail and a strategy developed for improving the environment of this area potentially subsidised through partial redevelopment. There may also be an opportunity here to improve the 1970s shop units fronting onto the High Street either as part of a wider redevelopment or as a specific shopfront enhancement.</p> <p>This project fits with Priorities 1 and 3 of the Borough Cultural Strategy which may open up further opportunities for access to support and funding, although a strong case would need to be made with HBC members.</p> <p>Links to Projects KN7 Retail Quarters and KN9 Knaresborough High Street should be explored.</p>
<b>Timescale</b> <p>Short term (&lt; 1 year) to develop detailed proposals/business plan and raise funding.</p>
<b>Current status</b> <p>Project Planning.</p> <p>Theatre has backing of a number of local businesses with a view to recruiting an architect to develop plans. HBC officers can provide assistance with project development and seeking funding.</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Explore links with Borough Cultural Strategy, NYCC 'Cultural Prospectus' and HBC Museums and Arts Strategy.</li><li>2. Project management and design assistance required.</li><li>3. Source grant funding assistance.</li><li>4. Develop detailed proposals.</li><li>5. Obtain Planning consent.</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>Frazer Theatre Group will be responsible for development and delivery of the project.</p>



<p>Shirley Holden is the current Chair.</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>NYCC (Carole Renahan) is a potential partner and may be able to help obtain funding HBC (Planning Policy Team) as the Local Planning Authority must be kept on board Yorkshire Cultural Consortium (Gary Topp), Arts Council England Yorkshire, Knaresborough Town Council, Arts Lottery should be approached as potential funding partners.</p> <p>HBC Leisure, Museums and Arts Officers are willing to support Theatre group in preparing grant applications.</p>
<p><b>Consultees</b></p> <p>Yorkshire Forward (Alison Barker, Tourism), North Yorkshire County Council; Harrogate Borough Council; Arts Council England Yorkshire, Knaresborough Town Council, Chamber of Trade, Theatre users including Knaresborough Players, feva etc</p>
<p><b>Estimated project costs</b></p> <p>Revenue: Development of the Theatre proposals, feasibility study and business plan including architect and planning fees.</p> <p>Capital: Significant costs will be associated with realising the development/ refurbishment.</p>
<p><b>Financial viability</b></p> <p>Improvements to the theatre will increase capacity, make for a more flexible performance venue and make the theatre more attractive to audiences and performance companies thus increasing its usage and profitability.</p>
<p><b>Risk management</b></p> <p>Funding - high capital cost; insufficient funding available to realise project aspirations. The project will be reliant on substantial grant assistance.</p> <p>Landownership issues need to be resolved to advance the project.</p> <p>Lack of project delivery resources available to the Theatre Group.</p> <p>Shortage of volunteers within the Theatre organisation; too much on the shoulders of the Chair.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p>Regeneration – Brownfield land reclaimed and/or redeveloped (ha)</p> <p><b>Outcomes</b></p>



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Cultural benefits
Environmental enhancements



**Project Title: KN17 Nidderdale Way Link to Knaresborough**

**Project description**

The current Nidderdale Way starts and finishes at Ripley Village due to inadequate links to Knaresborough. The proposal is to explore the possibility of providing those links so that the Way starts and finishes in Conyngham Hall Park.

A broadly suitable route exists to the South of the River and the current intention to provide a cycle route from Ripley along the old Pateley Bridge Railway to Bilton would provide part of the route on the north of the river. Current DEFRA grants and alterations to the CAP regime may be used to persuade landowners to secure additional rights of way on the north side of the river. A pedestrian bridge would need to be provided across the River Nidd into Conyngham Hall at Horseshoe field.

**Timescale**

Medium term (2-5 years) to consult, define and develop.

**Current status**

Concept

**Next Steps**

1. Begin consultations with landowners.
2. Source potential funding availability.
3. Commission feasibility study.

**Key delivery organisation – including roles and responsibilities**

HBC and North Yorkshire County Council: Environment & Heritage Section (John Edwards)

**Potential partnering organisations - including roles and responsibilities**

Private landowners will be key partners in releasing land/allowing permissive right of way.

DEFRA are potential source of grant assistance.

**Consultees**

Harrogate Borough Council; DEFRA; Local Landowners; Yorkshire Forward (Alison Barker, Tourism); Yorkshire Tourist Board, Environment Agency, NYCC; Funding Organisations; Landowners, Nidd Gorge Advisory Partnership.



<p><b>Estimated project costs</b></p> <p>Revenue: Requires design/feasibility study to define costs. Cost of agreeing permissive route through private land ownerships.</p> <p>Capital: Cost of delivering physical improvements.</p>
<p><b>Financial viability</b></p> <p>Entirely reliant upon existing funding budgets and/or grant assistance.</p>
<p><b>Risk management</b></p> <p>Funding - Competing with other projects for existing funding budgets (i.e. NYCC).</p> <p>Land ownership - Entirely reliant upon co-operation of private land interests.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p><b>Outcomes</b></p> <p>Quality of life/health improvements</p> <p>Environmental enhancement</p>



