# Vision for Malton & Norton

Part of the Town Investment Plans programme

## Draft Plan



Town Investment Plans

NORTH YORKSHIRE COUNCIL

YORK & NORTH YORKSHIRE COMBINED AUTHORITY | DAVID SKAITH MAYOR

# Message from the Leader of North Yorkshire Council

Our towns are at the heart of our communities; each has its own unique qualities and character. Through the Town Investment Plan programme, we aim to celebrate what each town has to offer, whilst also identifying its specific challenges and opportunities.

This programme covers 32 towns across North Yorkshire. We have been working collaboratively with residents, community groups, partners and businesses to understand what matters to local people and together create a vision for each town's future.

This plan reflects Malton & Norton's character, strengths, opportunities and priorities. It has been shaped by feedback from the local community. It sets out a clear plan to help guide future activity and investment.

Our focus is not only on planning for the future, but on supporting delivery through strong partnerships and community-driven involvement.

I would like to thank everyone who has given their time, insight and expertise to the development of this plan.



**Cllr Carl Les**
Leader of North Yorkshire Council

# Message from the Mayor of York and North Yorkshire

Our towns, villages, and high streets are where our communities come together, and every single place has its own unique story to tell. It's people who live and work in those places that know them the best. That's why we funded the Town Investment Plans, to put the power directly into the hands of the people who call these places home.

Working with our local authority partners, we're supporting more than 30 communities to develop bespoke plans. These strategies will identify local priorities, unlock future investment, and establish a proud, clear vision for the decade ahead.

Having run my own high street shop, I know how vital a thriving town centre is to local pride, economic opportunity, and community life. That is why it is essential that these plans are built from the ground up with our communities.

I want to say a heartfelt thank you to everyone who has shared their ideas and experiences so far. Together, we can build a stronger, more resilient future in every place across our county.



**David Skaith**
Mayor of York and North Yorkshire

# Section 1 – Context and analysis

## Context

### North Yorkshire Town Investment Plans Programme

The North Yorkshire Town Investment Plans Programme (TIP programme) provides a consistent approach to preparing Investment Plans for 32 towns across the county. Funded by the Mayor of York and North Yorkshire, the programme responds to the North Yorkshire Council Economic Growth Strategy 2024–2029 and supports the Mayoral ambition of 'a great plan for every town'.

Each Investment Plan will identify local issues and opportunities and establish a shared vision supported by realistic and deliverable activity. Each plan will be proportionate to the settlement's size, role and investment need whilst remaining flexible to evolve as new evidence, projects and funding opportunities emerge.

Once complete, Investment Plans will be used to guide future investment that contributes towards the region's growth priorities. North Yorkshire Council has agreed to focus resources based on need, opportunity and scale. Although Investment Plans do not guarantee funding or establish spatial allocations, they will be used to feed into a wider investment pipeline.

