

POLICY AND RESOURCES COMMITTEE

Thursday 20 June 2013 at 6.30 pm

Council Chamber - Ryedale House, Malton, North Yorkshire YO17 7HH

Agenda

1 Emergency Evacuation Procedure

The Chairman to inform Members of the Public of the emergency evacuation procedure.

2 Apologies for absence

3 Minutes of the meeting held on the 4 April 2013

(Pages 1 - 4)

4 Minutes of the Resources Working Party meeting held on the 4 June 2013

(Pages 5 - 6)

5 Urgent Business

To receive notice of any urgent business which the Chairman considers should be dealt with at the meeting as a matter of urgency by virtue of Section 100B(4)(b) of the Local Government Act 1972.

6 Declarations of Interest

Members to indicate whether they will be declaring any interests under the Code of Conduct.

Members making a declaration of interest at a meeting of a Committee or Council are required to disclose the existence and nature of that interest. This requirement is not discharged by merely declaring a personal interest without further explanation.

PART 'A' ITEMS - MATTERS TO BE DEALT WITH UNDER DELEGATED POWERS OR MATTERS DETERMINED BY COMMITTEE

7 **Appointment of Working Parties**

The Committee is requested to appoint Members to the following Working Parties/Sub-Committee.

a. **Senior Management Contracts Working Party**

The Leader of the Council. Chairman of Policy and Resources, Vice Chairman of Policy and Resources, Chairman of Commissioning Board and the Staff Champion.

b. **Resources Working Party**

Politically proportionate: 5 Conservatives, 2 Liberals, 1 Liberal Democrat and 1 Independent.

Members appointed at Annual Council on 16 May 2013 for the 4 June 2013 meeting were Councillors Mrs Cowling, Acomb, Clark, Mrs Goodrick, Ives, Mrs Keal, Legard, Maud and Woodward.

c. **Sub Committee – Appeals Panel**

Chairman of Policy and Resources, Staff Champion and Vice Chairman of Policy and Resources.

In the absence of any of these Members, the panel to consist of 3 Members to be appointed by the Chief Executive in Consultation with the Chairman of Policy and Resources, or in the Chairman's absence, the Vice Chairman, from the current membership of the Policy & Resources Committee (including any substitute members). The Panel to meet as and when required. Such a panel to consist of two Members of the Conservative Group and one Member of another Group.

Terms of reference of the Sub Committee

To determine appeals in relation to the following matters:

- To determine appeals against dismissal on disciplinary cases.
- Any other appeal to Members which is currently within the Council's policies and procedures.

8 **Delivering the Council Priorities - 2013-17** (Pages 7 - 24)

PART 'B' ITEMS - MATTERS REFERRED TO COUNCIL

9 **Tour de France - Financial Contribution** (Pages 25 - 52)

10 **Ryedale Development Fund - Major Projects** (Pages 53 - 70)

11 **Any other business that the Chairman decides is urgent.**

Public Document Pack Agenda Item 3

Policy and Resources Committee

Held at Council Chamber - Ryedale House, Malton, North Yorkshire YO17 7HH
on Thursday 4 April 2013

Present

Councillors Acomb (Chairman), Bailey, Mrs Goodrick, Ives, Legard (Vice-Chairman), Maud and Woodward

Overview & Scrutiny Committee Observers:

Councillors Wainwright, Ward and Windress

In Attendance

Audrey Adnitt, Louise Lunn and Julian Rudd

Minutes

120 **Apologies for absence**

None

121 **Minutes of the meetings held on the 7 February and 14 February 2013**

Decision

That the minutes of the meetings of the Policy & Resources Committee meetings held on the 7 February and the 14 February be approved and signed by the Chairman as a correct record.

122 **Minutes of the meeting of the Resources Working Party held on the 11 March 2013**

Decision

That the minutes of the meeting of the Resources Working Party held on the 11 March 2013 be received.

123 **Urgent Business**

The Chairman reported that there were no items to be considered at the meeting as a matter of urgency by virtue of Section 100B(94)(b) of the Local Government Act 1972.

124 **Declarations of Interest**

No interests were declared

PART 'A' ITEMS - MATTERS TO BE DEALT WITH UNDER DELEGATED POWERS OR MATTERS DETERMINED BY COMMITTEE

125 Overview & Scrutiny Committee Recommendations - Development Workers

Considered – Report of the Head of Corporate Services.

Decision

That the recommendation made by the Overview & Scrutiny Committee in relation to Development Workers be accepted

Reason: Taking account of the additional information presented regarding expenditure on development workers, the Policy and Resources Committee recognises the benefits and financial leverage achieved through these roles.

PART 'B' ITEMS - MATTERS REFERRED TO COUNCIL

126 Ryedale Apprenticeship Project

Considered – Report of the Head of Economy and Infrastructure

Recommendation to Council

That Council is recommended to approve that the Ryedale Apprenticeship Project, as set out in Annex B, be implemented, subject to the following amendments:

1. 'Eligibility for the grant' – Replace first three bullet points with "The scheme will be open to any business that has been established or operational for at least three months in Ryedale."
2. 'Eligibility for the grant' – Add a new bullet point to read, "The following factors may be relevant in considering eligibility: Number of employees; turnover; whether the business has had apprentice/s before."
3. To reflect amendments 1 and 2, amend 'Criteria for the application form' by replacing the first bullet point with: 'Priority to be given to those businesses who have not had an apprentice before or those businesses that, as a result of the funding, can take on more apprentices than they normally would.'

127 **Any other business that the Chairman decides is urgent.**

There were no items of urgent business.

The meeting closed at 8pm.

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Resources Working Party

Held at Meeting Room 1, Ryedale House, Malton
on Tuesday 4 June 2013

Present

Councillors Mrs Cowling (Chairman), Acomb, Mrs Goodrick, Ives, Mrs Keal, Legard and Woodward

In Attendance

Simon Copley, Paul Cresswell, Peter Johnson, Clare Slater and Janet Waggott

Minutes

1 Apologies for absence

Apologies for absence were received from Councillors Clark and Maud.

2 Minutes

Decision
That the minutes of the meeting of the Resources Working Party held on 11 March 2013 be approved and signed by the Chairman as a correct record, subject to amending the decision for minute 91 (The Living Wage) to read, "That the current position on the Living Wage be noted".

3 Urgent Business

There were three items of urgent business which the Chairman considered should be dealt with as a matter of urgency by virtue of Section 100B(4)(b) of the Local Government Act 1972 (as amended):

- Contribution towards staging the Tour de France
- Substitutes
- Timing of meetings

4 Declarations of Interest

The following interest was declared:

Councillor Mrs Goodrick declared a personal non-pecuniary but not prejudicial interest in agenda item 5 (Budget Strategy Report) as the Council's representative to the Citizen's Advice Bureau.

5 Budget Strategy Report

Considered – Report of the Corporate Director (s151).

Decision

- (i) That the financial forecasts for the Council to 2020 be noted;
- (ii) That the Service Cuts information be noted;
- (iii) That the future options for service delivery by the Council be noted.

6 CCTV Provision

Considered – Report of the Corporate Director (s151).

Decision

- (i) That the current position in respect of the CCTV service be noted;
- (ii) That the options for going forward be noted.

7 NNDR Relief - Potential Policy

Considered – Report of the Corporate Director (s151).

Decision

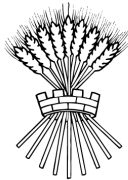
That the proposal for NNDR Rate Relief to aid new local businesses and business growth be noted.

8 Any other business that the Chairman decides is urgent.

There were three items of other business:

- (i) It was reported that North Yorkshire County Council had requested a £10k contribution towards the staging of the Tour de France and that a report would be taken to the Policy and Resources Committee on this matter;
- (ii) Members were asked to consider nominations for substitutes for the Working Party, for appointment at the next meeting of the Policy and Resources Committee;
- (iii) Members were asked to consider the timing of future meetings of the Working Party for consideration at the next meeting of the Policy and Resources Committee.

The meeting closed at 5pm.



PART A:	MATTERS DEALT WITH UNDER DELEGATED POWERS
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	20 JUNE 2013
REPORT OF THE:	CHIEF EXECUTIVE JANET WAGGOTT
TITLE OF REPORT:	THE COUNCIL'S PRIORITIES 2013-17
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to present the delivery against the Council's priorities in 2012/13 to Council, summarise the challenges facing the Council for the next 12 months and to reaffirm the Aims and Strategic objectives of the Council Plan for 2013/14 within this context.

2.0 RECOMMENDATIONS

- 2.1 That members note the progress made by the Council in delivering its priorities in 2012/13 and agrees the challenges to be faced in 2013/14.
- 2.2 That members support the Aims and Strategic Objectives of the Council Plan for 2013/17, for agreement by members at Council.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 Members of the Council review the progress being made in delivering the Council's priorities at every committee cycle. This report is the annual review and is an element of the Council's performance management arrangements.
- 3.2 The Council Plan sets the strategic priorities for the Council for 2013 to 2017. The aims and strategic objectives are reviewed by members annually.

REPORT

4.0 BACKGROUND AND INTRODUCTION

4.1 The Council adopted a set of priorities in March 2009 in the Council Plan 2009-13, and reaffirms the Aims and Strategic Objectives annually. The Council Plan has been revised following a full review of the plan and the Council's delivery of its priorities

undertaken in 2012/13. A review has also been undertaken of the economic, social and environmental context in which the Council is operating, with particular reference made to the information resulting from the 2011 Census.

5.0 POLICY CONTEXT

- 5.1 The Council Plan is the key policy statement of the Council and is complimented by other plans such as the Financial Strategy and Service Delivery Plans and strategies. Links to these can be found at the end of this report.

6.0 CONSULTATION

- 6.1 The Council engages with the communities it represents throughout the year and the intelligence gathered informs the delivery of the Council Plan and the annual budget process.
- 6.2 This report will be considered by each of the Councils committees ahead of its consideration by Council on 4 July 2013.

7.0 REPORT DETAILS

- 7.1 The Council adopted a set of priorities for 2009-13 which have been reaffirmed by Council annually. A review of the delivery of these, the context in which the Council operates and the challenges faced by the Council has been undertaken and the following priorities are proposed for the Council Plan for 2013-17 :

Aim 1: To meet housing need

Strategic Objectives:

1. To change and add to housing stock to meet the local housing needs
2. To support people to access a suitable home or remain in an existing home

Aim 2: To create the conditions for economic success

Strategic Objectives:

3. Place of opportunity – economic structure and supporting infrastructure
4. Opportunity for people – increasing wage and skills levels through the provision of more and better jobs.

Aim 3: To have a high quality clean and sustainable environment

Strategic Objectives:

5. Reducing waste
6. Planning to adapt to climate change and reducing CO2 emissions
7. To protect and improve the quality of our local environment

Aim 4: To have safe and active communities

Strategic Objectives:

- 8a. Safe Villages and Towns
- 8b. Healthy Villages and Towns

Aim 5: To transform the Council

Strategic Objectives:

9. To understand our communities and meet their needs
10. To develop the leadership, capacity and capability to deliver future improvements

- 7.2 The work undertaken in reviewing the Council Plan includes:
- Review of the Council's performance in delivering its priorities and the key

- performance indicators used to monitor and report performance to members
 - Review of the context in which the Council operates taking into account the recent census data and changes to the information available for comparison of performance
 - Analysis of the feedback received from consultation
 - Consideration of the challenges which may face the place of Ryedale and its communities and the Council itself in the next 5 years
- 7.3 Progress in delivering the Councils priorities is reported quarterly to the Policy and Resources Committee. These reports are complimented by the Revenue Budget Monitoring reports also submitted to the Policy and Resources committee. These reports are available on the Councils website and contribute to the delivery of the transparency agenda for local government.
- 7.4 Attached at Annex A is a summary of the achievements made in delivering the Councils priorities in 2012/13 and at Annex B is the performance information for the 2009/13 Council Plan to March 2013. The set of Key Performance Indicators which are proposed for monitoring delivery of the Councils priorities for 2013 to 2017 is attached at Annex C, including the current level of performance and any trend.
- 7.5 **Challenges for 2013/14**
- Aim 1: To meet housing need**
- a) **Affordable Housing Delivery**
- To maintain delivery of new affordable homes in the current economic climate and remain on target to deliver more than 300 affordable homes between 2011 and 2015. Developments on site are expected to deliver around a further 86 additional affordable units during 2013/14 and 2014/15. Planning permission has been granted for a further 90 affordable homes but these schemes are not yet on site.
 - Maximising income from New Homes Bonus through permissions for new housing
- b) **Private Sector**
- Ensuring successful operation of the Home Improvement Agency Partnership for the benefit of residents and expand the services offered
 - Promoting the refined grants and loans schemes available to improve private sector housing stock
 - Reducing the number of empty properties in the District and maximising income from New Homes Bonus
- c) **Preventing Homelessness**
- Managing the impact of changes to the welfare benefits system on vulnerable residents
 - Completing the new supported accommodation unit in Norton to be opened by January 2014
 - Maintaining progress with the Young Peoples Partnership
- d) **Ryecare Lifeline Service**
- Continue to expand the customer base and services offered by Ryecare
- Aim 2: Creating the conditions for economic success**
- a) To have the Community Infrastructure Levy charging schedule and investment plan in place for April 2014
- b) To have three significant employment sites in progress including:
- a. Relocation of the Livestock Market

- b. Scheme to unlock entrepreneurial talent in northern Ryedale
- c. Extension of York Road Industrial Estate
- c) To have the sites document and the Helmsley DPD prepared to compliment the LDF
- d) To have the LDF core strategy adopted by August 2013
- e) To secure a sustainable future for the Milton Rooms
- f) To complete the Visitor Information Review and streamline the Councils support

Aim 3: To have a high quality clean and sustainable environment

- a) Increase the percentage of recycling collected with the consequential reduction in waste sent to landfill.
- b) To have refreshed the Councils Climate Change Strategy in Line with current Government Policy
- c) Respond to changes in the public health system to ensure that there is the capacity to meet local needs

Aim 4: To have safe and active communities

- a) Respond to the changes which will follow the election of the police and crime commissioner for York and North Yorkshire
- b) Begin the procurement process for the leisure contract
- c) Implementation of the Sports and Active Lives Strategy

Aim 5: To Transform the Council

- a) To maximise the opportunities to achieve efficiencies and meet the needs of customers through the development of the Business Hub
- b) To deliver a balanced budget in 2014/15 and plan for meeting future financial challenges
- c) To meet the ongoing challenges presented to the Council by the finance reforms including localisation of Council Tax, business rates and the implementation of Universal Credit
- d) To prepare for individual registration by April 2014, included delivering the postponed canvass during winter 2013/14
- e) Maintain service standards with diminishing resources

8.0 IMPLICATIONS

8.1 The following implications have been identified:

- a) Financial
There are no new financial implications in considering this report which are not accounted for in the Financial Strategy.
- b) Legal
There are no significant legal implications arising from this report
- c) Other
There are no significant other implications arising from this report.

Janet Waggott
Chief Executive

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Background Papers:
Council Plan 2009 -13

Delivering the Council Plan Reports – Reported quarterly to Policy and Resources Committee

Background Papers are available for inspection at:

www.ryedale.gov.uk

[The Ryedale Plan](#)

The Ryedale Housing Strategy

[The Ryedale Economic Action Plan](#)

The Ryedale Sports Strategy

[Safer Ryedale Partnership Plan](#)

[RDC Financial Strategy 2013 -17](#)

Service Delivery Plans are available on Covalent

Performance reports are presented to P and R at every committee and can be found on the Councils website.