<b>Project Title: KN18 Developing an Arts Strategy for Knaresborough</b>
<b>Project description</b> <p>Set up a group who will look at existing artistic endeavours in the town and explore how these might be developed further in the long and short term.</p> <p>Look at possible new developments that are a good fit with existing ones both in the short term and the long term.</p> <p>Develop a strategy with achievable goals to give Knaresborough an artistic profile that augments its historic one.</p> <p>This project should be introduced for consideration in the County Cultural Strategy, Borough Cultural Strategy which may open up further opportunities for access to support and funding.</p> <p>Links to be established between this project and Project KN16 Frazer Theatre.</p>
<b>Timescale</b> <p>Short Term (&lt; 1 year) to establish team and develop strategy.</p>
<b>Current status</b> <p>Project Development.</p> <p>Initial consultations have taken place and strategy is developing.</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Assembling team of willing volunteers to assist in developing the strategy.</li><li>2. Engaging with the arts and culture community in and around Knaresborough.</li><li>3. Consolidating resources.</li><li>4. Partnership development.</li><li>5. Consult with Ripon City Partnership.</li><li>6. Explore links with County, District and Borough Cultural Strategies.</li><li>7. Attracting sponsorship for non-commercial aspects.</li><li>8. Potential subsidy of business start-up/commercial operators during initial stages.</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>The Arts Strategy Group would have a co-ordinating role with various delivery bodies.</p>
<b>Potential partnering organisations - including roles and responsibilities</b> <p>Where development is not business generated then would need to look to Harrogate Borough Council (Leisure, Museums and Arts Department), NYCC (Carole Renahan),</p>



<p>Arts Council, Lottery, Yorkshire Cultural Consortium, Yorkshire Forward, Henshaws. Links to be established with the Frazer Theatre group to compliment this project (KN16).</p>
<p><b>Consultees</b></p> <p>HBC, Henshaws Arts &amp; Crafts Centre, Art Apartment, King James School, Flying Pig, Norma Galley, Gordon Reece, feva, Knaresborough Chamber of Trade, George Moore Foundation, Arts Council, Lottery, Yorkshire Forward, NYCC, Knaresborough Town Council, Ripon City Partnership.</p> <p>Initially Knaresborough based organisations, businesses and people, followed by potential funding organisations where necessary.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: There are currently no costs associated with the projects as it is being resourced and administered on a voluntary basis.</p> <p>Capital: There are currently no capital costs associated with this project.</p>
<p><b>Financial viability</b></p> <p>N/A</p>
<p><b>Risk management</b></p> <p>Lack of effective champion.</p> <p>Lack of funds for any schemes that emerge.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Employment Support – Number of people assisted to get a job</p> <p>Business Creation – Number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region</p> <p>Business Support – Number of businesses assisted to improve their performance</p> <p>Business Support – Number of businesses within the region engaged in new collaborations with the knowledge base (knowledge base/business collaboration)</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p>Skills – Number of people assisted in their skills development as a result of RDA programmes</p> <p><b>Outcomes</b></p> <p>Cultural benefits</p> <p>Retail/economy benefits</p> <p>Tourism benefits</p>



<b>Project Title: KN19 Arts Strategy sub project</b> I) Art Connections North Yorkshire Cultural Centre of Excellence
<b>Project description</b> <p>Art Connections is a sub regional project initiated and managed by Chrysalis Arts. Over the last three years the project has identified a vibrant constituency of creative businesses in North Yorkshire which are producing art and craft of exceptionally high quality with major potential for development as a significant cultural tourism asset.</p> <p>Securing a presence for Art Connections in Knaresborough in a building which would provide a high quality cultural visitor attraction. This would include a gallery, retail outlet, studios, café etc. The concept is based on the idea of a North Yorkshire centre of excellence that acts as a focal point and showcase for the sector, makes a serious offer to the cultural tourist/visitor and contributes to the local economy.</p> <p>This project should be introduced for consideration in the Borough Cultural Strategy which may open up further opportunities for access to support and funding.</p> <p>This project could become a focus for the Arts Strategy (KN18), complimenting and support other initiatives to emerge from the Strategy. There may also be links to Project KN16 Frazer Theatre.</p>
<b>Timescale</b> <p>Short term (&lt; 1 year) the impetus is in place to commence the project at the earliest opportunity. Establishing premises may be an obstacle to timely commencement.</p>
<b>Current status</b> <p>Project Development</p> <p>Initial stakeholder meeting has taken place with positive indications towards developing the strategy further.</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Explore links with Borough Cultural Strategy.</li><li>2. Identification of suitable site.</li><li>3. Partnership consolidation.</li><li>4. Development of business plan.</li><li>5. Securing finance.</li></ol>



<p><b>Key delivery organisation – including roles and responsibilities</b></p> <p>Chrysalis Arts/ Art Connections</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>Potential funding partners include: Arts Council, DEFRA, Harrogate Borough Council, European Union, Chrysalis Arts, Private Sponsors, Yorkshire Forward (Alison Barker, Tourism), NYCC (Carole Renahan), Yorkshire Cultural Consortium.</p>
<p><b>Consultees</b></p> <p>Knaresborough Town Team, North Yorkshire County Council, European Ceramics, Yorkshire Forward, Arts Council England Yorkshire, Knaresborough Chamber of Trade, feva, North Yorkshire, Creative Industries Network.</p> <p>Idea floated with some potential partners and well received. Need to explore the nature of the partnership in more detail.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: Cost of operating and managing the facility.</p> <p>Capital: Cost of securing premises and start up costs.</p>
<p><b>Financial viability</b></p> <p>Dependant upon availability of premises.</p>
<p><b>Risk management</b></p> <p>Statutory consents - Not getting approval and support from Town Council and Borough Council.</p> <p>Sites/premises - Not able to identify a suitable site.</p> <p>Funding - Not able to assemble the right financial package.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Job Creation – number of jobs created or safeguarded</p> <p>Employment Support – Number of people assisted to get a job</p> <p>Business Creation – Number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region</p> <p>Business Support – Number of businesses assisted to improve their performance</p> <p>Business Support – Number of businesses within the region engaged in new collaborations with the knowledge base (knowledge base/business collaboration)</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p>Regeneration – Brownfield land reclaimed and/or redeveloped (ha)</p> <p>Skills – Number of people assisted in their skills development as a result of RDA</p>