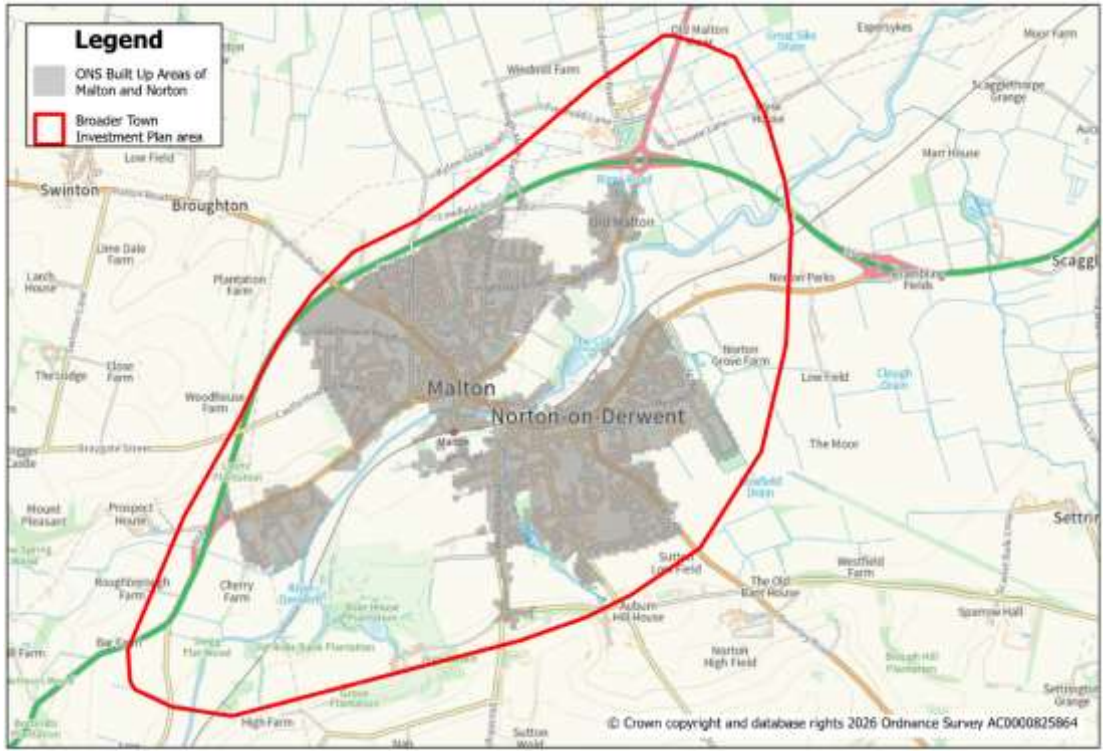
Many projects are likely to need further development, and all will need to demonstrate good public value and strategic alignment. Smaller projects will remain important locally and help inform future programme delivery whilst Investment Plans provide the strategic evidence for communities working across North Yorkshire in supporting their business cases or funding bid development. TIP priorities will also be supported by ongoing services such as business support, inward investment, skills and employer engagement activity delivered by the Council and partners.

Malton and Norton form a combined market-town settlement, serving as an important service, employment and transport centre for a wide rural hinterland. The towns benefit from a strong economic base, distinctive heritage and cultural assets, and a generally good quality of life, but face significant constraints relating to transport, flood risk, drainage and infrastructure capacity. The Malton & Norton Town Investment Plan (TIP) – headed ***A Vision for Malton & Norton*** – provides an evidence-led and stakeholder-informed framework for coordinating investment in Malton and Norton to strengthen the towns' combined role, address existing pressures and support sustainable economic and housing growth. It identifies an agreed vision, objectives, initial priority projects and longer-term strategic priorities, helping the Council and its partners to align activity, develop funding proposals and respond to future investment opportunities. The TIP is a live investment framework rather than a commitment that every identified project will be funded or delivered. Projects remain subject to further feasibility, business-case development, partner agreement, funding availability and the appropriate approval processes.

## Area of coverage

The Malton & Norton Town Investment Plan area covers the continuous urban areas of Malton, Norton and Old Malton together with immediately adjoining employment, transport, riverside and regeneration opportunity areas that function as part of the towns. These are historically distinct settlements but function together as a combined settlement and as an important service, employment, transport and market-town centre for a wider rural hinterland. The towns share key infrastructure, including the road and rail network, the River Derwent corridor, employment areas, community facilities and town-centre services. They also face interconnected challenges relating to congestion, flood risk, drainage, active travel, town-centre vitality and future growth.

For the purposes of the TIP, the area of coverage is based principally on the combined built-up areas of Malton, Norton and Old Malton, but extended to include immediately adjoining sites and infrastructure that have a clear functional relationship with the towns. The boundary provides a practical basis for evidence gathering, engagement and project planning; it does not create or amend any statutory planning, administrative or electoral boundary. The TIP area is shown on the map below (not to scale):



## Sustainability

Town Investment Plans are helping shape a long-term vision for North Yorkshire's towns, with sustainability being a key theme shaping their development. By committing to a sustainable future, North Yorkshire can attract new investment, protect our natural environment, improve health and wellbeing, create new jobs, make homes and buildings more energy-efficient and achieve 'energy independence' through community-owned renewable energy.