Aim 1: To Meet Housing Need**a) Affordable Housing Delivery**

The Council has an annual target of 75 new affordable homes – around a third of the new homes planned each year for Ryedale. 94 new affordable homes have been completed, the highest delivery across North Yorkshire in 2012/13. This compares to 95 units delivered in 2011/12 and 52 in 2010/11. 337 new affordable homes have been developed over the past 4 years. A total of 208 new homes were completed in Ryedale in 2012/13.

The Council has attracted over £650k of funding from the HCA to fund the development of an extension to Tara Park to provide 7 additional pitches for caravans for members of the Gypsy and traveller community. An additional successful bid was made to the HCA for £262,000 to upgrade the current Gypsy and Travellers site within the district. Work commenced on both schemes in March 2013 and is due for completion at the end of October 2013. Ryedale is currently the only area in North Yorkshire delivering additional provision for members of this community.

b) Bridge House

The Council received an allocation from the HCA through the Homelessness Change programme to replace the existing homeless hostel Bridge House and provide a 14 bedspace new supported facility. This was initially an allocation of £400K however after negotiation with the HCA by council officers an additional £160K was agreed, this will ensure that no additional capital investment will be required

Work has started on site with a completion date scheduled for November 2013 with the new scheme being occupied in December 2013. The new scheme will be named Derwent Lodge

c) Preventing Homelessness

A Single Homelessness Action Plan has been developed for York and North Yorkshire with a focus on those sleeping rough and single homeless clients, for which £289K has been allocated from the Department of Communities and Local Government (CLG) to commission services across the sub region.

The number of homelessness acceptances has decreased from 27 households in 2011/12 to 18 households in 2012/13. 301 households have been prevented from becoming homeless, representing a 54.4% increase over the last 12 months. 100% of homeless cases were assessed within the statutory requirement of 33 days.

The number of households in temporary accommodation has reduced from 10 in March 2012 to 6 in March 2013, this reduction reflects the continued success of the Young People's Homelessness Partnership.

The average length of stay in temporary accommodation has decreased from 21 weeks in 2011/12 to 19 weeks in 2012/13. 31 households have been accommodated in temporary accommodation in 2012/13 compared to 47 in 2011/12.

d) Private Sector Renewal

Ryedale was the only authority in North Yorkshire to make capital resources available from its own reserves for continuing the grants and loans schemes in 2012/13. These fund a range of private sector housing grants and loans to help meet the housing needs

of vulnerable and low income people in private sector housing – be this to get empty properties back into residential use or to adapt homes so that a person can continue to live there as their health and mobility change.

The Joint Home Improvement Agency between Ryedale and Scarborough has been established in April 2012 and delivers the Councils Disabled Facilities Grants Scheme of which 53 were allocated in 2012/13 with a further 17 delivered by RDC being carried over from the previous year.

The streamlining of the grants and loans for private sector housing and additional measures to bring empty properties back into use have resulted in a reduction in the number of empty properties from 348 to 329 between October 2011 and October 2012. This work has a direct impact on the amount of New Homes Bonus received by the Council.

e) Supporting Independent Living

Telecare continues to develop and officers are working closely with health and adult Services to ensure services become more efficient. Ryecare aims to install equipment within 48 hours to ensure clients are able to leave hospital and return to their homes as soon as possible. During 2012/13 we received 117,841 calls for some form of assistance (excluding out of hours calls taken).

f) Supporting those on low income

During the last year the council has helped 3,764 residents to pay their rent. On average we processed and maintained these cases within 20 days. Council Tax benefit has been replaced by the Local Council Tax Support Scheme which was successfully implemented in April 2013. Collection rates for Council Tax have been maintained.

The Council has supported the delivery of significant changes in the benefits system as part of the wider welfare reform programme being implemented by the government. The Council is also managing the impact of welfare reforms on our customers.

Welfare reforms include:

- Transition towards Universal Credit to incorporate the following by 2017:
 - § Income related Job Seekers Allowance
 - § Income related Employment and Support Allowance
 - § Income Support (including Support for Mortgage Interest)
 - § Working Tax Credits
 - § Child Tax Credits
 - § Housing Benefit
- New Local Schemes
 - § Local Council Tax Support Scheme - RDC
 - § Discretionary Social Fund – NYCC
- Phased roll out of the Benefit Cap
- Removal of the spare room subsidy
- Changes to Local Housing Allowance
- Managing the systems to enable implementation of the changes

Aim 2: To create the conditions for economic success

a) Improving Infrastructure

The construction of the Brambling Fields junction improvement scheme started on site in January 2012 and the improved junction opened in September 2012.

b) Local Development Framework

The LDF Local Plan Strategy has been published and submitted to the Planning Inspectorate and the examination report is expected imminently. The Local Plan Sites Development Plan Document (DPD) and the Helmsley Plan DPD are being prepared for publication in 2013/14. The Helmsley Plan will be considered as a consultation draft by the planning committee in June 2013.

c) Community Broadband

The Council is working on a project to ascertain and implement community and business aspirations for Next Generation Broadband across Ryedale, in partnership with NYnet.

d) Supporting the Community and Voluntary Sector

The Overview and Scrutiny Committee undertook a review of the role the Council should play in supporting the Voluntary and Community Sector and the recommendations have been considered by the two policy committees of the Council. Reviews of the funding arrangements with three key VCS organisations have been reviewed ahead of 2013/14, and the funding relationship will be managed by the Commissioning Board.

The Council allocated £247,826 of New Homes Bonus through the Community Investment Fund.

e) Supporting Local Businesses

Ryedale has been represented on the LEP and the Ryedale business forum continues to develop.

Continued support for local businesses through provision of advice and application of regulations and with eg compliance with air quality requirements, food hygiene regulations and health and safety at work.

f) Ryedale Economic Strategy

The Economic Action Plan has been agreed by members and priorities include:

Objective A

To have economic structure and supporting infrastructure in place through:

- Provision of Employment land, Work space:
- Consideration of the implications of new housing development to the local economy
- Communications and Transport Infrastructure

Objective B

That there should be opportunity for people and business by:

- Ensuring Ryedale businesses are at the centre of economic development
- Ensuring local people are equipped with the skills required by our businesses
Maintain intelligence base through data and Key Account Management.
- Ryedale Work and Skills Partnership projects
- Supporting the business life cycle
- Developing the RDC Corporate approach to businesses – “Ryedale’s a great place to do business”
- Sector specific support

Aim 3: To have a high quality clean and sustainable environment

a) Waste and Recycling

The Streetscene Team delivered the phased introduction of kerbside recycling for plastic bottles and cardboard for 96% of Ryedale residents in 2012/13.

The level of performance in relation to waste reduction and recycling targets has been maintained in 2012/13 with data to be verified in July 2013.

b) Streetscene savings

Cost savings have been delivered through the use of the new transfer station for dry recyclables (glass, paper, cardboard) on Showfield Lane, in the sum of £250k for 2012/13.

c) Managing the Impact of Climate Change

Reducing Emissions from Council Operations:

The Council has continued improvements to its estate to reduce levels of Co2 emissions as detailed in the table below

Year	Tonnes Co2*	% reduction	1. RDC kwh	2. Pool kwh	3. Staff Miles
2008-9	2004		667,673	804,430	440,595
2009-10	1994	3%	607,306	730,829	408,554
2010-11	1805	7%	466,539	496,791	368,774
2011-12	1697	6%	386,027	483,654	294,165

*Total Carbon Dioxide Emissions are Expressed as Tonnes of CO2

This overall annual reduction has been brought about by a number of changes to the Council's operations and procedures.

The three most significant factors affecting change are:

1. Modernisation of gas fired heating system installed at Ryedale District Council HQ offices.
2. Modernisation of gas fired heating system installed at Derwent Pool.
3. Significant reduction in miles travelled on business by Employees.

Reducing Emissions in Ryedale:

The Council has supported the delivery of 188 Energy Efficiency Grants giving an equivalent reduction in CO₂ emissions of 3180 cubic tonnes.

Reducing the Risk of Flooding

Flood resistance grant schemes have benefited communities at risk of flooding with awards made totalling £127,500 to households in Kirkby Mills and Keldholme, £85,000 for households in Pickering and £50,000 funding from RDC. To date flood resistance measures have been implemented to 35 properties in Kirby Mills, 12 properties in KMS, 6 properties in Pickering and 1 in Fryton and 35 properties in Pickering properties in Pickering.

Air Quality

Air Quality Progress Report submitted to DEFRA with an evaluation of the progress made against the Malton Air Quality Action Plan

Private Water Supplies

Introduced in depth risk assessments leading to the improvement of private water supplies and continued to report back to the Drinking Water Inspectorate on progress made.

Aim 4: To have safe and active communities

a) Investing in Sport and Recreation

A Sports Strategy/Action Plan for Ryedale has been developed for consideration by

Members at Council in May 2013. Adoption of the Sport and Active Lives Strategy may lead to future decisions on the level of investment to be made in the Councils sports facilities.

The successful transfer of the Norton Skate Park from RDC to Norton Town Council was achieved.

b) Maintaining Low Crime Levels

The district continues to have the lowest crime rate of all districts within North Yorkshire and is currently in 1st position within the Most Similar CSP group nationally. The Community Safety Partnership 'Priorities for Action' for 2013/14 are:

- Domestic Abuse
- Safer Roads
- Community Priorities
- Alcohol Harm Reduction
- Community Development

Two of these priorities – Safer Roads and Domestic Abuse - will be delivered through joint Scarborough and Ryedale task groups

c) Food Hygiene Rating Scheme

The successful introduction and implementation of the Food Hygiene Rating Scheme was managed, leading to an improvement in standards at food premises.

Aim 5: To transform the Council

a) Balancing the Budget

Budget savings of over £2.5m have been achieved through service redesign and efficiency savings over the last three years including the one -11, Going for Gold and Round 3 programmes. This included redesign of services, partnership working and maximising opportunities as they present themselves. The budget for 2013/14 was again balanced without an increase in levels of Council Tax or the use of the New Homes Bonus. The approach for the 2014/15 budget and beyond is currently under review.

b) Optimising Technology

Efficiencies were achieved by maximising the benefit of investment in IT and improved systems. This will continue in 2013/14 through the development of services delivered within the Business Hub.

c) Responding to Legislation

The Council continues to work with partners in preparing for the implications of new legislation such as the Localism Act, Police Reform and Social Responsibility Act, Welfare Reform Act and the Health and Social Care Act. The new burdens placed upon the Council as a result of new legislation have been considerable and will continue to present challenges.

d) Bar Coding of Council Bills

The Council has withdrawn from the area offices in the three market towns. The Council achieved efficiency savings in the region of £50k by bar coding all Council Bills and enabling all residents to pay bills at their local retail outlet with a Pay Point presence or at the Post Office, rather than through the area offices.

e) Supporting Democracy

The first Police and Crime Commissioner elections were successfully delivered in November 2012. In September 2012, the Council was awarded Member Development

Charter Status for its work around learning and development for councillors, and this was presented at Full Council in January 2013.

f) **Benefit Fraud**


















A number of successful prosecutions for benefit fraud have been undertaken in partnership with Veritau, and powers vested in the Council by the proceeds of crime act have been used for the first time in Ryedale.



Business Support Hub

The Business support was established in April 2012 with the aims of:












- Optimising technology and systems
- Improving service capacity and resilience
- Driving innovation in service delivery
- improving customer service
- Contributing to the achievement of savings to balance the Councils budget

A key element of the development of the hub was the redesign of the reception area at Ryedale House. This has allowed for the redesign of a number of front of house services and the migration of services to the first point of contact. The work to realise the improvements for our customers through service redesign is continuing.



Aim 1 Housing Need					
Status	Current Value	Last Update	Indicator Name	Improvement	Current Target
	6.9 days	March 2013	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Aim to Minimise	15.0 days
	208	2012/13	Net additional homes provided	Aim to Maximise	200
	96.9%	2012/13	Supply of deliverable housing sites	Aim to Maximise	100.0%
	671	2012/13	Empty Domestic Properties	Aim to Minimise	837
	5.27	2012/13	Affordability Ratio	Aim to Minimise	9.05
	94	2012/13	Number of affordable homes delivered (gross)	Aim to Maximise	75
	301	2012/13	Prevention of Homelessness through Advice and Proactive Intervention	Aim to Maximise	154
	4.00 weeks	Q4 2012/13	Length of stay in temporary accommodation (B&B, weeks) Snapshot	Aim to Minimise	4.00 weeks
	39	Q4 2012/13	Number of Homeless Applications	Aim to Minimise	52
	87.5%	Q4 2012/13	Homeless applications on which RDC makes decision and issues notification to the applicant within 33 working days	Aim to Maximise	100.0%
	26%	2011/12	% of households in Ryedale in fuel poverty	Aim to Minimise	25.4%
Aim 2 Economic Success					
Status	Current Value	Last Update	Indicator Name	Improvement	Current Target
	74.7	2012/13	Employment Rate	Aim to Maximise	73.2
	1.9%	April 2013	Total Job Seeker Allowance Claimants Aged 16 - 64	Aim to Minimise	4.9%
	35.6%	2012/13	% Ryedale population qualified - NVQ4 or equivalent	Aim to Maximise	30.96%
	51.7%	2012/13	% Ryedale population qualified - NVQ3 or equivalent	Aim to Maximise	50.88%
	68.2%	2012/13	% Ryedale population qualified - NVQ2 or equivalent	Aim to Maximise	68.72%
	78.1%	2012/13	% Ryedale population qualified - NVQ1 or equivalent	Aim to Maximise	81.9%
	£395.70	2012/13	Gross weekly earnings by workplace	Aim to Maximise	£430.00

Status	Current Value	Last Update	Indicator Name	Improvement	Current Target
	£399.70	2012/13	Gross weekly earnings by residency	Aim to Maximise	£430.00
	4.7%	Q4 2009/10	16 to 18 year olds who are not in education, employment or training (NEET)	Aim to Minimise	3.9%




Aim 3 High Quality Environment





Status	Current Value	Last Update	Indicator Name	Improvement	Current Target
	-6.66%	2011/12	Household Waste Collection - % change in kilograms per head	Aim to Minimise	0.25%
	51.90%	2011/12	% of household waste sent for reuse, recycling and composting	Aim to Maximise	49.70%
	34.77%	2011/12	% of Household Waste Composted	Aim to Maximise	30.00%
	17.11%	2011/12	% of Household Waste Recycled	Aim to Maximise	20.00%
	-6.0%	2011/12	% CO2 reduction from LA operations.	Aim to Minimise	-3.0%
	1,697	2011/12	Tonnes of CO2 from LA operations	Aim to Minimise	1,750
	72%	2011/12	% of Food establishments in the area broadly compliant with food hygiene law	Aim to Maximise	72.00%
	83.3%	Q3 2012/13	Planning appeals allowed	Aim to Minimise	33.0%
	57.15%	February 2013	Processing of planning applications: Major applications	Aim to Maximise	70.00%
	63.00%	February 2013	Processing of planning applications: Minor applications	Aim to Maximise	80.00%
	77.96%	February 2013	Processing of planning applications: Other applications	Aim to Maximise	93.00%

Aim 4 Active Safe Communities

Status	Current Value	Last Update	Indicator Name	Improvement	Current Target
	29.06	2011/12	All Crime per 1,000 residents	Aim to Minimise	32.24
	22.3%	2012/13	Adult participation in sport and active recreation.	Aim to Maximise	22.6%

Aim 5 To Transform the Council







































Status	Current Value	Last Update	Indicator Name	Improvement	Current Target
	30%	2012/13	Service enquiries resolved at first point of contact (telephone)	Aim to Maximise	40%
	86%	2012/13	Payments made using electronic channels	Aim to Maximise	85%
	91.7%	February 2013	Standard searches done in 5 working days	Aim to Maximise	90.0%




























