

Business Plan 2022-2027

Pickering Town Community Interest Company (“PTCIC”)

Executive Summary

PTCIC was incorporated in 2021 to enable Pickering to have a vehicle to apply for grants/funding for projects for the benefit of the local community.

PTCIC’s directors are comprised of a number of local residents (one of whom is a Ryedale District Councillor), businesses and two Pickering town councillors.

At a meeting of Pickering Town Council (“PTC”) on 6th April 2021, the council resolved that it is supportive of this initiative (ie PTCIC) and would like to appoint two members of the council as its representatives on a group to submit a bid for funding, and that other members of the council who wished to be involved in this project outside of this formal representation should be allowed to do this.

The council appointed Councillor Lovejoy and Councillor Steadman as its representatives.

This Business Plan has been developed to provide a strategic framework for establishing Pickering as Yorkshire’s cycling hub, to provide additional/improved facilities to both Pickering residents and visitors.

Initially the focus was an application for £261,000 from the UK Community Renewal Fund (“CRF”). Unfortunately, that application was unsuccessful.

This business plan assumes funds can be granted by Ryedale District Council (“RDC”) and then further matching funds or other grants can also be pursued including from PTC.

This application is to ensure that the initiatives can be sustainable and successful in the medium to long term.

Recently, the Pickering In Business group has been wound up and accordingly there are no other groups particularly focused on initiatives for the community in Pickering. As a result of Pickering In Business being wound up, they have transferred the Welcome to Pickering website to PTCIC. PTCIC want to refresh this website and ensure that it is fit for purpose for both local information for the community as well as to attract more tourism to the area and promote businesses in the area.

The capital expense element of this project includes the development of a high-quality website with class leading functionality, a discovery and brand development piece of work, and the initial video and photography content generation for the site.

The revenue expense elements which are; ongoing professional administration, advertising and promotion, and further content generation will be initially funded by the support of local businesses and possibly, grants from RDC, NYM NP and other organisations. As the site matures, we plan for it to develop its own income streams.

1. Vision and Business Overview:

The aim is to develop Pickering into Yorkshire’s Cycling Hub through an innovative and ambitious programme of activity building on the town’s location and existing links with cycling and the region’s commitment to be carbon negative.

This goal will be achieved through further developing related infrastructure, raising awareness, brigading local communities, businesses and residents in support and working with partners across the region. The focus will be on Pickering and the surrounding towns/villages as cycling and outdoor activity friendly places to welcome and support cyclists.

The newly formed PTCIC will drive the initiative with a focus on community ownership of the vision and the ambition. PTCIC want to encourage sustainable tourism leveraging off the region’s natural beauty and assets as well as encouraging activity holidays particularly those with a low or negative carbon impact.

The town centre will be reinvigorated and refocused with the provision of cycle racks, maintenance stands, E bike charging points, improved signage for cyclists and tourists and the establishment of a cycling friendly code for all local businesses.

A dedicated online presence and new material to promote the area as a cycling and outdoor hub will be developed. Local communities will be connected both by physical routes and shared involvement. The application includes funding for a unique mapping app to be developed. The creation of a digital mapping system providing a clear interactive map of Pickering and its surroundings with easy to use navigation systems and search facility will allow instant information to be added by businesses enhancing the user experience and promoting local businesses of all natures.

This initiative provides opportunities for new skills, training and business start-ups to be created. This will provide a boost to the local economy through activity which helps both in terms of health and fitness and reduced carbon. We will also carry out feasibility studies to explore improved cycle lanes between places and create cyclist friendly public transport options particularly for the less experienced and disabled.

The programme will deliver four ambitious objectives.

- Build an ambitious vision as ‘Yorkshire’s Cycling Hub ‘to unite the town and deliver a sustainable commitment within local businesses, landowners and communities.
- Re-invigorate the town centre as the base and location for cyclists and families creating a café culture to stimulate new opportunities within the town centre.
- Connect local communities through safe cycling routes, promoting active travel and associated health and carbon reduction benefits.
- Innovate both through a unique digital mapping app and through feasibility studies to create integrated opportunities with local tourism assets such as the North Yorkshire Moors Railway.
- Invest in existing local cycling assets i.e., Newbridge Park to take it from something good to something great
- Incorporate links between Newbridge Park to the Community Park to improve access to both

To achieve this, we will deliver the following activities.