North Yorkshire Council's Climate Change Strategy 2023 – 2030 sets out the following key areas of focus:

- Mitigation – reducing the greenhouse gases produced
- Adaptation – preparing towns and communities for the impacts of a changing climate
- Supporting nature – protecting and improving the natural environment

Communities, businesses and local authorities are all taking action to deliver against the aims of the strategy. This includes retrofitting homes to make them warmer and more efficient, reducing carbon emissions from community and business buildings and vehicles, and supporting a range of nature recovery programmes. The Council has also published a Local Nature Recovery Strategy (a statutory requirement), which sets out the priorities for restoring and supporting nature across the region and recognising the wider benefits that natural habitats can bring, including managing climate regulation and flood risk and improving health and wellbeing.

Working together with the City of York Council and the York and North Yorkshire Combined Authority (YNYCA), we've also partnered with residents and businesses to develop regional plans and programmes that support a sustainable future for everyone, including a dedicated Retrofit Strategy and participation in a pilot programme looking to explore the opportunity of a Strategic Energy Partnership for the region. These regional plans work hand-in-hand with North Yorkshire Council's Climate Change Strategy, strengthening the local economy and ensuring that all communities benefit from the transition to a low-carbon economy.

# Local Context

## Strategic context

National, regional and local policy provides a clear basis for an evidence-led and prioritised investment framework and project pipeline. It supports sustainable growth, climate and flood resilience, adaptable infrastructure, town-centre vitality, inclusive economic opportunity, active travel, health and wellbeing, heritage-led regeneration and nature recovery.

A key strategic consideration for Malton and Norton is the towns' role as a combined service, employment, transport and market-town centre for both the towns and a wider rural hinterland (which extends well beyond the TIP boundary shown above). The TIP therefore aligns local investment priorities with the emerging North Yorkshire Local Plan, the North Yorkshire Economic Growth Strategy, developing York and North Yorkshire Combined Authority investment and growth strategies, the North Yorkshire Cultural Strategy, and relevant transport, climate, nature, health and rural strategies.

## Existing plans and studies

Although there is no current overarching investment plan for Malton and Norton, a substantial body of town-specific work has been completed over more than two decades. This repeatedly identifies priorities around connectivity, flood and drainage resilience, green and blue infrastructure, town-centre vitality, enterprise, culture, heritage, wellbeing and delivery. The TIP draws together this previous work – with a greater emphasis given to more recent work – and focuses it into a prioritised investment framework and project pipeline.

## Engagement findings

The TIP has drawn on recent public consultation undertaken through the Neighbourhood Plan, Castlegate and Greenspaces Study, Local Cycling and Walking Infrastructure Plan and Infrastructure and Connectivity Study. This was supplemented by targeted stakeholder, business, youth and seldom-heard-group engagement during 2025, overseen through the Malton and Norton TIP Steering Group.

Engagement broadly confirmed the evidence-led priorities and emphasised the need for a practical, deliverable plan focused on people and place. Recurring themes included infrastructure and growth, sustainable transport, flood and climate resilience, town-centre vitality, health and inclusion, opportunities for young people, community cohesion and strong delivery partnerships.

Taken together, the evidence review and stakeholder engagement identify the principal investment needs and opportunities facing Malton and Norton. These findings provide the basis for the vision, objectives, initial priority projects and longer-term strategic priorities set out in Section 2.

## Evidence overview

The evidence base that informs this TIP combines Local Insight data, local statistics, previous studies and plans, technical evidence and stakeholder findings. It identifies a town with significant assets and generally strong outcomes, but also structural challenges typical of market towns, including constrained access to jobs and services, infrastructure pressures, digital exclusion risk, and an ageing population profile. It also highlights multiple opportunities to enhance sustainability and support future development plans. A separate Evidence Base document is available upon request.