Status	Current Value	Last Update	Indicator Name	Improvement	Current Target
	98.21%	2012/13	% of Council Tax collected	Aim to Maximise	98.28%
	98.32%	2012/13	% of Non-domestic Rates Collected	Aim to Maximise	97.82%
	46.54%	2011/12	Percentage turnout for elections – District	Aim to Maximise	43.06%
	8.19 days	March 2013	Number of Working Days Lost Due to Sickness Absence	Aim to Minimise	7.50 days

Key Indicators for the Council Plan 2009-13

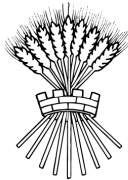
Annex B

Aim 1 Housing Need					
Status	Indicator Name	Improvement	Performance Trend 2009-13	Key Indicator 2013 -17	Comments
	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events - Accumulative			Yes	
	Net additional homes provided			Yes	
	Supply of deliverable housing sites			Yes	
	Empty Domestic Properties			Yes	
	Affordability Ratio			Yes	
	Number of affordable homes delivered (gross)			Yes	
	Prevention of Homelessness through Advice and Proactive Intervention (values and targets are per quarter, not accumulative)			No	Clearer indicators to be used
	Number of current Lifeline users in Ryedale			No	Management Information
	The extent to which older people receive the support they need to live independently at home (Biennial)			No	No regular data since removal of National Indicators
	Percentage of vulnerable people achieving independent living			No	No data since removal of NYLAA
	% Households in Ryedale in Fuel Poverty			No	No data update since 2008
Aim 2 Economic Success					
Status	Indicator Name	Improvement	Performance Trend 2009-13	Key Indicator 2013 -17	Comments
	Total Job Seeker Allowance Claimants Aged 16 - 64			Yes	
	% Ryedale population qualified - NVQ4 or equivalent			Yes	

Aim 2		Economic Success			
Status	Indicator Name	Improvement	Performance Trend 2009-13	Key Indicator 2013 -17	Comments
	% Ryedale population qualified - NVQ3 or equivalent			Yes	
	% Ryedale population qualified - NVQ2 or equivalent			Yes	
	% Ryedale population qualified - NVQ1 or equivalent			Yes	
	Gross weekly earnings by workplace			Yes	
	Average household earnings in Ryedale			Yes	
	Employment Rate			Yes	
	16 to 18 year olds who are not in education, employment or training (NEET)			Yes	
	Number of new business start ups			Yes	Data Only
	Industrial lettings vacancies			No	Management Information
	Footfall - Malton Town Centre			No	No data since 2009
	Visitor figures to Ryedale			No	No regular data source
Aim 3		High Quality Environment			
Status	Indicator Name	Improvement	Performance Trend 2009-13	Key indicator 2013 -17	Comments
	New homes built on previously developed land (was BV 106)			Yes	
	% of household waste sent for reuse, recycling and composting			Yes	
	Residual household waste - kg per household			Yes	
	Improved Local Biodiversity – % of Local Sites where positive conservation management has been or is being implemented. NYCC Level.			No	No data since removal of NY LAA

Aim 3 High Quality Environment					
Status	Indicator Name	Improvement	Performance Trend 2009-13	Key indicator 2013 -17	Comments
	Overall/general satisfaction with local area (Biennial)			No	No data since removal of National indicators
Aim 4 Active and Safe Communities					
Status	Indicator Name	Improvement	Performance Trend 2009-13	Key Indicator 2013 -17	Comments
	Obesity in primary school age children in Year 6			Yes	
	% of parishes covered by a current parish plan			No	Focus for work is to refresh and so levels will remain constant
	Adult participation in sport and active recreation. Sport England Active People Survey-Annual			No	No further data available due to removal of Active People Survey
	Self-reported measure of people's overall health and wellbeing (Biennial)			No	No data since removal of National Indicators
	PcSvy. Residents satisfied with sports/leisure facilities % (was BV 119a)			No	No data since removal of place survey
	Swimming pools and sports centres no of visits per 1000 population			No	New indicators to be established
	Levels of satisfaction with Council sport & leisure facilities			No	New indicators to be established
Aim 5 To Transform the Council					
Status	Indicator Name	Improvement	Performance Trend	Key Indicator 2013 -17	Comments
	Service enquiries resolved at first point of contact (telephone)			Yes	
	PcSvy. Civic participation in the local area (Biennial)			No	No data since removal of place survey
	Top priorities for local people			No	No data since removal of place survey. Qualitative data collected through budget consultation
	Overall satisfaction with the authority			No	No data since removal of place survey

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PART B:	RECOMMENDATIONS TO COUNCIL
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	20 JUNE 2013
REPORT OF THE:	CHIEF EXECUTIVE JANET WAGGOTT
TITLE OF REPORT:	TOUR DE FRANCE – FINANCIAL CONTRIBUTION
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 This report considers a contribution from the Council towards the staging of the Tour De France, Grand Départ in 2014.

2.0 RECOMMENDATION

- 2.1 That Council is recommended to approve a contribution of £10,000 to the Tour De France Grand Départ staging costs in 2014 financed from the unallocated revenue provision.

3.0 REASON FOR RECOMMENDATION

- 3.1 Whilst the event does not pass through Ryedale district, the financial benefits of the event coming to the area as a whole are significant.

4.0 SIGNIFICANT RISKS

- 4.1 The significant risk is reputational should the Council choose not to support this major regional event given that all other North Yorkshire Authorities have committed their support.

5.0 POLICY CONTEXT AND CONSULTATION

- 5.1 Council Aim 2: To create the right conditions for economic success in Ryedale:
- Opportunity for people; increasing wage and skill levels.

Council Aim 4: Active Communities where everyone feels welcome and safe:

- To help all residents to achieve a healthy weight by encouraging an active lifestyle, in communities where everyone feels welcome and safe

Council Aim 5: Transform Ryedale District Council

- Building our capacity to deliver through collaboration and working in Partnership.

REPORT

6.0 REPORT DETAILS

6.1 Welcome to Yorkshire, in partnership with local authorities and other partners in the region, submitted a bid to the Amaury Sport Organization (ASO), the organisers of the Tour de France, to host the early stages of the 2014 Tour de France in Yorkshire. ASO announced on 14th December 2012 that the bid had been successful. On 17th January the proposed routing of the Yorkshire stages was announced.

6.2 The Tour de France is an annual multiple stage cycle race and is the third largest sporting event in the world after the Olympic Games and the FIFA Football World Cup. Most of the stages are held in France, though increasingly two or three stages are held in nearby countries.

6.3 The Tour involves moving, accommodating and feeding over 4,500 people each day. All the start and finish infrastructure has to be quickly taken down, transported to its next location and re-erected. Facilities for journalists and television crews, and transmission need to be moved on. There is expected to be a total of approximately 2,400 support vehicles following the race. 200 journalists from 35 different countries attend the Tour each year. In a typical race the Tour attracts 15 million spectators and on average these spectators travel 130km to see a stage of the Le Tour. They spend an average of 6 hours at a time by the roadside.

Economic Benefits to North Yorkshire

6.4 Hosting an event with the global profile of the Tour de France provides a real opportunity for North Yorkshire. The Tour has the potential to significantly enhance international awareness of this area. It will also encourage more people to cycle more often thereby delivering benefits to the transport network and to public health.

6.5 When London hosted the Grand Départ in 2007 the event generated an estimated £73 million of economic benefit to London and £15 million of economic benefit to Kent. In addition a further £35 million was generated in publicity with over 20,000 pieces of media coverage. Over 3 million spectators attended the event across London and Kent, with more than half of these spectators coming from outside London and another 10 per cent travelling to London from overseas.

6.6 Welcome to Yorkshire anticipates that hosting the race has the potential to surpass the benefits to London in 2007. Some of the key areas of anticipated expenditure include up to £1.8m on accommodation, up to £6m in retail spend per stage, up to £6.2m in food and catering spend per stage and equivalent media value of approximately £15m.

6.7 Although Central Government have awarded funding of £10m for the staging of the Le Tour it is not known at this stage how this funding will be allocated and if it will reimburse the costs incurred by local authorities.

6.8 ASO have entered into a contract with Welcome to Yorkshire alone. Welcome to Yorkshire has entered into this contract with ASO on the understanding that it has a clearly established position with the local authorities involved, including NYCC and the relevant District Councils. The obligations placed upon all the North Yorkshire

Councils is set out in a legal agreement agreed between NYCC and Welcome to Yorkshire.

Contribution to the ASO Staging fee

- 6.9 The ASO staging fee has been shared across local authorities in Yorkshire in relation to the impact and opportunities offered by Le Tour and has been calculated in line with the km of route in the authority area. The contribution required to the ASO staging fee from North Yorkshire is £400,000. The understanding to date is that NYCC will contribute £200,000 and that the other North Yorkshire local authorities will make up the remaining £200,000. Leeds City Council has agreed to act as the administrative body and guarantor for all local authorities involved in hosting the Tour. The proposed contribution for the local authorities in North Yorkshire is set out below. All of the other Authorities have committed to funding the event.

Craven DC	£30,000
Hambleton DC	£10,000
Harrogate BC	£90,000
Richmondshire DC	£40,000
Ryedale DC	£10,000
Scarborough BC	£10,000
Selby DC	£10,000
NYCC	£200,000
Total	£400,000

Legacy

- 6.10 Local Authorities in the Yorkshire and the Humber region have developed a 'legacy strategy' for the region. (Attached in Annex A). Core regional objectives are set out in a broad complimentary framework for each Local Authority area to deliver against. It seeks to address issues faced across the region, including; improving health, the environment and the economy with focus on inactivity, congestion, community engagement, tourism and infrastructure.
- 6.11 The 'legacy' is built around the 2014 Yorkshire Tour de France Grand Départ and aims to achieve increases in cycle usage and improve links to cycling as a sport, the vision being to create a region that will be:

“recognised as a great region for safe cycling, inspiring more people to cycle more often.”

7.0 IMPLICATIONS

- 7.1 The following implications have been identified:
- a) Financial
The cost can be met from the unallocated revenue provision in 2013/2014.
 - b) Legal
There are no significant legal issues around this decision.
 - c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder)
There are no significant legal issues around this decision.

**Janet Waggott
Chief Executive**

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E-Mail Address: Janet.waggott@ryedale.gov.uk

Background Papers:
None.

Realising the legacy of Le Grand Départ – a strategy for cycling in Yorkshire and the Humber



Tour de France Yorkshire logo to be added

**In partnership with Yorkshire and the
Humber Local Authorities and Partners**

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Executive Summary

This document presents a strategy to improve health, the environment and the economy in Yorkshire and the Humber, through the promotion and increased use of cycling, as a transport mode, as a pastime and for sport, in urban and rural areas.

This strategy builds on Yorkshire's hosting of the Grand Départ of the 2014 Tour de France, which presents a once in a lifetime opportunity to raise the profile of cycling in the region. It follows British successes at London 2012 and in the 2012 Tour, which have already brought cycling into the limelight. Cycling's profile as a low cost, low pollution, healthy and enjoyable transport mode has also increased enormously in recent years.

These reasons are amongst those causing a range of local and regional partners to want to come together to present this joint strategy for promoting cycling in Yorkshire and the Humber. By so doing, we will add value to local initiatives to promote cycling by providing strong co-ordinated leadership, by raising the profile of cycling and through sharing information on best practice. Work will be led by the Regional Cycling Delivery Group (RCDG), made up of all participating Yorkshire and the Humber Local Authorities (LA) and key partners.

Our vision is for Yorkshire and the Humber:

"To be recognised as a great region for safe cycling, inspiring more people to cycle more often"

We will achieve this vision by giving people of all ages, abilities and disabilities, whether living in or visiting Yorkshire and the Humber, access to the skills, facilities, equipment and enthusiasm to confidently and safely enjoy cycling.

The vision seeks to get more people in the region cycling more often, whether they are already regular or occasional cyclists, or whether they currently don't cycle at all. It seeks to get more people cycling for whatever purpose, be it as a useful transport choice, as a pastime or for sport, in urban and rural areas.

Achieving this vision will contribute to a broad range of cross-sectoral objectives: for health and wellbeing, for the environment and the economy but also for social inclusion, tourism, transport and sporting success.

The region of Yorkshire and the Humber already has a vast range of excellent events, initiatives and resources in place, as well as examples of high quality facilities and infrastructure that support leisure, utility and sport cycling. However, no area of the region provides everything that could be offered to promote cycling to all types of people. There remains much scope for improving and expanding the opportunities on offer to both new and existing cyclists leading to many people in the region being inspired to start cycling, or cycle more and more often. Evidence from elsewhere suggests that partners are able to encourage and enable them to do so.

To achieve the vision, RCDG members will provide effective, appropriate leadership and investment to deliver improvements in four key types of initiative to promote cycling: increase capacity in communities to encourage cycling, improve infrastructure and facilities, increase skills and confidence to cycle and promote uptake. The initiatives, the benefits they will achieve and how, are shown in the figure below.

Sub-regional action plans will be developed in order to define priorities by LAs and drive action.

Figure 1. Strategy process, objectives and outcomes

Strong leadership and governance, and Appropriate investment			
Partners will provide:	Increased community capacity to promote cycling	Improved infrastructure and facilities for cycling	Increased skills and confidence for cyclists
In order to deliver:	<ul style="list-style-type: none"> Cycling to be widely perceived as a safe, effective, cheap, healthy and enjoyable activity for commuting and leisure Yorkshire and the Humber to be recognised as a great region for cycle sport, cycle tourism and events A broad range of community, public and private sector partners to be effectively working together to promote cycling Everyone in the region to be able to access appropriate equipment to enable them to cycle Everyone in the region to have access to training to give them the skills and confidence to be able to cycle regularly Safe, high quality infrastructure and facilities to enable cycling, appropriate to local circumstances and need, to be provided throughout each local authority area, linking main residential and ingress points to key destinations Local authorities and partners to effectively encourage and facilitate everyone in the region to cycle more often as a mode of transport, for recreation and for sport 		
To meet our objectives:	<ul style="list-style-type: none"> For the proportion of adults residing in each local authority area cycling at least monthly for recreation to be at least five percentage points higher in 2023 than the 2011 baseline, with an interim target of at least three percentage points by 2018 For the number of trips made by bicycle in each local authority area to be at least 20% greater in 2023 than a 2012 baseline, with an interim target of at least 12% greater by 2018 For at least one-third of all cycling activity (for utility, leisure and for sport) to be by women by 2023 For cycle sport to achieve at least the following increases in numbers in the region by 2018 compared to a 2012 baseline: of competitive events, 3%; of non-competitive events, 10%; of number of officials, 10% and number of affiliated clubs, 10% For the number of cyclists killed or seriously injured in road crashes in each local authority area to be lower in each year of the legacy period than the 2010-12 average 		
And our targets:	<ul style="list-style-type: none"> Delivering a regional cycle hire scheme Delivering periodic Tour de Yorkshire events Supporting every large employer and school in the region to have a fully implemented travel plan 		
With key delivery highlights:	<p>Yorkshire and the Humber is recognised as a great region for safe cycling, inspiring more people to cycle more often</p>		
In order to achieve our vision:	<p>As a transport mode</p>		
Which will mean more people cycle:	<p>For leisure</p>		
Which will:	<p>For sport</p>		
Benefit public health	Benefit the local and regional economy	Benefit local and global environments	Benefit social inclusion
			Benefit local and regional tourism
			Benefit transport and help reduce traffic congestion

1 Introduction

This document presents a strategy to improve health, the environment and the economy in Yorkshire and the Humber, through the promotion and increased use of cycling, as a transport mode, as a pastime and for sport, in urban and rural areas.