- Building an ambitious vision as Yorkshire’s Cycling Hub
 - Creation of a dedicated online presence and new material to promote the area as a cycling hub.
 - Launch PTCIC to drive community ownership of the vision and ambitions.
- Reinvigorating the town centre
 - Create a new opportunity to provide rental bikes, for both able and disabled cyclists.
 - Stimulate town centre collaboration to provide shared;
 - Secure cycle racks
 - Maintenance/wash stations/E-bike charging points for bicycles
 - Improved signage for cyclists and tourists generally
 - Establishing a cycling friendly code for local businesses
 - Supporting carbon neutral or even carbon negative active tourism with related health benefits.
- Connecting local communities
 - Mapping and promoting safe cycling routes between rural villages, towns and attractions
 - Leverage the Pickering to Malton cycle route creating a link between Yorkshire’s Food Capital and Yorkshire’s Cycling Hub
 - Create formal links to local cycle areas such as Newbridge Park
 - Provide new skills and employment opportunities by training cycle guides
 - Measuring and monitoring air quality
 - Sustainable tourism supporting the economies of Pickering and surrounding villages
 - Work with NYCC Highways department to explore opportunities for new and improved safe cycle routes
- Innovating through digital and feasibility studies
 - Develop a specialist digital mapping system that provides a clear digital, interactive map of Pickering and surroundings with easy-to-use navigation systems and search facility. Allowing a search as

specific as “30-minute walks from here” or “cafe”. Instant information would be overlaid on top of the interactive map allowing for every business/event organiser to upload and maintain information

- Conduct feasibility studies to explore new/improved cycle lanes such as links to local villages using old railway lines
- Undertake a feasibility study to explore opportunities to create one-way cycle friendly public transport tickets to create exciting new routes accessible to less experienced cyclists. E.g. with North Yorkshire Moors Railway one-way ticket to Grosmont and cycle back

Make Newbridge Park (“NP”) -GREAT

See www.newbridgepark.co.uk for details about the facility

NP is operated and maintained by a voluntary group and it is intended to continue in this manner.

However to make this asset into something great and to take it to the next level, investment is needed regarding the trees and tracks maintenance, improved safe links from the Town to NP and given the establishment of the almost adjacent Community Park (which PTC intend to invest a further £200,000 to create a skate board park) links from NP to the Community Park need to be established and built

NP is situated behind Pickering Castle. It has been a very successful off-road cycling area for the local community particularly for young people and is an excellent facility for Pickering.

Unfortunately, the current group of volunteers who established NP and have maintained it over the years is being disbanded. To ensure that this community facility can be maintained and restored as well as improved PTCIC is looking to take over the area if it can ensure that it can raise the capital funding required to do so. The area is currently leased from the Duchy of Lancaster and access to the area is through woodland paths.

The capital funding required for NP includes the following costs

- to manage the mature trees in the area to ensure that the area is safe for purpose,
- improving the cycling tracks which have been worn over many years
- adding a pump track for younger riders in the area
- Lease costs for 10 years to Duchy of Lancaster
- Insurance costs for 10 years re Liability insurance for the area

In addition, there will be ongoing maintenance costs for which PTCIC will need to look for other funding including from bodies such as PTC.

An additional project is to link NP to the Pickering Town Community Park.

At present there is a very poor woodland path which is quite difficult to negotiate which links NP to the Community Park. Given the number of families and young people who now access the Community Park which is expected to increase, particularly with additional facilities being proposed by Pickering Town Council, including a skateboard park in that area it is felt that having a quality safe link between NP and the Community Park would encourage use of both facilities.

In addition to which it would provide an improved and safer access to the Community Park for Pickering residents and visitors. Currently to access the Community Park one needs to walk up the Whitby Road which is a very busy road and in certain areas has cars parked onto the pavement and hence is not feasible for people with pushchairs or wheelchairs. The other alternative is to walk through the housing estate and access through what is known as lovers Lane. If a new and improved access can be made between NP and the Community Park it would provide a more attractive route than the current routes. In order to provide the link between NP and the Community Park a small strip of land of about 150 m would need to be acquired so that the existing footpath can be made both wider and safer to enable people to do this link on foot and/or with pushchairs and bicycles et cetera.