## Key strengths of Malton and Norton

- A strong market-town and service-centre role for the surrounding villages and rural communities.
- A distinctive economy based on food, farming, manufacturing, makers and producers.
- Significant heritage, cultural, and visitor assets, including the historic town centre and Market Place, a wide range of cultural and heritage venues, heritage trails and the towns' racing heritage.
- Strategic road, rail, and bus service connections, with potential for improved sustainable travel, visitor access and regional connectivity.
- The River Derwent and associated riverside spaces offer environmental, leisure, heritage and placemaking potential that is not yet fully realised.
- Active civic, business, voluntary and community networks, with established interest in sustainability and the circular economy. Concentrated land ownership may also support coordinated interventions where effective partnership can be secured.





## Main challenges facing the towns

- Congestion, severance and limited connections within and between towns. More frequent rail services could increase crossing closures, congestion and air-quality pressures unless associated impacts are managed.
- The historic street network carries through traffic and HGV movements, while limited movement access to the A64 at Musley Bank adds pressure to residential and central routes.
- Flood risk remains significant because of the Derwent floodplain, ageing defences and pumping assets, climate change and interacting river, groundwater, surface-water, drainage and sewerage pressures.
- Access to green and riverside space is weak in places, while inconsistent public realm, underused locations, visual clutter and above-benchmark vacancy affect town-centre attractiveness, dwell time and evening economy.
- Digital connectivity – gaps in mobile signal coverage can affect access to online services and opportunities.
- An ageing population and comparatively high community need have implications for accessible streets, health-related travel, inclusive facilities, social connection and independent living. Stakeholders also identify gaps in activities, facilities, skills pathways and employment opportunities for younger people.
- Historic buildings contribute strongly to local character but can be costly to operate and difficult to retrofit for energy efficiency and resilience to extreme heat, increasing the need for sensitive adaptation and accessible cool spaces.
- Infrastructure constraints relating to access, junction capacity, active travel, drainage and flood resilience could limit sustainable growth and town-centre regeneration.
- Without corresponding infrastructure investment, future growth could worsen congestion, severance, pollution and pressure on services, undermining the towns' service-centre role.
- Limited evening / Sunday activity, later public transport and some southward connections restrict access to work, training, leisure, health services and hospitality, particularly for younger people and households without a car.



## Key opportunities for the towns

- Improve east–west and north–south movement through stronger walking, cycling and public transport links, while addressing severance created by the river, railway and constrained crossings.
- Create a stronger station gateway and public transport interchange, connecting Norton, the town centre, visitor destinations and active-travel routes. Rail improvements could widen access to jobs and training if level-crossing impacts are managed.
- Enhance the River Derwent and wider green and blue infrastructure for resilience, access to nature, walking, cycling, leisure, tourism and placemaking.
- Build on food, farming, manufacturing, supply chains, workspace and business to support enterprise, and improve employability and green-economy opportunities.
- Strengthen cultural, heritage and racing-related activity to increase dwell time, strengthen identity and attract year-round visits.
- Regenerate underused and brownfield land and improve public realm, accessibility and wayfinding for older and disabled people, families, young people and visitors, and to support a stronger mix of town-centre, employment and housing uses.
- Expand access to green space, active lifestyles, community use and stewardship of local assets, and use climate adaptation and nature recovery to guide sustainable drainage, shade, planting, biodiversity, cooler public spaces and accessible cool indoor spaces within community or public buildings.
- Advance coordinated flood-defence, drainage, sustainable water-management and natural flood-management measures.
- Improve the energy efficiency of homes and other buildings through sensitive retrofit, alongside rooftop solar, heat pumps and community-led renewable energy initiatives.
- Support business decarbonisation and sustainable growth through circular-economy practices, waste reduction and shared low-carbon energy solutions.
- Strengthen skills and employment pathways in agri-food, engineering, green infrastructure, retrofit, digital, culture and the visitor economy, with particular attention to younger people.