Why act now?

Yorkshire's hosting of the Grand Départ of the 2014 Tour de France presents a once in a lifetime opportunity to raise the profile of cycling in the region. The race will provide significant benefits to the region; before, during and after its time there. It follows British successes at London 2012 and in the 2012 Tour, and for cyclists in the last three BBC Sports Personality awards; all of which have already brought cycling into the limelight.

Cycling's profile as a low cost, low pollution, healthy and enjoyable transport mode has also increased enormously in recent years. At the same time, the evidence of the benefits of cycling continues to grow, not least from the recent publication of guidance on promoting walking and cycling from NICE¹.

These reasons are amongst those causing a range of local and regional partners to want to come together to present this joint strategy for promoting cycling in Yorkshire and the Humber.

The scope of this strategy

The strategy aims to promote cycling for everyone; residents and visitors, in urban and rural locations throughout the region. It seeks to build much upon Yorkshire's hosting of the Tour de France Grand Départ to get more people in the region cycling more often, whether they are already regular or occasional cyclists, or whether they currently don't cycle at all. It seeks to get more people cycling for whatever purpose; be it as a transport mode, as a pastime or for sport. It aspires to increase investment to encourage cycling, but not at the expense of promoting other healthy or sustainable choices.

It is important to keep in mind that this is not simply a cycling strategy but a strategy to deliver benefits across the region and locally to meet the key themes listed below under the 'Vision' heading by using cycling as a means to deliver these benefits.

The benefits of a regional strategy

Most cycle journeys will continue to be relatively short distance. Local delivery will therefore remain at the heart of work to promote cycling. Strategies and plans to promote cycling, in all its forms, are already in place in many parts of the region. This strategy is intended to promote a region-wide approach in order to add value to existing initiatives by:

- Demonstrating co-ordinated leadership to realise this vision and enabling efficient delivery
- Raising the profile of cycling and helping to influence social norms towards it being a more common transport or recreational choice for more people
- Providing high quality facilities and support, shared across the region or sub-regions, to promote cycling for sport
- Sharing information on best practice, of which much exists within the region
- Harnessing the power of regional, sub-regional or local events and campaigns.

2 The starting line

The benefits of promoting cycling

Investment in cycling has an overwhelmingly strong economic and policy rationale, and can deliver great value for money. It achieves useful contributions towards meeting a broad range of social, environmental and economic policy objectives. The main policy benefits are summarised in this section.

These can be realised whether cycling is promoted for transport, as a pastime or for sport. Moreover, and particularly in comparison with many other forms of transport investment, most initiatives to promote cycling can be delivered quickly and are almost universally well received within target communities.

Cycling benefits health

There is clear evidence that cycling improves public health; that physical inactivity is a key determinant of poor health, and that many people find cycling a good way to get more exercise. NICEⁱⁱ estimates that 61% of adult men and 71% of adult women do not meet the recommended physical activity levels. Many people are at risk of a range of chronic health problems including obesity, respiratory complaints, mental disorders and joint ailments as a result. Increased use of motorised transport modes has been one of the main reasons why activity levels have fallen in recent decades.

However, for many people, cycling is one of the easiest and most acceptable forms of physical activity to incorporate into everyday life. Cycling has one of the best ratings for energy expenditure and calorie burning for a 'moderate' intensity exercise, and is highly recommended for improved health by the Chief Medical Officerⁱⁱⁱ. NICE advocates the implementation of town-wide programmes to promote cycling for transport and recreational purposes, as well as cycle promotion alongside other interventions, to achieve specific health outcomes in the local population.

The World Health Organisation's HEAT (health economic assessment tool) estimates the value just in terms of reduced mortality of a non-cyclist becoming a regular cyclist to be £4,000 over ten years^{iv}.

Cycling benefits the economy

The British Cycling Economy Report^v quantifies the full economic benefit of cycling to the UK economy as £2.9 billion; this encompasses bicycle manufacturing, cycle and accessory retail, employment as well as improved health from increased physical activity. This is stated to be equivalent to £230 of economic benefit from every cyclist every year.

At the local level, cycle improvement schemes are, by transport standards, low-cost and quick to deliver. They also provide exceptional value for money: the Eddington Transport Study, a major UK Government-funded study into links between transport and the economy, concluded that "some of the best projects are small scale, such as walking and cycling schemes"^{vi}.

Cycling supports local economies by increasing and encouraging access to shops and services in local centres. Furthermore, by reducing unnecessary car use, cycling can have positive impacts on congestion and journey time reliability; important factors for promoting business tourism, for successful local economies and attracting inward investment.

Cycling benefits leisure and tourism

Cycling as a leisure activity has boomed in recent years. It is estimated that the UK saw 1.3 million new cyclists in 2010^{vii}. Over 200,000 people took part in Sky Ride events in the UK in 2010, creating a 'vibe' around cycling as an activity that is fun, inclusive and easy to master.

Yorkshire and the Humber is a fantastically scenic place for cycling, and offers a range of terrain to suit cyclists of all types. It has many miles of dedicated cycle routes, including scenic traffic-free paths, quiet roads and lanes, signed on-road routes and themed long-distance routes^{viii}. These attract local people to cycle in their region and tourists to visit from further afield.

Cycling events help to promote cycling and also benefit the region's tourist economy. Dalby Forest, within the North York's Moors National Park, hosted the Mountain Bike World Cup in 2010, which was estimated to have generated £0.63m into the local economy and drew a crowd of nearly 7,000 spectators. Ampleforth hosted the National Road Race Championships in 2012, drawing a television audience of 100,000 due to the high-profile names racing the event, showcasing the Yorkshire landscape. Tourist businesses in the region started reporting increased sales as a result of the Tour de France in 2013 within weeks of the announcement of the route.

Cycling benefits the environment

Motorised transport is a major contributor to the UK's greenhouse gas emissions. One-third of all transport carbon emissions in the UK are generated by short, local trips (less than 10 miles) but, for all but the very shortest, the private car remains the dominant mode of choice.

Poor air quality caused by motorised transport is also a problem in parts of the Yorkshire and the Humber region, resulting in the declaration of Air Quality Management Areas (AQMAs) where pollution standards are exceeded. A regional air quality plan is in place^{ix} for the achievement of the EU air quality limit values for nitrogen dioxide (NO₂).

That road transport is such a large contributor to harmful emissions, combined with the fact that many trips are very local in nature^x, means increased cycling has huge potential to reduce the impact of travel on both the local and global environment.

Any measure to reduce the use of motorised travel will additionally lead to reduced problems of transport noise and community severance.

Cycling benefits social inclusion



Most people can (or could) cycle. Many of those that currently cannot could be given training, equipment and/or support to be able to do so. Cycling provides a low-cost mode of transport, which is particularly important for people that do not have access to a car. It provides significant benefits for children's independency, as well as physical activity. Cycling is thus a highly inclusive transport mode.



Supporting people to cycle in their local communities will help to reduce inequalities across the region, by providing improved access to shops, services, as well as to employment, social and leisure opportunities. Opening up cycling and supporting services to better cater for female, disabled and minority groups through courses, rides, equipment and other activities will aid equality and integration, as demonstrated in parts of the West Yorkshire sub-region.

Cycling offers a relatively low cost opportunity to partake in sport and active leisure and, because of its inclusivity, offers an activity that can be undertaken together, notably by family groups.

Cycling benefits transport

Two thirds of all journeys in the UK are less than five miles in length^{xi}. Local journeys like this can easily be made by bike by many people; five miles is approximately a 30-minute cycle. However, Department for Transport statistics for 2010 show that nationally only 2% of all trips between 2 and 5 miles were made by bicycle, whilst 77% were made by car.

The school run is a major cause of congestion; one in five cars on the road during the morning peak is taking children to school.^{xii} The average primary school journey is less than 1.5 miles^{xiii, xiv}, which is a distance that can easily be undertaken on foot or by bike by many pupils, and research shows that there is appetite for change, with nearly half of all school children wanting to cycle^{xv}, which in turn can help with their health and independence.



This evidence shows the huge potential for cycling to replace less sustainable modes for many journeys; increasing the cycle mode share for local journeys for whatever purpose will help to reduce road congestion, and improve the journey experience for both cyclists and other road users.

Participation and trends in cycling

Five local authorities in Yorkshire and the Humber region are in the top 50 local authorities in England for the proportion of the population that cycle at least once per week (7-11%). Conversely, there are some local authority areas in the region where weekly participation in cycling is very low (only 2-3%)^{xvi}. Even within authorities, the proportion of people cycling regularly will vary substantially between areas.

Recent statistics from the Department for Transport^{xvii} show that the proportion of cyclists in Yorkshire and the Humber who always or usually cycle for recreational purposes is higher than the national average; 82% of cyclists in the region are purely recreational cyclists (compared to 77% in England), whilst the proportion who always cycle for utility purposes is lower than the average (12% opposed to 16%).

There is a correlation between uptake of types of cycling and rurality. Utility cycling is inevitably generally more attractive for more people in urban and sub-urban areas, where journey distances are often short and good facilities can be provided. In rural areas, journey distances tend to be longer and, if on-road, cyclists will commonly have to share roadspace with fast-moving traffic. However, the scenery and topography make many rural parts of the region attractive to leisure and elite cyclists.

There are also large disparities in the types of people that commonly cycle. In particular there is a large gender imbalance; men dominate cycling in the UK, making over 72% of all bicycle trips^{xviii}. In contrast, women cycle much more in the Netherlands, making around 55% of all bicycle trips^{xix}. But change is possible: half of all cycle trips in York are now made by women whilst British Cycling has had much recent success in increasing participation in cycling amongst women, with more than 60,000 more women cycling in the last year and achieving a male:female gender balance on Sky Rides of 60:40.

Recent trends have unfortunately shown an increase in the number of cyclists killed or seriously injured on roads in Britain, with 26% more serious injuries/fatalities in 2011 than the 2005-09 average^{xx, xxi}, and the rate per mile cycled also increasing, albeit at a lower increase of 5% over the same period^{xxii}.

However, it is clear that in many areas and amongst some groups of people there is great potential to get more people cycling more often. Sustrans^{xxiii} and British Cycling^{xxiv} both suggest that cycling rates will typically increase by around 1% per annum in future years, so we anticipate around 10% more cycling would happen in Yorkshire and the Humber in any event by the end of the strategy period in 2023^{xxv, xxvi}. This strategy aspires to increase cycling well above that level.

Partners

There is a wide range of organisations, across all sectors (public, private, social enterprise, voluntary) who are engaged in promoting cycling in Yorkshire and the Humber. All are striving to meet sometimes diverse commercial and social objectives, but through the same shared outcome of more people cycling more often. This strategy will draw on the enthusiasm, knowledge and resource available from these and other partners:

- Local authorities (with cross sector collaboration between transport, health, sport and physical activity, tourism and regeneration)
- Integrated Transport Authorities
- Health sector providers
- Sports partnerships
- Schools
- Travel plan networks
- Cycling clubs
- British Cycling
- Sports England
- Tourism bodies
- Sustrans
- CTC
- Bike shops
- Equipment manufacturers
- Gyms
- Social enterprise companies
- National Park authorities
- Land owners such as Yorkshire Water and the Forestry Commission
- Government departments and agencies, i.e. Highways Agency, Dept for Health
- Local volunteer groups and interested parties

Excellence in promoting cycling

The region of Yorkshire and the Humber has a vast range of excellent events, initiatives and resources in place, as well as high quality facilities and infrastructure to support utility, leisure and sport cycling. Many of these are available across the region, but there are also a number of sub-regional assets and specialisms.

We highlight below some of the areas of excellence in promoting cycling in the region, in order for them to be recognised and celebrated, and which show how cycling can be successfully developed in both urban and rural settings.

Community capacity

Cycling clubs are effective in encouraging many people to take up and continue cycling.

- There are 134 cycling clubs in the Yorkshire and the Humber region
- There are 4,200 British Cycling members in the region (50% of these members belong to a cycling club)
- Ilkley Cycling Club is the largest, most proactive cycling club in the country (with nearly 1,000 members)
- There are over 30 Go-Ride (Young People) registered clubs in the region

Outside these groups, there are many others volunteers and local resources in the region, providing the community capacity to encourage cycling. They include:

- 90 trained ride leaders (Sky Riders) employed on Bradford and Hull Sky Ride programmes
- 87 trained women's Breeze champions
- Over 100 trained commissaire officials who officiate and manage cycle events in the region
- Cycle campaign groups
- Local stakeholder groups
- Community interest companies
- Volunteer guided ride leaders
- 350 network rangers helping keep infrastructure in good condition

Infrastructure and facilities

Good infrastructure for cyclists exists in many part of the region.

- *For utility cycling:* There are examples of excellent infrastructure for utility cycling in the region. Most notably, York has provided ongoing investment in its cycle networks and has been rewarded with a high mode share for cycling and national recognition as great place to cycle.
- *For leisure cycling:* There are areas with excellent off-road infrastructure including canal tow paths, greenways (former rail routes), parts of the National Cycle Network, and the TransPennine trial, all offering wonderful cross-local authority routes and better off-road connections to key destinations.
- *For sport cycling:* Yorkshire and the Humber is home to a range of quality and purpose built cycling facilities to support sport cycling, including an outdoor velodrome, six BMX courses of regional and national standard, two closed road race circuits, three cycle speedways and

established sportive routes. Great trails for mountain biking are available. British Cycling has an ambition to build two new velodromes in Yorkshire. The region also benefits from its sub-regional sporting partnership.

Good examples of signing and route maps exist in many locations, complementing available infrastructure.

Many local authorities and other organisations have ambitious plans to invest in and enhance infrastructure.

Skills and confidence

There are numerous opportunities in this region for people to improve their skills and confidence in cycling. These include:

- Cycle training in schools (Bike It and Bikeability training)
- A cycle sports academy
- Adult cycle training (Urban Cycle Skills)
- Wheels to work initiative
- Women-specific events and support (Breeze network, spin classes and clubs providing women-only rides)
- Cycle maintenance courses
- Guided rides

Many local authorities and their partners promote road safety, which has a key benefit of making cycling more attractive for less confident riders, and measures to reduce cycle theft.

Promoting uptake

Campaigns and events can be highly effective at encouraging more people to cycle more often. Examples within the region include:

- *For utility cycling:* Cycle to work and school challenges, Bike to Work and school weeks.
- *For leisure cycling:* Guided cycle rides, Bradford and Hull Sky Ride events promoting recreational cycling, community events, and festivals, such as the York Festival of Cycling.
- *For sport cycling:* Amateur racing events include criterion cycle races, time trials, hill climbs and sportives (over 20 independently organised sportives run during the summer period). Yorkshire has hosted high-profile elite events including the National Road Race Championships in 2012, the Mountain Bike World Cup in 2010 and various national criterion races.

Many public sector partners and private publishers produce maps and guides to cycling in Yorkshire (printed and on-line), which are helpful to promote all types of cycling.

York's annual Festival of Cycling has proved very successful over the years, featuring stunt shows, stalls and bicycle taster sessions for all ages, abilities and disabilities to try cycling, attracting at least 10,000 families and other non/lapsed cyclists as well as those people that already cycle regularly.

There are also good examples of local sub-regional schemes aimed at encouraging more people to cycle. In West Yorkshire, Metro and the five district Councils of Bradford, Calderdale, Kirklees,

Leeds and Wakefield are working together in a bid to get more people cycling, more often, more safely. As an example, Go-cycling offers a range of free cycling services, including one to one and group training, bike maintenance and group rides.