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programmes

**Outcomes**

Potential catalyst for further economic growth



<b>Project Title: KN20 Link from Castle / Museum to Riverside</b>
<b>Project description</b> <p>Developing a proposal to provide a mechanised connection between the Castle and Waterside as an alternative to the existing steps which are not suitable for all users. The connection could take the form of a lift, monorail or funicular, these ideas need to be tested for suitability in the context of the physical constraints, aesthetic impact and cost of delivery. Geology and scheduled ancient monument status of the castle and crag need to be taken into consideration.</p> <p>It should be noted that this project does not seek to replace the existing stepped pedestrian routes and these should be maintained and upgraded as valuable links between the Castle and Riverside.</p>
<b>Timescale</b> <p>Medium term (2-5 years) to develop detailed proposals, consult and gain statutory consents.</p>
<b>Current status</b> <p>Project Planning</p> <p>Initial sketch proposals and provisional costings have been developed.</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>Options development to be worked up via professional Feasibility Study considering:<ul style="list-style-type: none"><li>▪ Design/aesthetics of structure</li><li>▪ Site and positioning of mechanised structure</li><li>▪ State of Clay ( subsiding ) soil and possible engineering difficulty</li><li>▪ English Heritage agreement for works on Scheduled Ancient Monument and other statutory consents</li><li>▪ Capital cost</li></ul></li><li>Wider consultation exercise required.</li><li>Some sketch options for a lift are included at the end of this project outline; these are intended as sketch options only.</li><li>Statutory consents required – initial discussions with HBC Planning and English Heritage recommended.</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>Yorkshire Forward (Alison Barker, Tourism) would be required to take a lead role in promoting this potentially high profile project and developing the initial feasibility.</p>



<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>Private Sector operators may be interested in operating the facility.</p> <p>HBC Leisure, Museums &amp; Arts Department (Ceryl Evans) would be a key partner in securing Planning and Heritage consent for any proposals which impact upon the setting of the Castle. English Heritage and DCMS may also be key partners.</p>
<p><b>Consultees</b></p> <p>Mother Shipton's Cave proprietors, Harrogate Borough Council, Waterside proprietors, NYCC, Knaresborough Town Council, Chamber of Trade, English Heritage, English Nature, Environment Agency, Duchy of Lancaster, HBC Estates Division, HBC Parks and Open Spaces Section, HBC Leisure Museums &amp; Arts Department, HBC Development Services, DCMS.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: Cost of developing detailed proposals (design/planning/engineering fees), management, operation and maintenance of the final product.</p> <p>Capital: Estimated cost of £800k to £1.2 million</p> <p>Note: excludes cost of any buildings such as a visitor centre and its associated services, etc. Cost of power will very much depend on nearby supplies. Includes estimated quantities for balustrading, paving, etc. but no soft landscaping. Detailed design fees are excluded.</p>
<p><b>Financial viability</b></p> <p>Potential for a private sector operator to absorb a proportion of the development and management/maintenance costs.</p>
<p><b>Risk management</b></p> <p>Physical constraints - Nature of terrain.</p> <p>Statutory consents - Obtaining Planning consent; likely English Heritage objections.</p> <p>Funding - Major Capital cost and lack of funding.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Business Support – Number of businesses assisted to improve their performance</p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p> <p><b>Outcomes</b></p> <p>Improving the tourism offer</p>



<b>Project Title: KN21</b> Knaresborough Castle
<b>Project description</b> <p>Improve displays and Interpretation at Castle; provide toilets and new education room at museum; improve signage, provide audio-tour equipment.</p> <p>Emphasise the 'barbican' entrance possibly with a timber port-cullis and/ or drawbridge. Cut back or remove trees to improve views of the Kings Tower (the keep).</p> <p>Restore the circular walk through the moat which was lost with removal of the cliff-edge path, by providing new steps from a point near the war memorial.</p> <p>Construct a bridge across the moat to Bebra gardens, giving easier access for all.</p> <p>Bebra Gardens should be refurbished to provide an improved linkage between the riverside and the castle, extending and improving the appeal of the castle and its environs (including the moat, crag and surrounding gardens, this would improve usage of the waterside car park – a potential park &amp; ride stop). The entrance ways to the Gardens should also be improved with proper gateways and good quality signage. To present the area to its best potential for the benefit of residents and visitors alike.</p> <p>There is potential for this to become a co-operative project being considered by English Heritage.</p> <p>The project should be advanced in close liaison with HBC's Leisure, Museums and Arts Department subject to the outcomes of their Castle Conservation Plan.</p>
<b>Timescale</b> <p>Medium term (2-5 years)</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Sustaining commitment from Harrogate Borough Council and other potential funders.</li><li>2. Liaison with English Heritage.</li><li>3. Develop visualisations of the proposed improvements.</li><li>4. Commission feasibility into footpath and bridge.</li></ol>