- Support community stewardship and activation of parks, riverside spaces, cultural venues and public spaces to build social connection, pride and long-term capacity.
- Use the TIP to align the Neighbourhood Plan, LCWIP, Infrastructure and Connectivity Study, Castlegate work, greenspace studies and other evidence within a coherent investment framework.



# Section 2: Vision and strategy

Drawing on the TIP programme requirements, a review of the evidence base, and completed stakeholder engagement analysis, the Malton and Norton Town Investment Plan has an overarching focus on 'people and place', supported by four programme-wide framework principles and six agreed local themes:




Following on from this, and working closely with the Steering Group, the Vision and Objectives for the towns have been developed as set out below.

## Vision

The proposed Vision for Malton and Norton is as follows:

> *"Malton & Norton: a vibrant, connected, welcoming Market Town where heritage meets creativity, enterprise, and a healthy environment. Building on our role as a centre for racing, rural economy, makers and producers - we'll support a thriving and circular economy, a strong creative, cultural and heritage offer, safe and accessible streets, nature-positive spaces, high-tech engineering, enterprise, innovation and skills opportunities, and better sports, leisure and recreation facilities. Together these will support health and wellbeing, help retain and attract talent, attract visitors, and make the towns great places to live, visit, and do business in."*

## Objectives and headline outcomes

The proposed Objectives are as follows:

1. **Connected and accessible:** Ensure the towns are connected and accessible, with a transport network that encourages safe, healthy, and sustainable travel choices and reduces reliance on car use – improving pedestrian and cycling connectivity within and between the towns and surrounding communities, including enhancing the riverside.
2. **Healthy and inclusive lifestyles**: provide enhanced indoor and outdoor sports, leisure and health facilities and activities and develop the connection between sport, leisure, nature and health - supporting inclusivity, wellbeing and healthy lifestyles.
3. **Vibrant destination**: support and promote the area's arts, creative, cultural, heritage and tourism offer and events, increasing interest and dwell time and building on its wide range of existing cultural and heritage assets and venues.
4. **Thriving and circular economy:** support and promote the continuing development of a thriving, low-carbon and circular economy, innovative, enterprising and growing businesses, a strengthened rural economy, and a workforce with skills for the future by increasing opportunities for training and high-skilled employment, making the towns more attractive, particularly for younger people.
5. **Climate resilient and nature-positive**: enhance climate resilience, including adaptation to flood risk and extreme heat, support nature-positive spaces, including improving access to, and understanding of, existing green spaces, and providing new green spaces, optimising the riverside, and improving spatial connectivity.
6. **Strong community cohesion and identity**: increase opportunities for all ages and backgrounds to connect (across the towns and across socio-economic, age and cultural backgrounds) through regular community activities, creative programmes and shared public spaces.

## Strategy

### Project identification

The initial project long list was developed through an evidence-led and stakeholder-informed process. It brought together ideas from previous studies and plans, relevant strategy and policy documents, stakeholder engagement, Steering Group discussions and officer input. The intention was not to start again from a blank sheet, but to build on the substantial body of work already undertaken for Malton and Norton and test whether earlier proposals remained relevant.

This process confirmed a set of long-standing priorities, including connectivity, infrastructure, flood resilience, town centre vitality, business growth, culture, heritage, green and blue infrastructure, health, wellbeing and community facilities. It also helped identify newer or strengthened priorities around people and place, including accessibility, young people, inclusion, sustainability, community stewardship and deliverability.

The resulting long list included proposals from previous plans, new or refined ideas from engagement, and strategic or enabling projects identified through officer review. Each project was mapped against the agreed vision, objectives and local themes before being taken through the prioritisation process set out below.