Investment

The promotion of cycling in Yorkshire and the Humber is funded through a number of mechanisms, including from Local Transport Plans, the Department for Transport (e.g. Local Sustainable Transport Fund projects), British Cycling and Sustrans, along with contributions from commercial suppliers and sponsors. Additionally, the pool of volunteers and local groups provides invaluable resource and time that allows the range of cycling events and initiatives across the region to happen.

However, whilst cyclists in Yorkshire and the Humber benefit from the initiatives listed above (and many others not included in this summary), no area of the region provides everything that could be offered to promote cycling to all types of people. There remains much scope for improving and expanding the opportunities on offer to both new and existing cyclists.

Inspiration

There are many cycling success stories that Yorkshire and the Humber can look to for inspiration. Many are from within the region, and a few of them are highlighted in the text above. Here, however, we highlight some examples from elsewhere, which show that a large sustained increase in cycle use amongst many people can be achieved.

Dedicated investment

Perhaps what is most inspiring is that a 'cycling culture' is not a prerequisite to achieving success. Stockholm, Sweden is an example of how quickly effective action can change attitudes to, and increase use of, cycling in an area that started from a similar baseline to many towns in Yorkshire and the Humber. Whilst the rate of cycling (6% and growing) is not as high as in some other European cities, this has been achieved in a little over ten years. In that time, car traffic stopped increasing, while cycle travel increased by 5% every year.

This was the result of consistent and continuous political leadership. The improvements included cycle network development (both cycle paths and lanes) and extensive roll out of cycle parking. Public and media opinion about the improvements went from sceptical to supportive in less than two years, due to the obvious benefits active travel investment brought^{xxvii}. With strong political will, continued positivity towards cycling and a clear and consistent policy and funding strategy, Stockholm has moved from being a city with relatively low levels of cycling to a place where cycling is normal and popular, and is seen to be the most practical way to travel for many trips.

Closer to home, the City of Edinburgh Council has underlined its on-going commitment to cycling by signing up to the Charter of Brussels for a 15% cycle mode share by 2020 (working from a base of approximately 7% for journeys to work). The Council has set aside 5% of its transport budget for cycling over the next four years to help achieve this outcome.

Meanwhile, and despite the recent well-publicised investment in the 'Boris Bikes' and 'Barclays Cycle Superhighways', the London Assembly is looking to the Mayor of London to double funding for cycling in 2013/14 (to around £20 per capita)^{xxviii}, which is the level of investment it says London needs to match cycling levels evident in leading cycling cities.

Within the region, the City of York has provided dedicated investment in cycle infrastructure over the past decade to develop a quality network of cycle routes and facilities. It has been rewarded for this commitment with high levels of cycling within the city, particularly for utility purposes, and has been rated as one of the top three places to cycle nationally.

Mass participation events

Since 2009, British Cycling and its principal partner Sky have been working together to get more people cycling. The partnership has already achieved its ambitious target of getting one million more people cycling by 2013; one year early. Sky Ride events have occurred in Bradford and Hull, supported by programmes of Sky Ride local led rides, to promote recreational cycling in these areas.



Community-led action

Ilkley Cycling Club (ICC) was re-established in March 2011 and in less than two years has grown to a membership of nearly 1,000 people. This success is no doubt due to the club providing opportunities for all tastes and abilities. It runs a Youth Development Programme for children and provides rides for all levels of cyclists, including women's rides, family rides, social 'all comer' rides (for inexperienced and new cyclists), through to training rides and races for more experienced and competitive cyclists.

Other cycling clubs in Yorkshire and the Humber may benefit by adopting ICC's approach by opening cycling up to everyone, attracting new markets of cyclists and boosting membership. This approach will develop more interest in cycling, encourage greater member involvement and thus help to build more capacity within local communities.

Key lessons

The key lesson from these case studies (and other successful examples where cycling levels have been significantly increased) is that concerted effort over time is required to develop infrastructure and encourage people to use it. Dedicated leadership and good joint working between partners with shared aims is paramount. The coming together of local authorities and partners in Yorkshire and the Humber to develop and promote this strategy is evidence of a good basis for achieving strong regional leadership and dedication to promoting cycling across the region.

The success stories show that investment is required, but that good value can be achieved for relatively modest sums. There is great potential from realigning existing spend rather than an automatic dependency on new funding. The partnership approach of this strategy also provides increased opportunity to attract other funding including from central and European Government and the private sector through joint funding bids.

Overall, these examples show that it is possible to substantially increase cycling in every setting.

3 A vision for cycling in Yorkshire and the Humber

Based on the background outlined above we aspire for Yorkshire and the Humber:

“To be recognised as a great region for safe cycling, inspiring more people to cycle more often”

We will achieve this vision by giving people of all ages, abilities and disabilities, whether living in or visiting Yorkshire and the Humber, access to the skills, facilities, equipment and enthusiasm to confidently and safely enjoy cycling in the region, for whatever purpose.



Objectives

Our shared objectives to meet the vision for cycling in Yorkshire and the Humber are for, by the end of the strategy period in 2023:

- Cycling to be widely perceived as a safe, effective, cheap, healthy and enjoyable activity for commuting and leisure
- Yorkshire and the Humber to be recognised as a great region for cycle sport, cycle tourism and events
- A broad range of community, public and private sector partners to be effectively working together to promote cycling
- Everyone in the region to be able to access appropriate equipment to enable them to cycle
- Everyone in the region to have access to training to give them the skills and confidence to be able to cycle regularly
- Safe, high quality infrastructure and facilities to enable cycling, appropriate to local circumstances and need, to be provided throughout each local authority area, linking main residential and ingress points to key destinations
- Local authorities and partners to effectively encourage and facilitate everyone in the region to cycle more often as a mode of transport, for recreation and for sport

Targets

We set ourselves the following targets for achievement during the strategy period:

- For the proportion of adults residing in each local authority area cycling at least monthly for recreation to be at least five percentage points higher in 2023 than the 2011 baseline, as measured by the Active People Survey, with an interim target of at least three percentage points by 2018^{xxix}
- For the number of trips made by bicycle in each local authority area, as measured using local data collection processes, to be at least 20% greater in 2023 than a 2012 baseline, with an interim target of at least 12% greater by 2018
- For at least one-third of all cycling activity (for utility, leisure and for sport) to be by women by 2023
- For cycle sport to achieve at least the following increases in numbers in the region by 2018 compared to a 2012 baseline: of competitive events, 3%; of non-competitive events, 10%; of number of officials, 10% and number of affiliated clubs, 10%
- For the number of cyclists killed or seriously injured in road crashes in each local authority area and as monitored by the authorities to be lower in each year of the legacy period than the 2010-12 average.

Delivery highlights

Amongst other elements, described in the next section, we commit during the strategy period to:

- Delivering a regional cycle hire scheme
- Delivering periodic Tour de Yorkshire events
- Supporting every large employer and school in the region to have a fully implemented travel plan.

4 Enablers of change

In this section, we outline the key types of actions that will enable local authorities and partners, between them, to deliver the vision and objectives described in this strategy. These will be a combination of many well proven interventions with some innovative approaches.

It will be for local stakeholders to decide which measures are most needed in which setting within the region and, as such, sub-regional action plans will be developed to support this vision. They will need to be tailored to a broad range of socio-demographic, topographic and other factors, in addition to an understanding of the baseline provision of infrastructure, promotion and capacity to support cycling in those locations. In every case, the opportunity for promoting cycling brought by the 2014 Tour de France will be maximised.

Leadership and governance

There is clear evidence that effective work to promote cycling requires strong leadership over an extended period^{xxx}. The partners promoting the vision for cycling in Yorkshire and the Humber will therefore provide consistent and high-profile leadership and co-ordination to ensure their activities, and those of others, will influence and support this legacy and what it aims to achieve.

Effective regional, sub-regional and local governance arrangements will underpin this leadership and ensure value for money is delivered. Partners will support, and be supported by the RCDG, who will help co-ordinate activity, share best practice and evaluate outcomes.

A Regional Cycling Delivery Group will co-ordinate activity and share best practice

The RCDG will report to a CEO Steering Group via its chair, the CEO for the City of York Council, supported by the programme director who will provide guidance on setting strategic outcomes and ensure appropriate allocation of resources. Local delivery groups, comprising representatives of local authorities and other stakeholders, will coordinate and drive local action, informed by sub-regional and local action plans that support this strategy.

Sub-regional and local plans will determine local delivery priorities

These working arrangements and responsibilities will be underpinned by a Memorandum of Agreement, which all partners undertake to support.

Partners will embed the objectives of this action plan within their relevant policies and plans, relating them as appropriate to key corporate outcomes (including for improvements to health, the environment and the economy).

To ensure that the outcomes of this strategy are measured, and that lessons to improve delivery are learned during the strategy period, we will maintain and on-going research strand. This will collect and/or collate relevant data on use of and attitudes to cycling in the region.

Investment

Investment of funds and time is required for the vision to be achieved, though this should not be at the expense of other good value initiatives to promote other active and sustainable travel choices, or other essential works as the partners see fit.

Partners will align their policies and plans, capital and revenue budgets for transport, place-making, health improvement and other relevant programmes in order to ensure they are appropriate to

meet the objectives of this strategy and their own local objectives and needs. Partners will seek opportunities to attract additional funding or benefit in kind from outside organisations including charitable, private and governmental, in order to add further value to their own investment.

Partners will also seek to identify and realise opportunities to provide further value by their own investments being matched (by inputs of funds and/or time) by other partners.

Partners will share funding where appropriate, particularly to facilitate campaigns or events that have benefit across the region or within sub-regions.

Increasing community capacity

Volunteers and social enterprise groups do much to promote cycling, through their work as trainers, group leaders and in many other roles. Support from public and private sector agencies can increase the capacity of the community to promote cycling and so be a good value way to meet objectives. Sharing best practice and inspiring local communities to deliver results should be prioritised to get more people in Yorkshire and the Humber to safely cycle, more often.

The development of cycling clubs, both recreational and competitive, is vital to ensure a lasting legacy for this and future generations. By catering for all disciplines and all levels of cyclists, clubs will attract new markets, boost membership and be one of the key under-pinning motivators and facilitators to increase cycling. This in turn can generate more local involvement and thus build capacity within local communities. Partners will support this voluntary base to ensure that local people are able to cycle more proficiently and safely and have more opportunities for their needs and abilities.

We will support community-led activity to promote cycling

Partners will consider the various offers available through British Cycling's programmes. These include training opportunities for local people to become Sky Ride leaders or Breeze Champions, and developing the skills set in local communities to promote cycling. Similarly, British Cycling's Go Ride initiative provides structured training and coaching opportunities for young people to develop their skills and supports them in accessing a quality club environment where they can develop their interest and progress through a competitive structure. The Go Ride system has been responsible for discovering and developing many of today's cycling superstars.



The Go Ride system has been responsible for discovering and developing many of today's cycling superstars.

Unlocking the full potential for community-led activity to promote cycling may require some funding, but also potentially training and administrative support for individuals and groups.

Improving infrastructure and facilities

The provision of good quality infrastructure is critical in order to encourage and facilitate more people in Yorkshire and the Humber to safely cycle, more often. Partners will take advantage of opportunities to expand and improve local cycle networks, cycle parking provision and sporting facilities wherever possible.

We will encourage every large scale employer and school to have an effective travel plan in place

Understanding where people want to go will ensure that cycle networks connect communities to employment, education and leisure activities. Local authority partners will use their ability to influence journey patterns over time through their planning policies to make them more attractive for cycling.

All good networks have high quality, appropriate and well maintained infrastructure. Journey quality and experience must be at the heart of this, to ensure that cycling is easy, enjoyable and convenient, whether it is for leisure or utility purposes, where possible. Providing cycle lanes as a dedicated road-space to cyclists is often favourable, but quality traffic-free cycle routes can be even better.

However, work must recognise that dedicated infrastructure cannot be provided everywhere and that many cycle journeys will continue to make use of streetspace shared with other users (motorists and pedestrians). Effective design and maintenance of these spaces can do much to make cycling more attractive. Slowing traffic (for example with 20 mph limits) can help attract cyclists that are otherwise fearful of sharing roadspace with vehicles. Conflicts with other road users (including pedestrians) must be avoided wherever possible, and managed by changes to infrastructure and to road users' understanding of each other.



Quality signage and maps add to the user's experience, while effective maintenance of existing infrastructure is essential if its benefits are to be sustained. All this needs to be underpinned by a good school and workplace travel planning service to encourage their staff and pupils/families to travel more sustainably and, where possible, providing match-funding opportunities. Partners will encourage every large scale employer to have an effective travel plan in place, tied into their corporate social responsibility objectives.

Good quality and, ideally, covered and secure cycle parking should be available at key trip attractors. Shower, locker, and drying facilities should be available in workplaces where possible so that cycling to work can be integrated into employees' daily lives.

The availability of facilities to meet the needs of competitive cyclists at a local and regional level will be reviewed, with new facilities scoped and improvements made to existing venues where appropriate.

We will develop a regional bike hire scheme

Although a large proportion of residents of the region do have access to a bike that is suitable for their needs, by no means all do. Public cycle hire schemes are becoming more prevalent in towns and cities in order to promote recreational and utility cycling; partners will develop a regional bike hire scheme as part of plans to enable every person in the region to have access to appropriate cycles. This may be done via connecting and sign posting to existing cycle hire facilities and/or a regional scheme.

Increasing skills and confidence

Partners will look to increase the skills and confidence of new and inexperienced cyclists, by providing training and opportunities for more people to ride, and to do so confidently. Retraining/refresher skills are often needed for people who have not ridden for a long time.

Every person in Yorkshire and the Humber will be given the opportunity to access a bike and training to use it. This could be facilitated through community events, networks, skills training, cycle maintenance training and guided cycle rides for all ages and abilities.

Every person will be given the opportunity to access a bike and training to use it

Focused training opportunities can be provided for target growth markets, likely to include women, older people, people in deprived areas and minority ethnic groups and for people with disabilities. Children especially will be targeted through cycle proficiency training, e.g. in schools. Partners will, in particular, strive to reduce the current gender imbalance in cycling in the region, with the aim of getting equally high numbers of women and men cycling.

Any training or support must be targeted to the needs of the individual. For some target groups (notably children who are aspiring to cycle independently) giving confidence to carers that cycling is safe can be a key enabler of change, supported by the provision of off-road/quiet street cycle infrastructure. Indoor spin classes are an increasingly popular way to get fit and continue cycling when weather conditions are less



favourable for cycling outdoors. Targeted programmes to promote cycling by women have proven particularly popular. This includes British Cycling's Breeze network, designed to encourage women to start cycling for fun and to provide ongoing support to increase confidence about riding a bike.

Work to promote cycling should be backed up by marketing and road safety campaigns to increase awareness, dispel negative perceptions and engender better respect between all road users.

Promoting uptake

On-going work is required if potential users are to see cycling as a safe, convenient and enjoyable activity. Campaigns and events have their role in raising awareness, in helping people understand how cycling is relevant to them and to encourage them to take part.

Individual local authorities, British Cycling, Welcome to Yorkshire and other partners have already taken significant steps to raise profile and participation in cycling. As examples, mass participation cycle rides and cycling festivals are tried and tested events that encourage thousands of local people to engage with cycling, as demonstrated in Bradford and Hull which have attracted large numbers of new cyclists to take part in their Sky Ride events. Through a national, high profile marketing campaign, Sky Rides inspire local communities to get out and have fun cycling in a safe, traffic free environment.



Due to the growing popularity and interest in cycling at all levels, British Cycling is increasingly being approached by major cycle sponsors to identify locations and hosts for new cycle races. Hosting a

race series or large cycle sport event can inspire local people to get out on their bikes more often. British Cycling calls this “inspiration to participation”.