<p>5. Securing consents from English Heritage and HBC.</p>
<p><b>Key delivery organisation – including roles and responsibilities</b></p> <p>Leisure, Museums &amp; Arts Department - Harrogate Borough Council</p>
<p><b>Potential partnering organisations - including roles and responsibilities</b></p> <p>Potential funding partners include English Heritage, Heritage Lottery Fund, Harrogate Borough Council, WREN, Esmee Fairburn Foundation, Knaresborough Town Council, Duchy of Lancaster, Yorkshire Forward (Alison Barker, Tourism).</p>
<p><b>Consultees</b></p> <p>Yorkshire Forward, English Heritage. Heritage Lottery Fund (Leeds), WREN., Harrogate Borough Council, Knaresborough Town Council.</p>
<p><b>Estimated project costs</b></p> <p>Revenue: Increased cost of management and maintenance associated with proposed improvements. Ideally this would be covered by HBC's existing maintenance liability (at least in part).</p> <p>Capital: Cost of implementing proposed improvements.</p>
<p><b>Financial viability</b></p> <p>Unlikely to increase visitor numbers or revenue and may result in increased maintenance liability for HBC. However the project will improve the visitor experience and may benefit from increased visitor numbers if duelled with park and ride improvements and/or the proposed Riverside to Castle lift project.</p>
<p><b>Risk management</b></p> <p>Re-organisation at HBC could result in reduced budget for management and maintenance of castle.</p> <p>Conservation Plan and essential repairs and renewals projects over-run in time and cost before this project can be commenced</p> <p>Outline project costs may be conservative.</p>
<p><b>Outputs and outcomes</b></p> <p><b>Outputs</b></p> <p>Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)</p>



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Skills – Number of people assisted in their skills development as a result of RDA programmes

**Outcomes**

Culture and heritage improvements

Quality of life improvements

Educational benefits

Tourism benefits



<b>Project Title: KN22</b> Knaresborough Performance Area
<b>Project description</b> <p>The Jubilee Pavilion project is a multi-functional lightweight structure designed for use by a variety of outdoor events &amp; sited in the Castle Grounds. This structure has conditional planning consent but has not been implemented. The demand for this structure and its siting should be reviewed along with the process of securing the outstanding Ancient Monument Consent and the developing Castle Conservation Plan (HBC).</p> <p>An enhanced and/or alternative performance area should be considered as a longer term objective with potential locations, specifications and demand being reviewed accordingly.</p>
<b>Timescale</b> <p>Short term (&lt; 1 year).</p> <p>Discussions have already taken place with landowners and KTC has given support to the project.</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Review previous proposal and associated planning conditions</li><li>2. Review other potential locations</li><li>3. Secure Ancient Monument Consent</li><li>4. Secure Landowner and Tenant (HBC) approval</li><li>5. Prepare Business Plan to refine development proposal and agree management and maintenance</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>Knaresborough Town Council is a potential supporter and funder of this project.</p>
<b>Potential partnering organisations - including roles and responsibilities</b> <p>Duchy Of Lancaster Trust (landowner); Lottery Fund (potential funder); HBC (manages and maintains the Castle area); Yorkshire Cultural Consortium, local business (potential project sponsors).</p>
<b>Consultees</b> <p>Harrogate Borough Council (Museums Dept)</p>



English Heritage Knaresborough Town Council
<b>Estimated project costs</b>  Revenue: Cost of managing and maintaining the structure.  Capital: Estimated cost of structure £150k.
<b>Financial viability</b>  Finance will have to be raised to design, build, operate and manage the facility. Consideration has been given to establishing a Charitable Trust to raise funds for the project. Knaresborough Town Council could manage the trust. KTC have established a Performance Area Committee.
<b>Risk management</b>  Funding – funding for the project needs to be confirmed Site/premises – suitable locations should be reviewed Statutory consents - Failure to get the Ancient Monument Consent & issues that may be raised from the conservation plan.
<b>Outputs and outcomes</b>  <b>Outputs</b> Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)  <b>Outcomes</b> Cultural facility/amenity Tourism benefits



<b>Project Title: KN23 Marketing &amp; Branding</b>
<b>Project description</b> <p>The aim of the project is to develop improved marketing and branding of Knaresborough based on consideration of the offer and target markets. The need for better and more effective promotion has been identified by the Town Team through consultation with local retailers and accommodation providers. The objective is to:</p> <ul style="list-style-type: none"><li>▪ Increase visitor numbers but, more importantly, to attract more overnight and longer stay visitors with greater spending power; and</li><li>▪ Improve awareness of Knaresborough's attractions.</li></ul> <p>A group including stakeholders will take forward this project and identify the offer and target markets(s) for Knaresborough and develop an approach for promoting Knaresborough effectively.</p>
<b>Timescale</b> <p>Short term (&lt; 1 year)</p>
<b>Current status</b> <p>Concept</p>
<b>Next Steps</b> <ol style="list-style-type: none"><li>1. Establish a project steering group</li><li>2. Identify and consult more widely with key stakeholders</li><li>3. Identify target markets</li><li>4. Review existing marketing/promotional material</li><li>5. Consider effective distribution channels</li><li>6. Develop appropriate sub projects</li></ol>
<b>Key delivery organisation – including roles and responsibilities</b> <p>The Town Team will be responsible for establishing the project steering group and liaising with key stakeholders/consultees.</p>
<b>Potential partnering organisations - including roles and responsibilities</b> <p>Knaresborough Town Council take an active interest in promotion of the town and it is important that the Council be involved with the team to ensure that Knaresborough reaps the maximum benefit of existing and future resources.</p> <p>Chamber of Trade comprises many of the organisations which would benefit from</p>