## Project prioritisation

The long list of potential projects was assessed through a two-stage sifting process. The first stage considered how well each proposal aligned with the TIP vision, objectives, evidence base and stakeholder feedback. After the first sift, a gap analysis was undertaken to consider how well the initial short list contributed to the TIP Objectives. Coverage was strongest for connectivity, culture and heritage, and climate resilience and was more moderate for health and inclusive lifestyles, and community cohesion. These areas may need to be strengthened through future project development, partner activity or later updates to the TIP. Examples include age-friendly work, preventative health links, skills and training pathways, community stewardship, inclusive events and inter-generational activity.

The second stage assessed each project's likely economic, social, environmental and climate benefits, alongside equality, accessibility, health, wellbeing and town-centre outcomes. It also considered deliverability, including maturity, ownership, costs, funding, risks, dependencies and timescales. This enabled the Steering Group to identify a focused and balanced set of initial priority projects that were considered to be deliverable within a five-year period.

The prioritisation process provides a clear rationale for the initial priority projects, while also recognising that the TIP should remain flexible and capable of responding to new evidence, capacity and funding opportunities over time.

## Project summaries

The following table shows a summary of the highest priority projects that were considered to be capable of delivery within a five-year timeframe, split into North Yorkshire Council-led projects and partner-led projects (partner in this context could involve business, voluntary or community groups or other external organisations).

| **Priority North Yorkshire Council led projects** | **Priority partner led projects** |
|---|---|
| **Urban Design Scheme for Malton & Norton** | **Circular Eden Energy Project** |
| - Urban Design Strategy & Design Guide to ensure future development reflects the towns' heritage and conservation status<br>- Design plans for regeneration of key sites or routes, e.g.:<br>➢ Public Transport Interchange: gateway arrival point & improved connections between rail & bus travel<br>➢ Northern Arc regeneration opportunity<br>➢ Potential new entrance to Castle Gardens<br>➢ Key link route: Castlegate<br>➢ Key link route: Railway Station – Market Place<br>➢ Key link route: Wentworth St Car Park – Market Place<br>➢ Key link route: Church Street – Commercial Street | Community-based project through which Circular Eden Energy would take over responsibility for energy supply (electric & heating) to the business park and by making investments in local renewable energy sources and innovative energy management techniques would deliver affordable, secure and decarbonised heat and power. |

| **Green & Blue Infrastructure Plan for Malton & Norton** | **Sustainable Business Hub** |
|---|---|
| Develop a Malton/Norton-focused G&BIP identifying local actions to proactively plan, design, connect and manage natural and semi-natural assets to better manage flooding and urban heat risks, provide shade and cooler public spaces, support wildlife, encourage walking and cycling, improve health & wellbeing, and make places more attractive and resilient to climate change, including 'hybrid' measures that incorporate traditional engineered infrastructure. | Development of a Sustainable Business 'Hub' providing targeted support for new and growing businesses. The 2026 feasibility study recommends using suitable existing premises, supported by a permanent facilitation service providing a clear point of contact, business diagnostics and referrals, expert and peer learning, and links to training, technical facilities, finance, commercialisation and innovation support. An initial 12-month pilot is proposed to test the model, optimise delivery and measure its impact. |
| **Various Active Travel Route Improvements linked to LCWIP objectives** | **Malton Museum Development - Relocation** |
| Development and progression of active travel and accessibility improvement opportunities identified through the Malton and Norton LCWIP and related studies, e.g.:<br>a) Package of local active travel improvements in Norton<br>b) Package of accessibility improvements in Malton<br>c) Langton Road Corridor<br>d) Old Malton Corridor<br>e) Improved Cycle parking facilities [Locally led project]<br>*Opportunities to be assessed on a case-by-case basis, given the significant physical constraints of the existing transport network and the need to avoid unacceptable impacts on traffic movement, accessibility and network resilience*. | Refurbishment of the former Fleece Inn and relocation of the Museum to these unused premises to create an expanded, accessible heritage facility with potential to support wider cultural partnerships and flexible community use, in a prominent town-centre location, enhancing visitor experience, community engagement and economic impact. |
| **Shopfront improvements, addressing the appearance of empty properties & visual clutter** | **Establish Malton & Norton Culture & Heritage Partnership** |
| Improvements targeting priority blocks within town centres: seek to address empty properties, improve dilapidated or out-of-character shopfronts, identify and remove redundant / superfluous clutter, and simplify signage. | Establish a Culture and Heritage Partnership to better understand the value of, improve coordination of, and further develop the cultural and heritage offer of the towns. Specific early actions to include: commissioning an Economic Impact Study to establish a baseline contribution of culture to the towns; provision of a sector support resource; development of a Strategic Culture, Heritage & Arts Plan; exploring partnership working to establish Malton/Norton as 'Creative Towns' or 'Cultural Malton/Norton'; and ensuring cultural and heritage opportunities are inclusive and support skills across ages. |