The dovetailing of elite events with those for amateur sport and less formal family events provides a good opportunity to cascade uptake throughout the population. The ‘Olympic effect’ has led to 20% of Londoners saying that they would like to cycle more^{xxxi}. Partners will therefore use the great opportunity of the Tour de France 2014 to organise a programme of Tour de Yorkshire cycle-promotion events, rides and races to take place before, during and after the time that the race is in the region. These will be targeted at a wide-ranging audience.

A series of Tour de Yorkshire cycle-promotion events, rides and races will be organised

Social marketing campaigns can help encourage people to cycle more. If carefully targeted to the needs of the audience they can deliver exceptional value towards objectives. Campaigns can be delivered through both mass media (billboards, local radio, etc) and individualised approaches (at schools, workplaces, within residential communities). Lead responsibility of this will rest with Welcome to Yorkshire.

Health referrals/signposting is another important tool to increase uptake in cycling as a measure to improve health for inactive and needy individuals, and partners will identify how best their use can be increased. Implementing and monitoring travel plans at key locations (schools, businesses, rail stations, etc) will also be a key tool to ensure that everyone feels part of the bigger, regional picture and doing their bit to travel sustainably around their home town or city.

In Summary

Effective promotion of cycling as a transport mode, for leisure or for sport, requires a balance of infrastructure, training and promotion. Different people, in different settings, will require a different balance of these to be targeted at them if they are to cycle more often. However, if this correct balance is achieved, promoting cycling is a low cost approach to providing great value in achieving a range of important outcomes; for health, for the economy and the environment.

5 Actions

This strategy will be delivered through implementation of sub-regional plans, each of which will reflect local needs and opportunities. Detailed actions will therefore be listed in those documents.

However:

- In the short term, partners will:
 - Collate evidence of the key strengths, weaknesses and opportunities for promoting and facilitating increases in cycling within their area/sphere of influence
 - Identify what proportion of transport capital budget and related revenue budgets is currently dedicated to cycling in their area
 - Review their capital and revenue investment programmes to identify potential opportunities for refocusing to better meet shared objectives
- In the medium term, partners will develop detailed, costed and funded action plans that will identify the best value enablers of change in the region, sub-regions and local areas. These will outline, amongst other items:
 - What local priorities need to be addressed to best meet the objectives of this strategy
 - Identify what improvements to cycling networks and facilities should be prioritised
 - A communications and marketing strategy, which will ensure that co-ordinated messages are presented to best effect, creating a growing culture of cycling across this region following that which we see in other European towns and cities
- In the long-term (starting towards the latter part of 2013 and then beyond), partners will deliver the action plans, capitalising on the opportunity of the Tour de France 2014 to achieve the shared vision and objectives for cycling in Yorkshire and the Humber.

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^{xviii} National Travel Survey, Table NTS0609 Bicycle trips by age and gender: Great Britain, 2008/10.
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^{xix} Grous, Alexander (2011) *ibid*

^{xx} Table RAS30061, Reported Road Casualties in Great Britain: 2011 Annual Report, DfT.
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/9274/rrcgb2011-01.pdf

^{xxi} The increase in casualties in the Yorkshire and the Humber region is lower than the national average, but the 2011 total was still nearly 7% greater than the 2007-09 mean

^{xxii} Table RAS30065. *Ibid*

^{xxiii} <http://www.sustrans.org.uk/assets/files/general/Economic%20appraisal%20of%20local%20walking%20and%20cycling%20routes%20-%20methodology.pdf>

^{xxiv} http://corporate.sky.com/documents/pdf/publications/the_british_cycling_economy

^{xxv} The marginal compound effects are ignored

^{xxvi} We note that the DfT in WebTAG anticipate a lower do-minimum annual growth in cycling of 0.25-0.52% per annum (equating to 2.5-5% growth over ten years) but we suggest that the 1% per annum growth forms a more reasonable baseline

^{xxvii} Sustrans Scotland & Transform Scotland Trust (2010) *Civilising the Streets: How strong leadership can deliver high quality of life and vibrant public spaces* —
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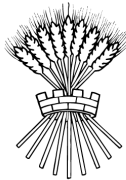
^{xxviii} London Assembly (2012) Gearing up - An investigation into safer cycling in London

^{xxix} Recognising that more of the growth should be achievable in earlier years of strategy delivery, coinciding with the opportunity given by the Tour de France

^{xxx} For example in 'Civilising the Streets'. *ibid*

^{xxxi} London Assembly (2012) *ibid*

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PART B:	RECOMMENDATIONS TO COUNCIL
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	20 JUNE 2013
REPORT OF THE:	HEAD OF ECONOMY AND INFRASTRUCTURE JULIAN RUDD
TITLE OF REPORT:	RYEDALE DEVELOPMENT FUND – MAJOR PROJECTS
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To consider the allocation of the £100K 'Major Projects' element of the Ryedale Development Fund (RDF) towards the cost of required investigatory work and project development to advance major capital projects (with employment and economic benefits) to the point of construction.

2.0 RECOMMENDATIONS

- 2.1 That Council is recommended to approve that:

- (i) subject to the specified conditions being met, delegation be granted to the Head of Economy and Infrastructure, in consultation with the Chairman of the Policy and Resources Committee, to award up to £25K of RDF Major Projects funding towards the progression of each of the following initiatives:
 - a) Malton Livestock Market
 - b) Milton Rooms improvement
 - c) FERA Applied Innovation Campus; and
- (ii) that a report be presented to a future meeting of this Committee to consider the remaining funding for the deferred projects; Employment Land at Pickering, Investigation of a Kirkbymoorside Engineering Park, High Speed Broadband to Ryedale Business Parks and the Expansion of Derwent Training.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 The 7 March 2013 meeting of Council resolved "That Council approve that RDF funding be allocated for the following:
- a) Ryedale Employment Initiative £150K
 - b) RDC Apprentice Scheme £100K

c) Ryedale Business and Skills Initiative £20K

d) Ryedale Major Projects £100K;...and...

that (iv) RDF funding towards the development of 'Ryedale Major Projects' be considered through a report to a future meeting of the Policy and Resources Committee, with a recommendation to Council."

3.2 The potential uses for 'Major Projects' funding that are considered in Annex A reflect this resolution, taking account of the recently agreed Ryedale Economic Action Plan and discussions with potential partner organisations. These also take account of national and local initiatives and opportunities. The list of potential projects to be considered through this report was agreed by 7 March Council.

3.3 The projects that are now being recommended for funding allocation or for deferment for further information are those that deliver the highest benefits in the context of the likely investment required and the priorities in the agreed Ryedale Economic Action Plan (which are reproduced at Annex B). The selected projects also take account of risks and deliverability.

4.0 SIGNIFICANT RISKS

4.1 These proposals for use of the Major Projects element of the RDF are based upon the assessment of potential projects that is detailed at Annex A. This includes an analysis of major risks for each of these projects, together with potential mitigation measures. Inevitably, given that the major projects funding is for a contribution towards undertaking the necessary investigatory work and project development to advance major capital projects to the point of construction, there is uncertainty and some risk involved.

4.2 Only those projects with an acceptable level of mitigated risk are being recommended for funding towards their progression at this stage. Where the risk could become acceptable on the basis of further information, a deferral is recommended. Where the risk would remain unacceptable in any case the project is not recommended for funding.

5.0 POLICY CONTEXT AND CONSULTATION

5.1 The Council has a corporate aim of creating the conditions for economic success. The detailed approach of the Authority is set out in the Ryedale Economic Action Plan 2012-15 (REAP). This identifies a range of actions under the headline objectives of 'To have economic structure and supporting infrastructure in place' and 'Opportunity for people and business; ensuring Ryedale businesses are at the centre of economic development and local people are equipped with the skills required by our businesses'. The actions from the REAP are attached at Annex B. The REAP was informed by the outcome of consultations with local businesses and organisations during 2012.

5.2 The proposed schemes to take forward under the 'Major Projects' element of the RDF take account of the priorities in the REAP, together with those of the York and North Yorkshire and East Riding Local Economic Partnership (LEP).

REPORT

6.0 REPORT DETAILS

6.1 When Council agreed funding on 7 March 2013 towards the 'Ryedale Major Projects', the accompanying report provided the following explanation of this:

'Ryedale Major Projects

- Working in cooperation with partner organisations, to undertake the necessary investigatory work and project development to advance major capital projects (to provide employment and economic growth) to the point of construction. This detailed information is required in order to establish the costs, viability, deliverability and value of major projects and is also essential in order to make robust bids for funding sources such Growing Places and, if available, the District Council's capital programme. This would fund technical studies and investigations, including transport and highways studies, architectural and design work, site investigations into issues such as ground conditions, ecology, arboriculture, flood risk. It would also be used to fund feasibility investigations, where required. Wherever available, officers would utilise external funding sources to cover such costs, in preference to drawing upon this pot.
- Given the extensive list of potential projects is considered that these should be refined through a further report to a future meeting of this Committee, with a recommendation to Council then made on the spend in relation to this work area.'

6.2 The 7 March 2013 report clarified that the aim should be 'three major schemes in progress by 2015' and that the proposed spending profile of the £100k pot over the 2 year timeframe would be £30K in 2013/14 and £70K in £2014/15. Given the speculative aspects of the investment and the potential for unforeseen information to come forward the general level of risk involved was recognised as being high.

6.3 The potential major projects to be assessed for funding from the Major Projects pot were:

- Bring forward Derwent Park as major mixed use site
- Expansion of Derwent Training to support engineering sector – potential to add managed workspace
- FERA Applied Innovation Campus
- Further A64 improvements – junctions/safety/journey time
- High speed broadband to Ryedale Business Parks
- KMS engineering park
- Malton Livestock Market
- Malton Public Realm
- Milton Rooms as a hub for the creative economy
- Provision of employment land at Pickering
- Public transport facilities at Malton and Norton

6.4 The table at Annex A considers these ten potential major projects in terms of:

- Project Description
- Potential Benefits of the Project
- RDC Role / Input Required
- Current Status
- Next Steps/Tasks
- Indicative Timescales

- Indicative Cost Estimates
- Other Partners/ Contributions
- Major Risks

6.5 On the basis of this information set out in the table at Annex A a recommendation is put forward for each project:

Recommended for funding (subject to specific conditions being met)

- Milton Rooms improvement - *subject to outcomes of options appraisal / business plan and agreement of preferred option, and match funding being available;*
- Malton Livestock Market – *this could take the form of a grant or an 0% interest loan to progress the proposal toward delivery stage (e.g. for funding towards feasibility studies / business planning (if not yet prepared) or towards designs /costings), subject to agreement being reached on which of the two competing proposals should progress and match funding being available.*
- FERA Applied Innovation Campus – *for investment towards the business case to support funding bids for the junction improvement, subject to contributions being agreed by partners, including the LEP, and there being potential for Local Transport Body or similar funding towards the junction improvement.*

Defer for further information

- Employment land at Pickering - *until the need for public sector investment and intervention is confirmed and discussions with landowners have shown there is a deliverable project;*
- Investigation of a Kirkbymoorside Engineering Park - *until agreement is reached with the relevant companies regarding long term expansion plans;*
- High Speed Broadband to Ryedale Business Parks - *until it is clear which areas / sites will benefit from investment by BT / wireless providers;*
- Expansion of Derwent Training - *until agreement is reached with DTA regarding scope of project / identifying appropriate building / works, and match funding being available.*

Not recommended for funding at this time

- Malton and Norton Transport Interchange;
- Malton Public Realm Improvements;
- Derwent Park.

6.6 For both the recommended and deferred projects there is a requirement for some additional information to be gathered before a final decision is taken on how much of the £100k to allocate towards the progression of each project (if any, in the case of the deferred projects).

7.0 IMPLICATIONS

7.1 The following implications have been identified:

- a) Financial
This proposal implements the decision by Council on 7 March 2013 to allocate £100K of New Homes Bonus funding to progress major projects, as part of the Ryedale Development Fund.
- b) Legal
Allocations of funding will need to be in accordance with state aid regulations.

- c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder)
These initiatives seek to enhance economic activity in Ryedale to the benefit of both Ryedale employers and residents, including the vulnerable and isolated.

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Background Papers:
Ryedale Economic Action Plan (extract at Annex B)

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Ryedale Development Grant – Ryedale Major Projects Summary – ANNEX A

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
Derwent Park								
Bring forward Derwent Park as a major mixed use site	<p>Potential benefits include:</p> <ul style="list-style-type: none"> • Over 1200 new houses • (including 400+ affordable homes including homes built to lifetime standards and provision of extra and tele healthcare) • Tech & business park of approx 8 ha • employment development of approx 6 ha • retail development of approx 6 ha • new road access to Norton, via new bridge over River Derwent, removing significant traffic from the historic centre of Malton, • new fully accessible pedestrian/cycle bridge across York to Scarborough Line close to Malton Station and the bus interchange • facilitating a second platform at Malton Station & potentially further development of rail services between York, Malton and Scarborough • redevelopment, including potential remediation, of existing brownfield site • a new primary school • a park / open space 	<p>Facilitating subsequent private sector development by:</p> <p>Continue initial investigatory works to establish scheme costs and risks and viability. Without public sector input the level of risk is preventing private sector investment and progression of the project – to the extent that it is unlikely to come forward.</p> <p>Policy support including reviewing the Ryedale Plan at an early stage / review CIL assessment to include contribution towards enabling infrastructure</p> <p>RDC would almost certainly need to collect CIL contributions to the infrastructure – and apply for substantial financial assistance through Growing Places, LEP single pot etc – for this project to be implemented.</p>	<p>Initial investigatory work with HCA, NYCC and other key stakeholders (eg Environment Agency, Natural England, Highways Agency, Network Rail) undertaken over last 18 months.</p> <p>Significant barriers identified which need to be addressed to facilitate development particularly highways capacity (requiring new bridge over railway and river, level crossing upgrades etc) , pedestrian bridge to create pedestrian/cycle link to town centre, significant flood risk (concerns over flood risk, surface water treatment and hydrology, and costs of mitigation have increased following recent significant flooding events), environmental mitigation (due to proximity to River Derwent SSSI and SAC).</p> <p>The conclusion of recent work with the HCA, NYCC, HA, EA and NE is the current site proposed for the LDF is too small to cover costs of addressing development constraints & infrastructure required. A significantly expanded development area around the perimeter of Norton would potentially be required (potentially forming a southern arc linking York Road, Malton through to Scarborough Road) for the development to be deliverable. In addition, either CIL contributions to the infrastructure – and/or substantial financial assistance through Growing Places, LEP single pot etc – would be required for this project to be implemented.</p>	<ul style="list-style-type: none"> • Establish scale of likely infrastructure and site abnormal costs 	<ul style="list-style-type: none"> • Mid-late 2013 	<ul style="list-style-type: none"> • £50K+ but potential for HCA support 	<ul style="list-style-type: none"> • HCA – to provide key development advice and support, • NYCC – continued liaison with various departments re infrastructure requirements 	<ul style="list-style-type: none"> • Significant estimated costs of infrastructure work - particularly cost of river/rail bridge and access road – and major concerns re deliverability due to crossing of rail line and River Derwent SAC. Road and bridge likely to exceed £25m • Further investigations have resulted in increased cost estimates (eg habitat surveys and/or site investigations likely to require more significant environmental mitigation or remediation works than initially budgeted for, particularly for hydrology) • Failure to secure planning consent following serious objections from statutory consultees (e.g. Environment Agency, Natural England, Highways Agency), Network Rail) • Scale of development required to cover infrastructure costs is too great (ie inappropriate or politically unacceptable). Now a major and likely risk. • Site's abnormal costs deter private developers from progressing site. Now a likely and major risk. • Individual sites are developed in a piece-meal way to avoid significant infrastructure costs – reducing potential to secure S106 / CIL contributions
				<ul style="list-style-type: none"> • Establish scale of development required to cover infrastructure / abnormal costs 	<ul style="list-style-type: none"> • Mid-late 2013 	<ul style="list-style-type: none"> • £20K+ but potential for HCA support 		
				<ul style="list-style-type: none"> • Review CIL assessments to incorporate appropriate contributions towards costs of identified infrastructure 	<ul style="list-style-type: none"> • Early 2014 	<ul style="list-style-type: none"> • To be undertaken as part of CIL preparation – but unlikely to be able to incorporate in CIL until the site is allocated – should that happen. 		
				<ul style="list-style-type: none"> • Seek to have site included as a Strategic Site in an early review of the Ryedale Plan and adopt 	<ul style="list-style-type: none"> • At earliest opportunity - dependant upon progress with delivery of allocated sites – however, the obstacles to development identified in recent investigatory work suggest that an allocation of this land is most unlikely in the near future. 	<ul style="list-style-type: none"> • In order to provide information required before viability and deliverability could be assessed there would need to be a £100K+ investment in analysis of hydrology and many other detailed aspects of the proposal. 		