<p>improved marketing and promotion of the town and should be encouraged to jointly promote.</p> <p>Harrogate Borough Council have an interest in the management of key attractions including the Castle and have a responsibility for tourism and other services in the Borough.</p> <p>Key local attractions (e.g. Mother Shipton's Cave) should be encouraged to see the value in cross marketing and better promotion of the entire Knaresborough 'offer'. Yorkshire Tourist Board.</p>
<p><b>Consultees</b></p> <p>Knaresborough Town Council, Chamber of Trade, Harrogate Borough Council, North Yorkshire County Council, Yorkshire Tourist Board, local accommodation providers, local retailers and restaurateurs, key local attractions (e.g. Mother Shipton's Cave).</p> <p>Other consultees and stakeholders must be identified through the stakeholder team.</p>
<p><b>Estimated project costs</b></p> <p>The following are costs primarily concerned with project development.</p> <p>Revenue: Cost of producing promotional material, cost of promotional activities. Creative costs associated with designing a Town Logo or bespoke street furniture.</p> <p>Note: It is essential that existing resources from the Town Council, Borough Council and Yorkshire Tourist Board be used effectively and where possible</p> <p>Capital: Costs associated with delivering physical branding projects (e.g. street furniture).</p>
<p><b>Financial viability</b></p> <p>Partnership agreement between the key agencies/stakeholders is vital to ensure that resources are allocated effectively and to avoid duplication or disjointed</p>
<p><b>Risk management</b></p> <p>Partner Agreement – consultation will be key to getting a consensus on how to promote competing private interests and joint marketing of public and private interests.</p> <p>Funding – there may be difficulties in attracting funding for proposals, however, the private sector should be encouraged to invest and the project demonstrates cross cutting benefits for public strategies for tourism, economic development and environment which should encourage public sector/government buy-in.</p> <p>Not aligned with other strategies – the proposals may highlight local issues which will compete with wider Borough/District/Regional agendas for funding priority.</p>



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**Outputs and outcomes**

**Outputs**

Regeneration – Public and private regeneration infrastructure investment levered (£m / % private)

**Outcomes**

Cultural facility/amenity

Tourism benefits



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# 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.

## Table 1. Fit with RES

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
Youth facility				1		
Housing			3			
Town manager	2	1	2	1	1	2
Improving shop fronts	1	1	2			1
Supermarket	2	1	3			2
Control non-retail uses						2
Piecemeal development sites	1	1	1			2
Developing retail quarters	3	2	3			
High street improvements		2	2			3
The riverside			2			3
Signage & street furniture			1			1
Car parking			2		1	
Knaresborough bypass	1		1			2
Improved pedestrian links			1			2
Improved park & ride			1		3	2
Frazer theatre & environs	1		2	1		2
Nidderdale Way link to Knaresborough					1	2
Arts strategy	2	2	1	2	2	
Arts connections	3	2	3	3	2	
Knaresborough castle	1	2	2		1	2
Performance area	1		1	2		3
Performance area			1			1
Marketing & Branding	2	1	2			2

**Key**

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



### 3.2 SUB-REGIONAL INVESTMENT PLAN (SRIP)

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. The following table shows each project as it is assessed against the 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 approached 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.

The following table 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: Broad-band	Theme 9: Environmental enhancement
Youth facility		1			2	3	1		
Housing			3			2			2
Town manager	3	1	2	1			1		1
Improving shop fronts	2		1	1			2		3
Supermarket	1		3						2
Control non-retail uses			1	2					2
Piecemeal development sites			2				3		3
Developing retail quarters	2	1	2	2			2		
High street improvements	1		1	2			2	1	3
The riverside	2	1	1	1					3
Signage & street furniture	1	1	1	2					1
Car parking	2		2	1					1
Knaresborough bypass			1	1					1
Improved pedestrian links	1			2		3	1		
Improved park & ride	1			2					
Frazer theatre & environs		3	1	2	1				2
Nidderdale Way link to Knaresborough				2					2
Arts Strategy	2	3	1	2	1				
Arts connections	3	2	3	1	3	2			
Link from castle/museum to riverside	2	1	1	2			1		2
Knaresborough castle		3		3	2	1			1
Performance area		2		2					
Marketing & Branding	2	3	2	3			2		1

Key:

3 : Strong impact in addressing theme

2 : Medium impact in addressing theme

1 : Low impact in addressing theme



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

**Theme B - Develop York’s Key Economic Linkages in the Sub-Region**

This theme is relevant to Knaresborough 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 C – Develop the Sub region’s role in Bradford and Leeds City Region**

This theme is particularly relevant as it prioritises development of Harrogate’s digital cluster including further support for the GSPK Technology Park Business Incubator and developing the market towns as rural capitals, placing an emphasis upon realising Knaresborough’s potential as a “... *rural capital, employment location, service centre and bridge to institutions in West Yorkshire.*”

**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.

The following table demonstrate 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, C and D	Strength of impact
Youth facility	Improving access to skills and training	2
Housing	Improvements to housing stock, particularly through provision of affordable housing	2
Town manager	Adding to tourism opportunity	3
Improving shop fronts	Physical/environmental improvements in the town centre will help to encourage investment	2
Supermarket	Strengthening economic base	2
Control non-retail uses	Strengthening economic base	3
Piecemeal development sites	Strengthening economic base	2
Developing retail quarters	Strengthening economic base	2
High street improvements	Physical/environmental improvements in the town centre will help to encourage investment	3
The riverside	Adding to tourism opportunity	2
Signage & street furniture	Physical/environmental improvements in the town centre will help to encourage investment	2
Car parking	Assisting business growth and productivity	1
Knaresborough bypass	Assisting business growth and productivity	2
Improved pedestrian links	Adding to tourism opportunity	2
Improved park & ride	Adding to tourism opportunity	3
Frazer theatre & environs	Adding to tourism opportunity	3
Nidderdale Way link to Knaresborough	Adding to tourism opportunity	1
Arts Strategy	Adding to tourism opportunity	2
Arts connections	Improving access to skills and training Strengthening economic base	3
Link from castle/museum to riverside	Adding to tourism opportunity	3
Knaresborough castle	Adding to tourism opportunity	2
Performance area	Adding to tourism opportunity	1