| Small-scale town centre signage & safety improvements | "A Better Welcome" - Improved signage & Town Maps |
|---|---|
| Consider & implement options for targeted town centre highways signage improvements (to assist traffic flow) and safety improvements. | Strategic 'Welcome' & signage project including review & improvements to town centre welcome & orientation signage, A64 signage (Welcome & HGV Restriction Signage), plus installation of new / updated "Welcome Maps" at key gateways (Station, key car parks). |
| | **Livestock Market Relocation** |
| | Construction of a new livestock market facility at Eden Business Park to enable relocation from a key town centre site and unlock subsequent investment, regeneration, and employment opportunities. |

Early development of projects such as the Urban Design Scheme and the Green and Blue Infrastructure Plan will help to ensure higher-quality and more sympathetic designs that reflect the towns' heritage and conservation status for projects such as shopfront improvements – as well as longer-term projects set out in the next section, including station gateway / public transport interchange, walking and cycling infrastructure, and town centre regeneration and enhancement projects.

## Strategic priority projects

Alongside the initial priority projects, the TIP identifies several longer-term strategic priority projects and interventions. These respond to significant infrastructure, connectivity, resilience, economic and town-centre issues but require further feasibility work, partner agreement, statutory approvals and substantial external funding. For this reason, these strategic priorities are not currently considered deliverable within the initial five-year timeframe of this TIP. They will be kept under review and progressed where evidence, partner commitment, planning policy, funding and delivery opportunities allow. The strategic priorities are set out below. Further evidence, justification, dependencies and anticipated benefits are set out within the separate Evidence Base document.

NB Development of transport-related strategic priorities will be subject to the finalisation of the emerging York and North Yorkshire Local Transport Plan and alignment with its policies and investment priorities.

### *Skills, employment and entrepreneurship*

- Targeted volunteering and employment pathways
- A wider youth training and entrepreneurship programme
- Ensure continued availability of adequate business grow-on space

### *Health and care services*

- Ensure access to an appropriate range and capacity of health and care services for Malton, Norton, and the wider rural hinterland

*Existing infrastructure and resilience*

- A64 junction improvements to minimise HGV through traffic
- Major maintenance of the Malton and Norton flood defences and pumping stations
- Strategic drainage, sewerage and wastewater infrastructure upgrades

*Sustainability*

- Enhancing energy efficiency and expanding renewable energy by increasing rooftop solar installations and domestic heat pumps, supported through property retrofitting initiatives and the development of community energy clubs
- Supporting business decarbonisation by promoting circular practices, reducing waste, and identifying new opportunities for shared energy solutions that help businesses grow sustainably

*Sustainable growth and connectivity*

- A second rail platform and improved pedestrian and cycle links
- Station gateway and public transport interchange improvements
- Infrastructure required to accommodate future housing and employment growth
- Longer-term walking and cycling infrastructure integrated with tourism initiatives and biodiversity projects
- A Malton–Norton link road and bridge
- A southern link road between Welham Road and Beverley Road