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
Recommendation: <ul style="list-style-type: none"> • Not recommended for investment from the Ryedale Development Fund - no further investment proposed at this stage • Continue investigations to assess scale of development likely to be required to cover costs of key infrastructure work (ie access road & bridge over railway and River Derwent) plus opportunities to address some infrastructure costs via CIL contributions and financial assistance through Growing Places, LEP single pot etc • Depending on site being shown to be viable and deliverable, consider site for inclusion as a Strategic Site during review of the Ryedale Plan 								
Expansion of Derwent Training Association								
Expansion of Derwent Training Association to support skills in the advanced engineering and other sectors in Ryedale.	<p>Expand DTA floorspace to enable DTA to increase the breadth of courses offered and potentially double numbers of trainees (subject to the right building / site being available). Potential maximum benefits(based on pursuing an option that significantly increases the space and facilities available) include:</p> <ul style="list-style-type: none"> • Additional new apprentices:10 in year 1 then 10 in year 2 and 10 in year 3 • 30 additional apprenticeship places, 10 additional school student places • 30 people helped into jobs over 3 years 	<p>RDC Officer advice & support for DTA to identify and implement most appropriate option/s for expansion</p> <p>Potential development grant towards project development costs</p> <p>Potential capital grant towards expansion - depending proposals and subject to State Aid rules</p>	<p>DTA currently at full capacity at York Road site and need to expand and/or relocate to facilitate further growth.</p> <p>Current site is constrained and expansion in situ can only be relatively limited.</p> <p>Various other sites / buildings under consideration but not clear yet what the scope and nature of the preferred option is, or the extent of the resultant economic benefits.</p>	<ul style="list-style-type: none"> • Identify most appropriate site / building • Surveys/investigations to establish scope of work • RDC & DTA to establish appropriate contractual arrangements / delivery mechanism • Outline designs & planning permission • RDC Consider capital grant • Secure funding from other sources (e.g. Growing Places) • Detailed designs & costings • Procurement • Construction / Refurbishment 	<ul style="list-style-type: none"> • Mid 2013 • Late 2013 • Late 2013 • Early - mid 2014 • Mid - late 2014 • Late 2014 • Early 2015 • Mid - late 2015 	<ul style="list-style-type: none"> • Minimal • £5,000 • Minimal • 40,000 • £50,000 • £500,000 (Possible Capital Grant towards overall scheme costs – subject to State Aid considerations) 	<ul style="list-style-type: none"> • DTA – Lead partner • LNYER LEP • Potential role for Potash Mine grant funding 	<ul style="list-style-type: none"> • Costs of construction / conversion exceed available funding • Benefits may be constrained if can only expand in situ • Disruption to DTA's activities during any expansion/extension or relocation to new facility • Potential to contravene State Aid laws if DTA in receive public grants exceeding 200,000 Euros in value over a 3 year period • Failure to receive planning permission for expansion/new build or change of use <p>If project involves relocation there are also the following additional risks:</p> <ul style="list-style-type: none"> • Inability to identify appropriate relocation site results in project delays and restricts DTA's ability to expand and satisfy demand for training • Failure to agree terms for acquisition of appropriate site (could result in abortive costs if surveys, investigations and designs already undertaken) • DTA fail to realise expected capital from sale of existing site – or disposal takes longer than anticipated – or failure to attract significant external funding e.g. from LEP and others - likely to affect total funding available and/or have a significant cashflow impact. A major risk to project delivery.

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
Recommendation: <ul style="list-style-type: none"> Defer consideration of investment from the Ryedale Development Fund in the form of grant funding (e.g. to progress initial surveys, investigations and outline design work) until agreement is reached with DTA regarding scope of project / identifying appropriate building / works, and match funding is likely to be available. 								
FERA Applied Innovation Campus								
<p>Expansion and development of further employment opportunities at the Food and Environment Research Agency site at Sand Hutton to create a public and private sector 'Applied Innovation Campus', focused on bioscience and food science businesses and agencies. This would be an internationally important facility.</p>	<p>Re-use of existing buildings and further development at this nationally important site could potentially double the employment at the site from 800 jobs currently present. Potential for site to become a unique bioscience and food science campus accommodating FERA and other agencies plus related private research and information to be shared and joint use of specialist equipment and personal. This would be an internationally important facility.</p> <p>The potential benefits of 800 new jobs in Ryedale, predominantly in specialist scientific / knowledge sector, cannot be over stated. This would be of huge significance to Ryedale given low average wage levels and over representation on elementary jobs. This extends the science and knowledge activity out from York towards Malton and Ryedale, with much greater expectation of spin-off benefits for restructuring of the Ryedale economy. This is likely to be the single most significant opportunity for quality new jobs within Ryedale in the next 10-15 years.</p>	<p>Thus far there has been significant RDC Officer advice & active support / participation re expansion proposals- in particular re major upgrade required of adjacent A64 junction and submission of a funding bid to the new NY Local Transport Body.</p> <p>Policy support for expansion within LDF and through development management.</p> <p>Following decision of NYCC to not under-write up to £250K of costs to prepare the full business case for a junction upgrade on the A64, there is a need to fund such costs. Discussions are ongoing with FERA, the LEP and NYCC.</p> <p>There may be need for RDC to contribute towards underwriting these costs. Members will be updated at the meeting.</p>	<p>Site currently represents 27,800 m2 floor area of office and laboratory space. The recent master planning exercise has shown that of the 8 major office and laboratory blocks on the existing site, only 4 are required by FERA due to advances in science requiring less space. In addition, the extensive site can accommodate several new B1 buildings within the current boundary, while maintaining the quality and character of the site. The additional floor space could accommodate a further 800 jobs at the site, taking the total at the site to over 1600 jobs.</p> <p>However, transport analysis showed that the adjacent junction with the A64 had very limited capacity to accommodate the traffic associated with the additional jobs. The upgrading options of a roundabout or a widened A64 plus traffic signals have been estimated to cost around £8/9m, including mitigation works elsewhere on the A64 in this vicinity.</p> <p>Given the strategic importance of the FERA proposal in a county and regional context the LEP has recently earmarked £3m of funding towards progressing the project.</p>	<ul style="list-style-type: none"> Prepare business case for A64 junction improvements for LTB. Submit funding bids for highway improvements Prepare planning application for highway improvements Rationalise site and prepare disused accommodation for the market. Upgrade infrastructure and site facilities as required. Advertise existing blocks and plots for additional buildings and accommodate appropriate businesses and agencies. Implement junction and highway improvements on A64 	<ul style="list-style-type: none"> Within next four months Over next two years Over next two years Over next 5-10 years Within 4 years 	<ul style="list-style-type: none"> £250K (likely to be shared amongst partners) n/a £100K ongoing £8/9m 	<ul style="list-style-type: none"> FERA – Lead partner YNYER LEP York Science Park Science City York York University City of York Council 	<ul style="list-style-type: none"> Funding cannot be assembled for A64 junction improvements and highway mitigation works A64 junction improvements rejected by HA A64 junction improvement prevented or made more costly as a result of site-related issues (e.g. ecology, ground conditions, archaeology etc) DEFRA do not progress the project Demand for additional space lower than anticipated Failure to obtain planning permission for intensified use of site and / or junction improvements
Recommendation: <p>Recommended for investment from the Ryedale Development Fund towards the business case to support funding bids for the junction improvement, subject to contributions being agreed by partners, including the LEP, and there being potential for Local Transport Body or similar funding towards the junction improvement.</p>								

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
High Speed Broadband to Ryedale Business Parks								
Ensure availability of High Speed Broadband at all of Ryedale's Business Parks	Improve access to high speed broadband for businesses based at Ryedale's business parks, benefiting: <ul style="list-style-type: none"> • 18 Business parks enabled with high speed broadband 	Stimulating demand at business parks Lobbying NYnet and Superfast North Yorkshire (SFNY) Potential investment in infrastructure if SNY and commercial ISPs not able to prioritise and PRG funding not sufficient to provide solution to all sites	SFNY is rolling out improved speed broadband to 90% homes and businesses by end 2014, either by BT or by wireless providers. By Summer 2014 we will know which areas of Ryedale remain to be upgraded and can focus resources on these areas.	<ul style="list-style-type: none"> • Continue to work with SFNY to identify areas requiring upgrade • Identify parks where high speed broadband is not available. • Work with SFNY to identify broadband solutions 	<ul style="list-style-type: none"> • Ongoing • Mid 2014 • 2015 	<ul style="list-style-type: none"> • £120K available from PRG for Ryedale specific projects 	<ul style="list-style-type: none"> • NYCC • NYnet • SFNY • Other Community ISPs • Local businesses 	<ul style="list-style-type: none"> • Topographical features may make some areas commercially unviable to upgrade, even with grant support. Each park will be reviewed to ascertain the technical possibilities.
Recommendation: <i>Defer</i> consideration of investment from the Ryedale Development Fund until it is clear which areas / sites will benefit from investment by BT / wireless providers.								
Kirkbymoorside Engineering Park								
Support further development and expansion of engineering employment at existing employers in Kirkbymoorside	Facilitate the expansion of significant engineering employers within the district and potentially facilitating: <ul style="list-style-type: none"> • Up to 3ha (7.4 acres) of new employment land • Creation of 190 to 240 new jobs 	RDC Officer advice & support to existing employers Potentially up-front feasibility work to reduce uncertainty and encourage employers to invest in expansion	Initial review of potential expansion sites undertaken which identifies most appropriate site for potential expansion. Expansion at this location would give rise to Highways concerns re appropriateness of access road. Great Crested Newts (GCN) expected to be present in reasonable numbers so prudent to assume mitigation works to be incorporated into any designs Engineering employers considering options for expansion.	<ul style="list-style-type: none"> • Further discussions with engineering companies to confirm long term expansion plans • Feasibility work to investigate options for mitigating Highways / access concerns re intensification of use of access road. • Phase 1 Habitat Survey (including scoping for subsequent GCN surveys) • GCN surveys, GCN licence and prepare GCN Management Plan (likely to be required prior to finalising mitigation measures) • Prepare outline designs, planning application • Prepare detailed designs 	<ul style="list-style-type: none"> • Mid 2013 • Mid-Late 2013 • Mid-Late 2013 • Early-Mid 2014 • Mid 2014 • Late 2014 	<ul style="list-style-type: none"> • None • £10,000 • £7,500 • £12,500 • £40,000 • £60,000 	<ul style="list-style-type: none"> • The two Kirkbymoorside based engineering companies that jointly occupy this site • NYCC (Highways advice) • LEP??? 	<ul style="list-style-type: none"> • Existing employers relocate/ rationalise production facilities irrespective of progress on/ outcomes of this project • Failure to agree terms for acquisition of site • Feasibility work identifies no or limited opportunities for improved access • Feasibility work results in prohibitively high costs for improved access / habitat mitigation works • Failure to obtain planning permission for expansion of employment land • Presence of GCN dictate timescales resulting in delayed completion

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
				<ul style="list-style-type: none"> Construction 	<ul style="list-style-type: none"> Early-mid 2015 	<ul style="list-style-type: none"> £1,500,000 + 	<ul style="list-style-type: none"> Private Investment? Private Investment? 	

Recommendation:

○ *Defer consideration of* investment from the Ryedale Development Fund in the form of grant funding (e.g. to progress feasibility work, habitat and great crested newt surveys) until agreement is reached with the relevant companies regarding expansion plans

Malton Livestock Market

Support development of new Livestock Market to ensure continuity	Facilitate retention of a Livestock Market within the District: <ul style="list-style-type: none"> farming businesses will benefit directly as a result of: <ul style="list-style-type: none"> Continued availability of essential local facility Reduced travelling time & costs of transport (compared to attending alternative markets) Potentially a greater focus on farmers' requirements as a result of the farmer-led operation of the facility Higher profile market should attract a wider customer base and help farmers achieve the best price for their stock Indirect benefits will include: <ul style="list-style-type: none"> Local food processors, suppliers, retailers, hospitality - will benefit from farmers being able to maximise benefits of local 	Potential project development grant Potential capital grant towards development of new facility Advice/assistance with other funding bids	Currently 2 competing options for provision of new facility – each supported by distinct and competing interest groups. The 'Malton Farmers' Group' proposals would be developed by a farmers' cooperative with a board of directors from the membership. Funding of approx £500k is understood to have been pledged. The 'Malton and Ryedale Farmers' Livestock Company' have set up a company to develop the new facility which would be franchised to the existing auctioneer partnership of Boulton & Cooper Stephenson and Cundalls. Funding of £1.2m is understood to have been pledged (including from the Fitzwilliam Trust	<ul style="list-style-type: none"> Either <ul style="list-style-type: none"> The two groups to agree on preferred solution for new facility OR RDC identifies most appropriate / deliverable option & assists with implementation (represents a risk if two options still progressing in parallel) 			<ul style="list-style-type: none"> Malton Farmers' Group and/or Ryedale Farmers' Livestock Company Fitzwilliam Malton Estate Depending on the approach / site agreed upon: Fitzwilliam Trust Corporation or private landowner 	<ul style="list-style-type: none"> Failure to agree most appropriate / deliverable proposal promoted by competing groups of stakeholders. Failure to present robust and convincing business plan Above failures lead FME to take possession of existing site and commence redevelopment prior to replacement facility being implemented – potentially resulting in permanent loss of livestock market Failure to obtain planning consent for new livestock market Capital costs exceed funding available resulting in a need to borrow capital, repayment of which places a burden on revenue costs and financial viability
				<ul style="list-style-type: none"> Develop feasibility study, outline costs & business plan 	<ul style="list-style-type: none"> Mid-late 2013 	<ul style="list-style-type: none"> £25,000 		
				<ul style="list-style-type: none"> Outline Designs & Planning Application 	<ul style="list-style-type: none"> Early- Mid 2014 	<ul style="list-style-type: none"> £30,000 		
				<ul style="list-style-type: none"> Develop delivery mechanism / organisation structures / legal agreements 	<ul style="list-style-type: none"> Upto late 2014 	<ul style="list-style-type: none"> £10,000 		
				<ul style="list-style-type: none"> Secure funding 	<ul style="list-style-type: none"> Upto late 2014 	<ul style="list-style-type: none"> 		
				<ul style="list-style-type: none"> Detailed designs 	<ul style="list-style-type: none"> Mid 2014 	<ul style="list-style-type: none"> £50,000 		

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
	<ul style="list-style-type: none"> supply chains greater animal welfare enabled by a more modern facility new purpose built facility will provide greater educational / training opportunities – e.g. through links with schools/ colleges significant CO2 savings that result from reduced travelling distances 		Corporation).	<ul style="list-style-type: none"> Site acquisition Procurement Construction of new facility 	<ul style="list-style-type: none"> Late 2014 Late 2014 Early to late 2015 	<ul style="list-style-type: none"> Likely to be donated Minimal £2,500,000 		

Recommendation:

Recommended for investment from the Ryedale Development Fund to progress the proposal toward delivery stage (e.g. for funding towards feasibility studies / business planning if not yet prepared or towards designs / costings), subject to agreement being reached on which of the two competing proposals should progress and match funding being available.