Projects	How the project addresses the SRIP priority areas, Themes B, C and D	Strength of impact
Marketing & Branding	Adding to the promotion of cultural assets Improving the opportunity for inward investment Helping to integrate the tourism offer Adding to the renaissance process	3

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, but not as a direct outcome

### 3.3 LOCAL STRATEGIC PARTNERSHIP

The Harrogate District Local 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 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
Youth facility		2		3	2	
Housing	3		2	1		
Town manager			1			
Improving shop fronts			1			
Supermarket		1	2			
Control non-retail uses	1	1	2			
Piecemeal development sites	2		1			
Developing retail quarters		1	3			
High street improvements			1			
The riverside			3			2
Signage & street furniture						
Car parking						
Knaresborough bypass			1			
Improved pedestrian links				1		1
Improved park & ride			2			1
Frazer theatre & environs			2			1
Nidderdale Way link to Knaresborough						1
Arts strategy			2			
Arts Connections		2	3			
Link from castle/ museum to riverside			2			
Knaresborough castle			1			2
Performance area			1			
Marketing & Branding			3			

Key:

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



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### 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 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

Outputs	Town Centre Youth Facility	Housing	Town Manager	Improving Shop Fronts	Medium sized Supermarket	Control of non-retail uses	Piecemeal Development Sites	Developing Retail Quarters	High Street Improvements	The Riverside	Signage & Street Furniture	Car Parking	Bypass	Improved Pedestrian Links	Improved Park & Ride	Frazer Theatre & Environs	Nidderdale Way Link	Arts Strategy	Art Connections	Link from Castle/Museum to Riverside	Knaresborough Castle	Performance Area	Marketing & Branding
Likely year of project completion and output delivery	07	06/07	06/07	06/07	06/07	06/07	07/08	08/09	08/09	08/09	06/07	06/07		07/08	07/08	06/07	06/07	06	06	07/08	07/08	06/07	06/07
1. Job creation – No. jobs created or safeguarded	A		A		A	C	C						B		C			C	B				
2. Employment support – No. of people assisted to get a job	B		B		B													C	B				
3. Business Creation – No. of new businesses created & demonstrating growth after 12 months & businesses attracted to the region					A		C	B					B					C	A				
4. Business support – No. of businesses assisted to improve their performance			C	B		C		B	B	B		C	C		C	B		B	B				A
4(a) No. of businesses within the region engaged in new collaborations with the knowledge base			C		B			C								C		B	B				B
5 Regeneration – Public and private regeneration infrastructure investment levered (£m/% private)	B	B	B	B	A		B		A	B	C	C	A	C	B	B	C		B	A	B	A	B
5(a) Brownfield land reclaimed and/or redeveloped		A	C		A		A			C			A			B			B				
6. Skills – No. of people assisted in their skills development as a result of RDA programmes	C																	B	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.																							

Key: **A** Major quantum of outputs envisaged  
**B** Significant quantum of outputs envisaged  
**C** Modest quantum of outputs envisaged



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## 4 Delivery Considerations

### 4.1 OVERALL DELIVERY AND RESOURCING PROPOSALS

#### **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 the town including representation from the Knaresborough Town Council, members of the Knaresborough Regeneration Partnership (who produced the Community Investment Prospectus) in addition to a host of other organisations and individuals.

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 Regeneration Partnership and the Town Council to gain commitment to the idea of convergence of the Town Team and the Regeneration 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 takes place on Saturday 16th July 2005 and will provide an opportunity for people to shape the new ‘group’ and agree the way forward. A second conference, to be held in September 2005, will effectively be the inaugural meeting of the new group.

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

#### **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 Knaresborough Town Council;
- To update the Delivery and Business Plans;

- 
- 
- To encourage appropriate organisations and bodies, both public and private, to deliver the Vision;
  - Represent the Town on the Harrogate District Local Strategic Partnership; and
  - To act as a conduit for funding applications to support activities which deliver the Vision.

#### **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. The RSDF is due to be fully reviewed this year. The RSDF and its update contain 15 aims for sustainable development in Yorkshire and the Humber. The table below 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 to be more sustainable.



Table 6. Sustainable development assessment

RSDF aims	Projects																						
	Youth facility	Housing	Town manager	Improving shop fronts	Supermarket	Non-retail uses	Development sites	Retail quarters	High Street improvements	Riverside	Signage & street furniture	Car parking	Bypass	Pedestrian links	Park & ride	Frazer theatre & environs	Nidderdale Way link	Arts Strategy	Arts Connections	Link to riverside	Knaresborough castle	Performance area	Marketing & Branding
Good quality employment opportunities available to all					1	2	1	1				2	1	3	2				2				
Conditions enabling business success, economic growth and investment		2	2	3	2	3	2	3	3	2		2	2	2	2			2	3				1
Education and training opportunities building the skills and capacities of the population	2															1			3				
Safety and security for people and property	1								3		1	1	1	3	1	1					1		
Conditions and services engendering good health	1		1				1							3	2		2						
Culture, leisure and recreation opportunities available to all	3	2	1		1			1	1		1			2	1	3	3	3	3	1	3	3	2
Vibrant communities participating in decision making	1	1	2	1	1	1	1	1	2	3	1	1	2	1	1	2	1	1	1	1	1	1	2
Local needs met locally	2	3	2	1	2	2	1	1	1	1	1	2	1	3	2	3	1	1	1	1	1	1	1
A transport network maximising access whilst minimising detrimental impacts									3		1	3	2	3	3		1						
Quality built environment, efficient land use: good use of derelict sites, minimise travel, provide balanced development		2		2	1	1	3	2	3	3	2	1		3	3	1			2	2	2	1	1