*Town-centre vitality*

- A coordinated, mixed-use regeneration approach for the Malton ‘Northern Arc’ area, following relocation of the livestock market



# Section 3: Investment and implementation framework

## Strategic alignment and partnerships

The TIP aligns Malton and Norton's priorities with the emerging North Yorkshire Local Plan, North Yorkshire Council and York and North Yorkshire Combined Authority economic and investment strategies, the North Yorkshire Cultural Strategy, and wider transport, climate, nature, health and community policies and programmes. Delivery will require coordinated working between North Yorkshire Council, the Town Councils, the Combined Authority, statutory agencies, infrastructure providers, landowners, businesses and voluntary and community organisations. Strategic mapping has been undertaken within the separate Evidence Base document (available on request).

## Developing the investment pipeline

The TIP provides a shared framework for coordinating investment, developing proposals and responding to future funding opportunities.

The initial priorities align with the TIP vision, objectives, evidence and stakeholder feedback and could make meaningful progress over the first five years. They include North Yorkshire Council-led and partner-led projects at different stages of development. In addition to the identified projects and priorities, the TIP's Vision will also be supported by ongoing activities and services (e.g. business support, inward investment, skills and employer engagement activity delivered by the Council and partners).

The TIP forms a live investment pipeline, not a funded delivery programme. Inclusion of specific projects indicates strategic support in principle, but individual projects remain subject to feasibility, consultation, funding, partner agreement and statutory approvals. Priorities may change as evidence and opportunities develop.

Funding to implement identified projects will need to be sourced from a range of different sources, potentially including North Yorkshire Council, York and North Yorkshire Combined Authority, government programmes, infrastructure and utility-provider capital programmes, developer contributions, partner resources, charitable and community funding, and private-sector or landowner investment. The most appropriate funding package will depend on project scope, ownership, eligibility, maturity and the benefits delivered.

Separate Project Summaries will be developed as projects progress, covering scope, outcomes, responsibilities, timescales, costs, funding, risks and long-term management.

Development work on longer-term strategic priority projects will also take place within the initial five-year timeframe; however, this will be dependent on further multi-agency coordination and/or the finalisation of further strategic plans (such as the emerging Local Transport Plan for York and North Yorkshire).

The table below provides an *indicative* programme only; progress will depend on project maturity, capacity, feasibility, approvals, partner commitment and funding.

| Indicative priority project programme | | |
|---|---|---|
| **Year 1** | **Years 2–3** | **Years 4–5** |
| **NYC-led projects** | | |
| Urban Design Scheme | | |
| Green and Blue Infrastructure Plan | | |
| Shopfront improvements, empty properties and visual clutter reduction | | |
| Various Active Travel Route Improvements | | |
| Small-scale town centre signage & safety improvements | | |
| **Partner-led projects** | | |
| "A Better Welcome" Improved signage & Town Maps | | |
| Establish Malton & Norton Culture & Heritage Partnership | | |
| | Sustainable Business Hub | |
| | | Circular Eden Energy Project |
| | | Malton Museum Development - Relocation |
| | | Livestock Market Relocation |

## Ownership, governance and review

North Yorkshire Council will own and maintain the TIP, working with the Town Councils, Combined Authority, statutory agencies, infrastructure providers, landowners, businesses and community organisations.

Individual proposals will be developed by the relevant lead organisations and partners and remain subject to proportionate feasibility, consultation, governance and approval.

The TIP provides a common evidence base and strategic rationale for business cases and funding applications from public, private and community sources.

The Council will periodically review the framework and pipeline, at least once per year, to reflect changing evidence, policy, project progress and investment opportunities.

# Thanks and acknowledgements

The TIP has been developed through a collaborative process involving a wide range of stakeholders and a Steering Group made up of representatives from business, community and voluntary organisations, education establishments and Town Councils.  North Yorkshire Council wishes to thank all of those individuals and organisations that have contributed throughout this process.