The Milton Rooms

Support development of the Milton Rooms as a hub for the creative economy in southern Ryedale	<p>Economic regeneration benefits include:</p> <ul style="list-style-type: none"> Creation of vibrant theatre/arts centre for the District Potential to act as a southern hub for the creative economy of the District Knock-on economic benefits for Malton Town centre Contribute towards town centre offer and tourism draw Attract more people to Malton – or encourage existing visitors to stay longer / spend more <p>Benefits to RDC include:</p> <ul style="list-style-type: none"> Enable best use to be made of existing RDC asset 	<p>RDC Officer advice & support (on-going), assistance with project development, fundraising, procurement and implementation</p> <p>Grant towards Options Appraisal/ Business Plan (already committed)</p> <p>Potential capital grant towards refurbishment/development plans</p>	<p>RDC have recently carried out a range of essential repairs to ensure the buildings are wind and weather tight and to prevent further deterioration. Significant further works are still required (particularly internally) if the building complex is to be brought back into full use.</p> <p>The Milton Rooms have been allowed to use the Assembly Room Hall and Parish Rooms as changing rooms (otherwise productions would not be possible) but this is not ideal and carries some risks for the Council.</p> <p>RDC already approved a grant of £15,500 towards</p>	<ul style="list-style-type: none"> Agree Head Lease alterations with FME Complete Options Appraisal/Business Plan Next steps depend on outcomes of Options Appraisal / Business Plan Negotiate new lease arrangements with MRCT potentially to include Assembly Rooms Further project & organisational development work, fundraising etc Outline designs & Planning / Listed Building Consent applications Detailed designs Procurement 	<ul style="list-style-type: none"> Mid 2013 Late 2013 Late 2013-early 2014 Early-late 2014 Mid 2014 Late 2014 - Early 2015 Early 2015 	<ul style="list-style-type: none"> £500 (already committed) £15,500 (already committed) Minimal £40,000 £40,000 £100,000 Minimal 	<ul style="list-style-type: none"> Milton Rooms Charitable Trust Prince's Regeneration Trust Arts Council England Architectural Heritage Fund Heritage Lottery Fund Theatre's Trust Malton Town Council Norton Town Council Fitzwilliam (Malton) Estate 	<ul style="list-style-type: none"> Options Appraisal / Business Plan work shows only way for Milton Rooms to be viable is with an on-going RDC revenue subsidy Outcomes of OA/BP lead current Committee Members / Artistic Directors to reconsider their positions – potentially leading to a significant loss of drive / commitment and ability to progress project Failure to secure sufficient match funding to deliver recommended scheme Failure to secure landlord's approval (from FME) for any proposed alterations/extension Failure to secure Planning and Listed Building Consents
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Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
	<ul style="list-style-type: none"> Bring currently redundant buildings back into full use (Assembly Rooms & Caretaker's Cottage) Opportunity to secure external grant funding towards the work Potentially reduced maintenance liabilities and reduced risks for RDC Greater certainty regarding long-term use and maintenance of building and greater clarity regarding responsibilities 		<p>options appraisal and business planning work, together with a grant from the Architectural Heritage Fund – completion due Oct 2013.</p> <p>Milton Rooms have recently revised and adopted their constitution and are now a Charitable Trust.</p> <p>Prince's Regeneration Trust (PRT) are supporting and advising the Milton Rooms and offer great opportunities for helping to secure funding from a range of sources.</p>	<ul style="list-style-type: none"> Construction 	<ul style="list-style-type: none"> Mid 2015- Early 2016 	<ul style="list-style-type: none"> £2,500,000 (inc potential RDC capital grant in excess of £500k) 		

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Recommendation:

Recommend for investment from the Ryedale Development Fund in the form of grant funding towards further project and organisational development, subject to

- outcomes of options appraisal/business plan and agreement of preferred option
- match funding being available

Pickering Employment Land								
Development of new or expanded employment land at Pickering	Very little employment land put forward via LDF process for development in Pickering, resulting in a real concern over lack of employment land for the town over the plan period to 2027 The project could potentially address this concern by providing	RDC to lead on initial investigations and feasibility work Depending on level of commercial developer interest, RDC could also lead on implementation	Initial investigations into land ownership, availability of services, development constraints completed. No major show-stoppers identified at this stage but two key points to investigate further:	<ul style="list-style-type: none"> Establish need for public sector investment and the most appropriate delivery arrangements (e.g. Council-led, Private sector-led or partnership) Discussions with landowners 	<ul style="list-style-type: none"> Late 2013 	<ul style="list-style-type: none"> Minimal 	<ul style="list-style-type: none"> Landowners, LEP, potential joint venture with a developer? 	<ul style="list-style-type: none"> More detailed investigations identify greater restrictions on developable area Costs of providing services to site greater than anticipated Costs of providing safe vehicular access into site greater than

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
	<p>up to 9.5 to 10.5 ha (24 to 26 acres) of additional employment development land, should an identified site be progressed by the Council.</p> <p>The Council has previously bought land and installed services to provide a range of plots that are then sold off to businesses. This approach would again be followed, should this project be progressed. It is likely that this would recoup most if not all of the investment made by the Council in buying and servicing the land.</p>		<ul style="list-style-type: none"> • High pressure gas main presence will restrict developable area of site • Cost of providing electricity supply to the site likely to be significant <p>No detailed discussions held with landowners thus far. Need to be certain that the private sector will not deliver employment land at Pickering before public sector intervention.</p>	<ul style="list-style-type: none"> • Detailed feasibility work required including: <ul style="list-style-type: none"> ○ Assess required demand, capacity and costs of providing services: <ul style="list-style-type: none"> • Electricity • Gas • Water • Drainage ○ Phase 1 Habitat Survey (including scoping for subsequent GCN surveys) ○ GCN surveys, GCN licence and prepare GCN Management Plan (likely to be required prior to finalising mitigation measures) 	• Early-mid 2014	• £40,000		<p>anticipated</p> <ul style="list-style-type: none"> • Failure to obtain planning permission • Failure to agree terms for acquisition of site
				<ul style="list-style-type: none"> • Prepare outline designs, planning application 	• Mid - Late 2014	• £50,000		
				<ul style="list-style-type: none"> • Complete site acquisition (if appropriate) 	• Late 2014	• tbc		
				<ul style="list-style-type: none"> • Prepare detailed designs 	• Late 2014 – Early 2015	• £80,000		
				<ul style="list-style-type: none"> • Purchase and Construction 	• Mid – Late 2015	• £3,000,000 to £4,000,000		

Recommendation:

- **Defer** consideration of investment from the Ryedale Development Fund (towards detailed feasibility work, outline designs and planning application) until the need for public sector investment and intervention is confirmed and discussions with landowners have shown there is a deliverable project.

Malton Public Realm Improvements

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
Improvements to public realm in Malton Town Centre	Providing more attractive and more pedestrian-friendly public realm in Malton Town Centre including Market Place, Wheelgate, Yorkersgate and Railway Street	Strategic overview of other projects to ensure that elements of the scheme can still be delivered (eg any improvements to the Public Transport Facilities should also seek to improve pedestrian access to the town centre). Encourage NYCC (and FME for Malton Market Place) to incorporate higher quality materials within any maintenance or resurfacing works	Initial designs developed in 2009 included repaving footpaths in Market Place, Yorkersgate, Wheelgate/ Newbeggin & Railway St in higher quality materials & proposals for improved pedestrian environment (restricting vehicular access to parts of Market Place). 'Shared Space' option also suggested for the Market Place. Resurfacing has since taken place on Wheelgate, York Road & Yorkersgate roadways External funding not expected to be available for widespread repaving or other significant changes. Some elements may be undertaken as part of 'Complementary Measures' associated with Brambling Fields junction.	<ul style="list-style-type: none"> • NYCC due to review impacts of Brambling Fields on town centre congestion and air quality – probably 12 months after opening of upgraded junction • Dependant upon results of review certain complementary measures may then be implemented • The extent and nature of public realm works required will remain uncertain until the future of the livestock market and Wentworth Street sites are clear, and the detailed nature of any development and associated enhancement works are known. 	<ul style="list-style-type: none"> • Late 2013 • tbc 	<ul style="list-style-type: none"> • • tbc 	<ul style="list-style-type: none"> • NYCC • FME 	<ul style="list-style-type: none"> • Funding unlikely to be available to undertake wide-spread public realm improvements • Failure to address issue of vehicle dominated Market Place detracts from Malton's ability to attract more visitors • There would be a very high risk of poorly coordinated street works should this project move forward ahead of knowing the detailed nature of any development and associated enhancement works on both the livestock market and wentworth street sites. This carries a high risk of unnecessary spending and reputational damage.

Recommendation:

- **Not recommended** for investment from the Ryedale Development Fund as detailed proposals on key sites are not yet established and funding opportunities are extremely limited.

Malton and Norton Transport Interchange								
Public Transport Facilities at Malton and Norton	Enhanced bus and rail facilities for the towns making visits to the towns more enjoyable and promoting more visitors to the towns via public transport. Also seeking a significant increase in use of the bus-rail interchange at Malton by local people, using Malton as a hub to transfer to public transport to travel outside the district. The proposals are to enhance passenger facilities for joint use by bus and rail passengers.	Strategic overview of development opportunities and promote synergies between projects. (eg with Derwent Park, Public Realm etc)	This project has not been significantly progressed since its inclusion Malton and Norton Transportation Strategy in 2005. However, the project received widespread public support at that stage and links well to the Local Plan strategy.	<ul style="list-style-type: none"> • Discussions with landowners and interested parties to understand possibilities • Development of detailed proposals for consultation and funding bids • Consultation on proposals • Funding bids submitted 	<ul style="list-style-type: none"> Late 2013, subject to NYCC wishing to progress Summer 2014 Late 2014 Early 2015 	<ul style="list-style-type: none"> Officer time only £150-200K Officer time only Officer time only 	<ul style="list-style-type: none"> • NYCC • Network Rail • Transdev • Other landowners in vicinity of bus/train stations 	<ul style="list-style-type: none"> • Various stakeholders do not prioritise project or have potentially conflicting priorities • Costs of implementing scheme exceed funding available • Scheme has not been developed beyond initial thoughts • Additional parking provision would probably require Derwent Park scheme to come forward, which has high risks in terms of deliverability.

Project Name / Description	Potential Benefits of the Project	RDC Role / Input Required	Current Status	Next Steps/ Tasks	Indicative Timescales	Indicative Cost Estimates	Other Partners/ Contributions	Major Risks
	<p>Likely to require additional parking facilities if the role of Malton as a transfer hub is to increase significantly.</p> <p>Potential for long term commercial development attracting significant investment, particularly into the rail station, including commercial and potentially retail uses, opportunities to enhance the link between the train & bus stations and Malton town centre. However, this would be dependent on the Derwent Park scheme coming forward.</p> <p>Scope for enhancing the train station to facilitate more frequent train services, including investigation into a second platform in the long term.</p>							
<p>Recommendation:</p> <ul style="list-style-type: none"> • Not recommended for investment from the Ryedale Development Fund at this stage due to lack of prioritisation by key partners at this stage and funding risks 								

All Potential Timescales and Cost Estimates are *initial assessments only* at this stage as the scope and scale of proposed projects is not yet known.

The Ryedale Economic Action Plan – Aims, Objectives and Actions

Ryedale District Council's aim is to create the right conditions for economic success in Ryedale. We translate this into two key objectives;

- A) To have economic structure and supporting infrastructure in place;
- B) Opportunity for people and business; ensuring Ryedale businesses are at the centre of economic development and local people are equipped with the skills required by our businesses.

Objective A: To have economic structure and supporting infrastructure in place;

A1 Provision of employment land

- Through the LDF Employment Land Review, to ensure that business have sufficient room for development and growth. Provision of information to potential investors.
- Employment land at Pickering. Investigating potential for investment in industrial site development.
- Supporting key strategic employers to expand and develop.
- Supporting the development of mixed use development on key sites in Ryedale to promote economic development and reduce the housing affordability gap.

A2 Provision of Work space:

- Provision of information to investors and businesses regarding availability of workspace, across all sectors in Ryedale.
- With partners, ensure the provision of a range of industrial letting units and office type accommodation around Ryedale, including quality accommodation and sites suitable for technology and office sectors. (These may be provided by the private sector).
- Develop managed workspace and training services at York Road (Malton) potentially in partnership with Derwent Training Association.
- Woolgrowers / Derwent Park project for employment and mixed use.
- Connections with Science City York & Food and Environment Research Agency – provision of quality commercial scientific laboratories.

A3 Housing: to consider the implications of new housing development to the local economy in terms of provision of accommodation for skilled people and local workers.

A4 Communications and Transport Infrastructure:

- Brambling Fields – Norton. Continued development of the A64 junction to open up employment land in Norton.
- Further A64 improvements to unlock development potential in key employment areas.
- Lobby and develop high speed broadband and mobile phone coverage to Ryedale's business parks and rural communities and promoting the benefits of this to business.
- Recognise the importance of the Malton rail link and to improving public transport facilities to support the role of Malton and Norton as a transport hub for Ryedale.

A5 Malton public realm improvements

Objective B: Opportunity for people and business; ensuring Ryedale businesses are at the centre of economic development and local people are equipped with the skills required by our businesses.

B1 Maintain economic intelligence through data management and Key Account Management – supporting our key employers and horizon scanning for new economic strengths and threats.

B2 Ryedale Work and Skills Partnership projects

- Apprenticeships development.
- Addressing skills gaps for local business (new starters to graduate recruitment).
- Preparing for economic drivers (such as the Off Shore Wind Farm project).
- Influencing schools' enterprise agenda.
- Skills Summit (linking employers with schools).

B3 Supporting the business life cycle

- Supporting new business start ups and improving business survival rates.
- Support business growth – research, inward investment and export.

B4 Developing the RDC Corporate approach to businesses – “Ryedale’s a great place to do business”

- Corporate Business Group to provide a proactive approach to business support.
- Ryedale Business Week.
- Link to existing “Engineering Week”.
- Supporting businesses through the planning application process and to understand the Local Development Framework.

B5 Sector specific support:

- High Technology Manufacturing – link to employment land provision and skills provision.
- Visitor and Creative Economy – supporting business led initiatives, product development and community owned facilities. Creative Economy Commissioning project.
- Social Economy – supporting the Coalition Government’s localism agenda through social enterprise.
- Agri Food – local food promotion and food manufacture support.
- Land-based Industries - working with partners to support businesses in the land-based sector.

B6 Market Towns - promotion of vital and viable town centres, through engaging with local businesses and supporting private sector initiatives. Working with businesses and residents on their local initiatives, particularly those aspirations identified in the LDF such as promotion of local heritage, retailing or social enterprise facilities.

B7 Sustainable business – promoting the ‘green’ economy for business growth.