Projects	RSDf aims																							
	Youth facility	Housing	Town manager	Improving shop fronts	Supermarket	Non-retail uses	Development sites	Retail quarters	High Street improvements	Riverside	Signage & street furniture	Car parking	Bypass	Pedestrian links	Park & ride	Frazer theatre & environs	Nidderdale Way link	Arts Strategy	Arts Connections	Link to riverside	Knarsborough castle	Performance area	Marketing & Branding	
Quality housing available to everyone		3								2		1	1	1	1									
A bio-diverse and attractive natural environment																	2					3		
Minimal pollution levels									2			1	2	3	3					2				
Minimal greenhouse gas emissions and a managed response to effects of climate change		1					1		2			2	1	3	3		2							
Prudent and efficient use of energy and natural resources with minimal production of waste		1										1	1	3	3									

**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 deals with risk. Tables 5 and 6 relate to specific project risks and Table 7 considers the overall 'risk' associated with delivering RMT in Knaresborough.

In each project sheet the high and medium rated risks to the project have been identified together with ways for minimising the risk. The following table is 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 6.

**Table 7. Risks**

<b>RISK</b>	<b>LEVEL OF RISK</b>
<b>Partner agreement</b>	Low: one partner involved Medium: agreed aspirations but no way forward High: no. of partners, different aspirations, no communications
<b>Funding</b>	Low: existing budgets Medium: competing for funding with other projects High: no funding allocated
<b>Site/premises</b>	Low: site/premises available Medium: available but dependent on allocations/acquisitions High: no identified or no available site/premises
<b>Statutory consents</b>	Low: none required or already obtained Medium: required but statutory support High: required and uncertain
<b>Public consultation</b>	Low: none required or already supported Medium: required High: required and likely to be contentious
<b>Ownership issues</b>	Low: land in one ownership Medium: land in multiple ownership



RISK	LEVEL OF RISK
	High: multiple ownership, potential for dispute
<b>Resourcing of further technical advice</b>	Low: none required Medium: required High: required and no commitment
<b>Project leadership/resourcing</b>	Low: project leader assigned and resources allocated Medium: project leader and resources identified, not allocated High: no project leader identified
<b>Not aligned with other strategies</b>	Low: consultation and support from partner agencies Medium: partner agencies identified, initial consultation High: no discussions with partner agencies
<b>Viability</b>	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.
<b>Timescales</b>	Low: short timescales, little potential for increased costs. Medium: medium timescales, some potential for increased costs. High: long timescales, high potential for increased costs.
<b>Dependent on other RMT projects</b>	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
Youth facility	Medium	High	High	Medium	Low	High	Medium	Low	Low	High	Medium	Low
Housing	Medium	Low	High	High	Medium	Medium	Low	Low	Medium /High	Medium	High	Low
Town manager	Medium	High	Low	n/a	Low	n/a	Low	Low	Low	Medium	Low	Low
Improving shop fronts	Medium	High	n/a	Medium	Low	High	Medium	Medium	Low	Medium	Low	Low
Supermarket	Low	Low	Medium	High	Medium	High	Low	Low	Low	Low	Low	Low
Control non-retail uses	Medium	n/a	n/a	Medium	Low	n/a	n/a	Low	Low	Low	Low	Low
Piecemeal development sites	Medium	n/a	Medium	Medium	Low	High	n/a	n/a	Low	Low	Medium	Low
Developing retail quarters	Medium	n/a	Medium	n/a	Low	Medium	n/a	Low	Low	Low	Low	Low
High street improvements	Medium	High	n/a	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	High
The riverside	Medium	Medium	Low	Medium	Medium	High	Medium /High	Medium	Low	Medium	Low	Low
Signage & street furniture	Low	Low	n/a	Low	Low	Low	Medium	Low	Low	Low	Low	Low
Car parking	Medium	Low	Medium	Low	Low	Medium	Low	Low	Low	Low	Medium	Medium
Knaresborough bypass	High	High	High	High	Medium	High	High	High	Medium	High	High	Low
Improved pedestrian links	Low	Medium	Low	Low	Low	Low	Medium	Low	Low	Low	Low	Low
Improved park & ride	Medium	Medium	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Frazer theatre &	Low	High	Low	Low	Low	Low	Medium	Low	Low	Medium	Medium	Low



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
environs												
Nidderdale Way link to Knaresborough	Medium	Medium	Medium	Low	Low	High	Low	Low	Low	Medium	Low	Low
Arts strategy	Low	Low	n/a	n/a	Low	Low	Low	Low	Low	Low	Low	Low
Arts Connections	Medium	Medium	High	Medium	Low	Medium	Medium	Low	Low	Low	Low	Low
Link from castle/museum to riverside	Medium	High	Low	Medium	Low	Medium	High	Low	Medium	Medium	Medium	Low
Knaresborough castle	Low	Medium	Low	Medium	Low	Medium	Low	Low	Low	Low	Low	Low
Performance area	Medium	High	Medium	High	Medium	Medium	Low	Low	Medium	Medium	Medium	Low
Marketing & Branding	Medium	Medium	n/a	n/a	Low	n/a	Low	Low	Medium	Low	Low	Low

Table 9. RMT Risk Register

INITIAL BUSINESS PLAN – RISK REGISTER												
Project Number:				Project Name: Knaresborough					Date of last review: XXXXX/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			
<b>Overall risk assessment</b>			<b>MEDIUM</b>									