The costs involved for this would include

- the acquisition of the strip of land

- the building of path/bridleway between Newbridge Park and the community park
- tree management of the trees that cover this area

This new improved link would enable people to come up through Pickering town along Castlegate to Pickering Castle and then using the footpaths that circumnavigate the castle get to the junction whereby they could go up through the woods to the community park or along to NP. A safer and more attractive option than the other routes that access the Community Park

2. Governance and Organisation:

PTCIC is newly established

It has the following board of directors- all of whom are local residents

David Beeley - owner of Big Bear Bikes and director of Dalby Forest Cycle Hub CIC

Philip Hall - owner of The Black Swan

John Harrison - Pickering resident

Joan Lovejoy - Pickering Town Council

Mike Potter - Ryedale District Council

Emma Steadman - Pickering Town Council

PTCIC would look to employ a [General Manager] so as to have clear focus on these plans and initiatives and to ensure they are delivered

Summary of governance and management objectives for the next 3 years

2022-2024

Governance area (Eg)	Objectives
Board of Directors	<ul style="list-style-type: none"> ➤ Increase board numbers so that there is board expertise on, what the local business community requires, what cyclists and tourists require, and digital knowledge.
Development of Policies/procedures	<ul style="list-style-type: none"> ➤ Develop governance polices for ➤ Strategy development and alignment ➤ Procurement ➤ HR ➤ Finance ➤ General governance re terms/chairmanship/roles of directors /meetings/ voting ➤ Public engagement
Volunteer development and support	<ul style="list-style-type: none"> • Engage with local related volunteer groups to assist in achieving objectives and to align interests • Engage with local and national organisations such as Forestry England, Cycling UK, Welcome to Yorkshire, Ryedale Cycle Forum, North York Moors National Park Authority, York and North Yorkshire Local Enterprise Partnership, NYCC, Scarborough Ryedale Community Cycling, Ryedale environmental group to align interests and achieve objectives. This list is not exhaustive.
Funding	<ul style="list-style-type: none"> • Explore all funding opportunities to ensure PTCIC is sustainable; this will include grant opportunities, revenue from cycling rentals, business fees for App , general business levies potentially
Operations/staffing	<ul style="list-style-type: none"> • Recruit a [General Manager] as a priority
Pickering In Business	<ul style="list-style-type: none"> • Establish where this organisation is headed to align interests-now disbanded • Discuss ownership and management of “Welcome to Pickering” web site-done and now transferred to PTCIC

3. Partnerships

As noted earlier, PTCIC is a newly Incorporated company. Over the past few months it has worked closely with Ryedale District Council (“RDC”) which supported its bid for the CRF. This was essential as clearly PTCIC has no track record or resources. Going forward it is hoped that PTCIC would continue to work closely with RDC who, particularly through Craig Nattress, has assisted in providing support liaison and direction.

As part of the development for the PCIC CRF bid the board of PTCIC also worked with our local MP (Kevin Hollinrake), York and North Yorkshire Local Enterprise Partnership and Welcome to Yorkshire to help provide direction and support.

Outline partnerships objectives for next 3 years

2022-2024

Area	Objectives
Local Businesses	<ul style="list-style-type: none">• explore opportunities and collaborations with organisations in Pickering and surrounding areas , obviously including those in the hospitality sector but also more wider• attract new businesses to the area particularly those involved with cycling• encourage new businesses to Pickering to reinvigorate the high street and particularly to support tourism
Community Groups	<ul style="list-style-type: none">• Work with relevant community/volunteer groups
RDC	<ul style="list-style-type: none">• Work with RDC to ensure policies/strategy aligned and to garner support and direction eg specific infrastructure such as cycling lanes
Pickering Town Council	<ul style="list-style-type: none">• Work with PTC to ensure policies/strategy aligned and to garner support and direction
NYCC Highways dept	<ul style="list-style-type: none">• Work with NYCC to explore opportunities for improvement/new safe cycleways

4. Facilities:

Currently PTCIC has no facilities or assets

Meetings, due to COVID restrictions, have had to be held by tele conference plus small ad hoc face to face meetings. Going forward it is likely that meetings will be held at The Black Swan which has suitable rooms. Pickering In Business also used to hold their meetings at this venue.

David Beeley; Big Bear Bikes; will accommodate the General Manager

Over the next 2 years if grants are forthcoming then it is anticipated that PCIC could have the following assets

	Number	Potential revenue
Newbridge Park leased from the DofL		Subscriptions to Newbridge Park access
Cycling app	N/A	
Cycle racks		
Cycle maintenance stations		
E Bike charging stations		
Welcome to Pickering web site		Private sector contributions to advertise

5. Programming/ Activity:

Following 3 months of discussions/development; an application for the CRF was submitted on 13th May 2021 by RDC on behalf of PTCIC for a grant of £261,000.

We were advised in late June that this application was shortlisted by NYCC for submission to Government We recently heard that this bid was unsuccessful.

The table below lists the intended developments and activity for the next year

The project will employ Project Officers to develop activities alongside our Delivery Partners. This will be either on a secondment basis (if available within local partner organisations) or as a new fixed term contract.

Ryedale District Council will act as Project Applicant and Accountable Body and offer support as appropriate. The delivery would be through a steering group.

KEY ACTIVITY	DELIVERED BY
Increase membership of PTCIC	PTCIC
Hold inclusive meetings with the local community to discuss objectives/garner support	PTCIC
Contract with an app developer for mapping app	PTCIC
Acquire land to link NP to The Community Park	PTCIC/PTC
Contract to build the Link and make safe the trees in that area	PTCIC
Procure and agree locations for bike racks, agree and procure signage	PTCIC/RDC
Negotiate lease of NP with Duchy and explore options re tree management	PTCIC/Duchy
Recruit and train cycling/walking guides	PTCIC/Project team/Cycling UK
Engage with wellness providers to develop appropriate access systems and marketing	PTCIC/Project team/NHS
Develop plan for 'safe cycle' routes through engagement with stakeholders	RDC/Project Team/Ryedale Cycle Forum
Agree cycle route plans along with planning timeline and cost benefit analysis	RDC/NYCC
Review findings of feasibility study & plan for implementation	Steering Group
Conclude marketing strategy and activities to promote Pickering throughout UK	Steering Group and Project Team
Reinvigorate Newbridge Park, negotiate a new lease with DofL, Manage the related trees and tracks in park and ensure safe links between the Park and the Town and the Community Park	PTCIC ,Steering Group and Project Team

A project engagement plan will be developed to ensure stakeholder and community 'buy-in' and to secure evidence of support for next steps and throughout each stage of the activities via regular briefings.

The results of the research and studies would be presented to public authority meetings to ensure buy in of the local community so that there could be demonstrable support for the next stages of any actions suggested.

Local residents would be encouraged to apply for accreditation as cyclist guides and would have the relevant training and accreditation costs paid for in return for which they would be asked to provide a minimum number of volunteer hours as well as being able to earn fees from providing guided cycling/walking to individuals or groups.

As one of the focuses would be for those with chronic and or age-related conditions that limit mobility and access to cycling then communication with those communities in the area would be focused upon e.g. with hospitals and medical services promoting local first contact physios and care coordinators.

The development of the app, mentioned above, will encourage and promote access to cycling. The app would be innovative and create a pilot for other areas.

6. Covid Statement:

Acknowledging the impact Covid is having and may continue to have and any ways in which the impact will be mitigated or ways in which the organisation will work within any constraints.

7. Grant application

The funds now being requested from RDC are as follows:

Newbridge Park

Management of mature trees in the area to ensure that the area is safe for purpose - £15,000

Improving the cycling tracks and the addition of a pump track for younger riders - £40,000

Lease costs for 10 years to Duchy Of Lancaster - £5,000

Insurance costs for 10 years re Liability insurance for the area - £7,000

Land acquisition to improve access between Newbridge Park and the Community Park - £10,000

Pathway improvements between Newbridge Park and the Community Park/Town Centre - £25,000

New signage - £2,500

Bike maintenance station and tools for bikes - £1,500

PR & website - £5,000

Supportive activity

To complement activity at Newbridge Park additional activity would be undertaken to boost the profile of Pickering as a destination for outdoors activity

Pickering – The Great Outdoors website digital marketing £24,250

10 secure bike stands - £30,000

100 charging units for ebikes - £15,000

Training cycle guides/teachers - £15,000

Setup staff costs to deliver all activity - £50,000

Total £ 245,250

These funds, would ensure that the aim to make Pickering Yorkshires Cycle Hub is sustainable Without this funding it will be difficult, if not impossible, to get this project and its aims delivered.

During this period a long-term plan would be developed to ensure sustainable sufficient funding to support all these initiatives on a long-term basis. The RDC grant would effectively be the seed capital to get these projects up and running.