Table 10. Summary action plan

	<b>Project</b>	<b>Responsible body</b>	<b>Accountable body</b>	<b>Consultees</b>	<b>Current status</b>	<b>Next action</b>	<b>Timescales</b>
<b>Short term projects (work on project initiated within 1 year)</b>	Town Centre Youth Facility (KN1)	NYCC	NYCC	Schools, Connexions, Health Service, Relateen, HBC, Businesses.	Project Planning	Formation of project delivery team/ partnership.	Q2 05/06
	Town Centre Manager (KN3)	HBC	HBC	NYCC, YF, KTC, Chamber of Trade.	Concept	Develop understanding of funding available to enable this post.	Q3 05/06
	Medium Sized Supermarket (KN5)	Landowner/developer	Landowner/developer	HBC, KTC, Chamber of Trade, NYCC.	Project Planning	Encourage HBC to consider possibilities and ensure that LDF reflects aspirations.	Q2 05/06
	High Street Improvements (KN9)	HBC	NYCC/HBC	KTC, Chamber of Trade, public consultation.	Project Planning	Public consultation.	Q4 05/06
	The Riverside (KN10)	HBC/Town Team	HBC	KTC, NYCC, HLF, WREN, Chamber of Trade, Civic Society, EH, EA, Nidd Gorge Advisory Partnership.	Project Planning	Establish Riverside Delivery Team.	Q2 05/06
	Signage and Street Furniture (KN11)	Town Team	HBC/NYCC	KTC, Chamber of Trade, Civic Society, YTB.	Concept	Liaise with HBC re objectives and programming.	Q3 05/06
	Car Parking (KN12)	HBC	HBC/NYCC	KTC, Chamber of Trade, Public consultation.	Concept	Review findings of the Knaresborough Parking study Ph2	Q3 05/06
	Frazer Theatre and Environs (KN16)	Frazer Theatre Group	Frazer Theatre Group	NYCC, HBC, Yorks Cultural Consortium, Yorks Arts, KTC, Chamber of Trade, theatre user groups.	Project Planning	Explore links with Borough Cultural Strategy.	Q3 05/06
	Arts Strategy (KN18)	Arts Strategy Group	Town Team	HBC, NYCC, KTC, Arts Council, Lottery, Yorks Cultural Consortium, YF, Arts groups/operators, feva, George Moore Foundation.	Project Development	Assembling team of volunteers to assist in strategy development.	Q2 05/06
	Art Connections (KN19)	Chrysalis Arts/Art Connections	Chrysalis Arts/Art Connections	ACEY, DEFRA, HBC, EU, private sponsors, YF, NYCC, Yorks Cultural Consortium, Chamber of Trade, Creative Industries Network.	Project Development	Explore links with Borough Cultural Strategy.	Q2 05/06
	Link from Castle to Museum (KN20)	Yorkshire Forward	Yorkshire Forward	HBC, MSCave, Waterside proprietors, NYCC, KTC, Chamber of Trade, EH, EN, EA, Duchy of Lancaster.	Project Planning	Options Development/commission feasibility study.	Q2 05/06



	<b>Project</b>	<b>Responsible body</b>	<b>Accountable body</b>	<b>Consultees</b>	<b>Current status</b>	<b>Next action</b>	<b>Timescales</b>
	Knaresborough Performance Area (KN22)	KTC	KTC	Duchy of Lancaster, Lottery, Yorks Cultural Consortium, local businesses, EH, HBC.	Project Planning	Establish Riverside delivery team.	Q2 05/06
	Marketing and Branding (KN23)	Town Team	Town Team	KTC, Chamber of Trade, HBC, YTB, NYCC, local businesses.	Concept	Establish project steering group.	Q3 05/06
<b>Medium term projects (work on project initiated within 2-5 years)</b>	Housing (KN2)	HBC	HBC	HBC, NYCC, KTC, YF, Housing Corp, RSLs, RHB, landowners, developers.	Concept	Town Team to monitor emerging LDF ensuring that community views are represented.	Q3 05/06
	Shop Front Policy (KN4)	HBC	HBC	KTC, Chamber of Trade, Retailers.	Project Planning	Consultation with retailers.	Q1 06/07
	Control of Non-Retail Uses (KN6)	HBC	HBC	KTC, Chamber of Trade, Retailers.	Concept	Consider re-designation of Town Centre areas.	Q1 06/07
	Piecemeal Development Sites (KN7)	Landowner/developers	Landowner	KTC, Chamber of Trade, Civic Society, NYCC, HBC.	Concept	Develop the financial viability for assembling sites.	Q1 06/07
	Developing Retail Quarters (KN8)	Town Team	KTC	KTC, Chamber of Trade, Civic Society, NYCC, HBC, Yorks Tourism.	Concept	Consultation with retailers.	Q1 06/07
	Improved Pedestrian Links (KN14)	Town Team	HBC	NYCC, KTC, Chamber of Trade.	Concept	Commissioned detailed study/audit.	Q1 06/07
	Improved Park and Ride System (KN15)	HBC	HBC	KTC, Harrogate District Travel, Chamber of Trade, local businesses.	Concept	Commence discussions with HBC and bus operator.	Q1 06/07
	Nidderdale Way Link (KN17)	Town Team	NYCC	Landowners, DEFRA, HBC, CA, YF, YTB, EA, NYCC, Nidd Gorge Advisory Group.	Concept	Begin consultations with landowners.	Q4 05/06
	Knaresborough Castle (KN21)	HBC	HBC	EN, Lottery, WREN, Esmee Fairburn Foundation, KTC, Duchy of Lancaster, YF, EH.	Concept	Sustaining commitment from HBC and other funding partners.	Q3 05/06
<b>Long term projects (&gt;5ys)</b>	Knaresborough Bypass (KN13)	NYCC	NYCC/Highways Agency	YF, HBC, public consultation.	Concept	Keep watching brief on any concept development.	-



# 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 Knaresborough Town Team:      Signed:      Date:

Name:

Signed for and on behalf of the Knaresborough 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: