

Leyburn and Mid-Wensleydale  
Business Association

‘Lower Wensleydale – Aiming High’

# Branding and Promotions Business Action Plan



2011-2013



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## **Supporting Documentations and Research**

### ***A sustainable future for Lower Wensleydale – Leyburn Report***

(Miller Research (UK) Ltd. 2009)

### ***A sustainable future for Lower Wensleydale – Middleham Report***

(Miller Research (UK) Ltd. 2009)

### ***Lower Wensleydale Area Profile***

(Richmondshire District Council 2009)

### ***Lower Wensleydale Labour Market Area Profile***

(York and North Yorkshire Partnership Unit 2010)

## 1. Introduction

- 1.1 In 2009 members of the Leyburn and Mid-Wensleydale Business Association (LMWBA) took part in a series of consultation workshops to guide the future economic, social and environmental development of the Lower Wensleydale area. The work was aligned with the districts Sustainable Communities Strategy and the Local Development Framework (there are two Local Development Frameworks covering each of the planning authority boundaries). Miller Research was commissioned by Richmondshire District Council (RDC) to produce two reports for the market towns of Leyburn and Middleham. A copy of the final reports can be requested from the RDC Economic Development Department (01748 829100) or by visiting the Council's website [www.richmondshire.gov.uk](http://www.richmondshire.gov.uk). The Branding and Promotions Business Action Plan should be read in conjunction with the evidence base provided in the Miller Research reports.
- 1.2 During the same year RDC established Area Partnerships for five geographic areas within the district defined by the boundaries of town and parish councils (a copy of the Terms of Reference (July 2009) can be found in the appendices (Appendix 01)). Their purpose is to be the mechanism through which the Council works with local communities and partner organisations to make sure local services meet local needs and that the voice of the community is heard within the service development process. It enables Councillors, residents and partners to come together to influence priorities and take decisions in the light of local needs and circumstances. It focuses on local actions to help the Council and its partners to tackle inequalities and narrow the gap between different areas. It also delivers locally agreed improvements that are important to communities within its area.
- 1.3 Members of the Lower Wensleydale Area Partnership agree to work together to achieve the aims of the Area Partnership on the basis of the following principles:
- Mutual trust and respect
  - Openness and transparency
  - Effective communication and accountability
  - Removal of barriers to equality of access and opportunity
  - Effective performance management
- There are two elements to the Area Partnership; the Forum, and the Board. The Forum provides an opportunity for community engagement and consultation. It has no formal decision making powers or budget but can make recommendations to the Board as to how its budget should be spent. The Board is made up of Councillors, Partner Organisations and General Public. It has decision making powers and a budget to further the purposes of the Partnership and address priorities identified by the Forum. Priorities for spend are set annually by the Council's Strategy Board and will assist the Council in delivering its corporate priorities and support the local resolution of local issues and problems. Part of the budget is available in the form of grants.
- 1.4 The findings of the Miller Research reports were intended to be used to work with the local community and key organisations to develop jointly inspired and owned action plans. Participants in the initial consultation agreed that the Lower Wensleydale Area Partnership was the best vehicle to take forward the recommendations of the reports (Table 1 & 2 – Miller Research Recommendations). It was agreed that sub groups would be established to take the action planning process forward focussing on i) Branding ii) A Leyburn Town Leaflet iii) Empty shops iv) Access and signage to car parks. Leyburn and Mid-Wensleydale Business Association agreed to facilitate the Lower Wensleydale Branding and Promotions Sub Group. The Group have met on a regular basis since March and have developed a series of initiatives that will raise the profiles of Leyburn, Middleham and their hinterlands. This is based on a three year rolling programme of activity. This Business Plan has been prepared to guide and monitor the delivery process 2010-2013.

## A Sustainable Future for Lower Wensleydale – Leyburn and Middleham Recommendations of Miller Research (August 2009)

*'Lower Wensleydale is an area that offers an excellent quality of life for residents and visitors in an outstanding natural landscape offering a range of high quality independent shops, backed up by local services but is at risk of losing ground to competing centres if it cannot adapt to embrace social, economic and market conditions.'*

Miller Research.

Infrastructure & Facilities	To make public realm improvements
	To enhance the community Infrastructure
Retail & Tourism	To enhance the visitor welcome
	To diversify the retail and hospitality offer
Arts, culture & events	To develop events / arts / cultural space
	To develop an events strategy
Marketing & Awareness	To develop an identity for Leyburn
	To develop a marketing strategy
Delivery Mechanism	To develop a joined up approach to delivery

**Table 1 – Miller Research Recommendations 'A Sustainable Future for Lower Wensleydale – Leyburn Report'**

Infrastructure & Facilities	To develop a better-connected Middleham
	To preserve, develop and invest in the racehorse training infrastructure
Retail & Tourism	To maintain & develop a strong local, independent retail & hospitality sector
	To develop further tourism associated with the horse racing industry
Marketing & Awareness	To develop & market a strong brand for Middleham
	Promotion of the area to its natural visitor segments
Arts, culture & events	To develop Middleham as a hub for the arts in Lower Wensleydale
Delivery Mechanism	To develop a joined up, proactive approach to delivery

**Table 2 – Miller Research Recommendations 'A Sustainable Future for Lower Wensleydale – Middleham Report'**

## 2. Lower Wensleydale Area Profile

2.1 **The Location** – The Low Wensleydale Area incorporates the four wards of Bolton Castle, Leyburn, Lower Wensleydale and Middleham.

2.2 **Summary Profile** - The two main settlements in Lower Wensleydale are Leyburn and Middleham (wards) which comprised populations of 2,211 and 1,302 respectively at the time of the 2001 Census. The area has an ageing population with the percentage of residents aged 0-15 and 16-49 being below the district, county and country levels. In common with many rural areas, there are issues in Lower Wensleydale over access to services. For example, residents who do not drive, or who have no access to personal transport, may struggle to attend James Cook Hospital in Middlesbrough – facing either a long journey by public transport or an expensive alternative, such as a taxi.

2.3 A high proportion of the working age population in Lower Wensleydale is economically active and unemployment levels are significantly lower than the national average. However, there has been an exodus of young people from the area, partially as a result of both a lack of affordable housing and of highly-paid employment. Tourism and personal services account for a significant proportion of jobs in the area, although a relatively high proportion of the workforce is self-employed, predominately in construction. Agriculture continues to be a dominant force on the landscape and in the economy, although employment in the sector is not especially significant.

2.4 In Middleham, the racehorse training sector accounts for the majority of employment. Another issue that may be of growing importance in Lower Wensleydale, as in many other rural areas offering a high quality lifestyle, is that of people working from home in knowledge-related activities such as media and computing. Whilst there is little data to describe the extent of this at present, such micro-businesses can be vital to maintaining the viability of local services and can bring extensive wealth into a remote location. For these businesses, the quality of communications is vital, including mobile phone coverage and the availability of high quality broadband.

2.5 The picture that emerges from the above analysis shows Lower Wensleydale to have some of the typical characteristics of a rural economy;

- An ageing population,
- Significant outward commuting from the rural area, by mainly higher-skilled individuals,
- A high proportion of low skills (and by implication low wages), especially in the towns,
- Significant self-employment in agricultural services and construction, and
- A high proportion of employment in tourism related activities, much of it part-time.

2.6 Hence the challenges for Lower Wensleydale include actions to;

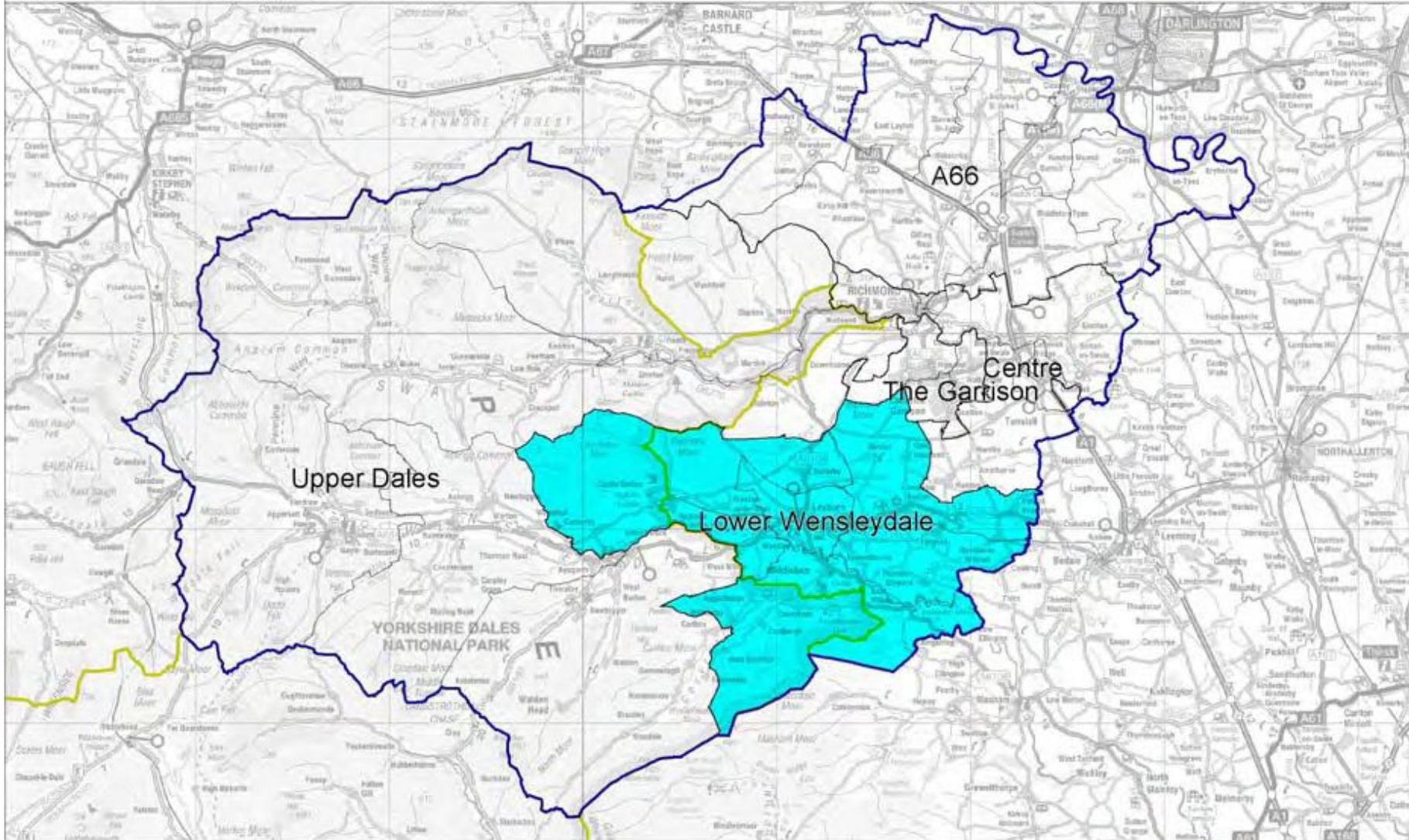
- Retain and attract younger people,
- To increase the value of the tourism sector by appealing to higher spending market segments,
- To maintain competitiveness of the agricultural sector,
- To boost entrepreneurship in higher-value services
- To mitigate the effects of out-commuting and
- To develop a culture of learning and up-skilling in the town.

**Source: Miller Research**

2.7 Further detailed analysis and profiling of the area can be sourced from;

- Ø A sustainable future for Lower Wensleydale – Leyburn Report (Miller Research 2009)
- Ø A sustainable future for Lower Wensleydale – Middleham Report (Miller Research 2009)
- Ø Lower Wensleydale Area Profile (Richmondshire District Council 2009)
- Ø Lower Wensleydale Labour Market Area Profile (York and North Yorkshire Partnership Unit 2010)

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### 3. The Lower Wensleydale Branding and Promotions Sub Group

#### 3.1 Purpose - The purpose of the group is to;

- Develop a strategy for marketing Lower Wensleydale
- Raise the profiles of Leyburn and Middleham and their hinterlands
- Develop a package of projects to support the delivery of the strategy

#### 3.2 Membership - The Branding and Promotions Sub Group (BPSG) was established as a sub group of the Lower Wensleydale Area Partnership Board and is made up of Private, Public and Voluntary and Community sector organisations. Membership includes representatives from the business community, The Leyburn and Mid-Wensleydale Business Association, Leyburn Town Council, Middleham Town Council, Richmondshire District Council and Richmondshire Council for Voluntary Services. A current membership list and skills analysis can be found in the appendices (Appendix 02). The BPSG reports directly to the Area Partnership Board and is operated under the agreed Terms of Reference (Appendix 01). The Leyburn and Mid-Wensleydale Business Association have agreed to facilitate the group and will consider accountable body status for project applications on a case by case basis.

#### 3.3 Priority Actions

After further consideration of the market, economic and SWOT analysis prepared by the Miller Research a series of priority actions have been agreed as the basis of a progressive three year strategy to raise the profile of the area. These are to;

- Appoint a part time Community Liaison Worker to support the delivery of the strategy and action plan. (BP1)
- Develop a unique brand that celebrates and promotes the unique qualities of Lower Wensleydale and its Market Towns of Leyburn and Middleham. (BP2)
- Produce a themed website and micro-site that informs a broad section of interest groups. (BP3)
- Establish printed promotional materials that will attract visitors to the area and inform them, and the local community, when they are visiting in the area. (BP4)
- Create attractive shop windows scheme to make vacant shops attractive and informative. (BP5)
- Maximise the marketing opportunities through collaboration with attractions, festivals and events. (BP6)

#### 3.4 The results of the Miller reports and the subsequent scoping work by BPSG has re-vitalised the enthusiasm for community regeneration established by the Leyburn and Mid Wensleydale Partnership and has re-engaged key players from the Public, Private, Voluntary and Community Sectors committed to finding collaborative ways to address the needs of the area. Funding support will be essential to kick-start and support the ongoing success of the process, this will demonstrate that the recommendations of the reports are realistic and achievable. The Community Liaison Worker will provide dedicated support, encourage volunteering, manage expectations and ensure the action plan remains on target with SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives.

#### 3.5 The above list of priority actions is by no means exhaustive and serves only as the start of the strategy designed to deliver a mix of 'quick wins' and medium to longer term rewards. An 'ideas bank' will be established to inform and ensure the Business Action Plan is a true live working document updated and reviewed at regular intervals throughout each year. Each priority action will be developed into a package of projects accompanied by a detailed work plan with measurable outputs. As a general principle, aligned to the terms of reference (Appendix 01), projects will give due consideration to;

- Social inclusion, diversity and community cohesion,
- Environmental best practice and renewable technologies,
- Work and Skills including volunteering, training and work placements,
- Innovation, Entrepreneurialism and Use of technology.

## 4. The Package of Projects

### 4.1 Aims – Through delivery of the projects the BPSG aim to;

- Develop an identity that is in keeping with the conservation design guides and management plans for the area.
- Introduce the high quality visitor offer to a wider audience.
- Encourage day visitors to stay in the area for longer and re-visit the area to patronise other events, attractions and services.
- Raise the awareness of heritage and cultural assets, events and attractions.
- Encourage greater use of local services and facilities by residents and the wider communities.
- Support the long-term sustainability of the rural economy, creating and safeguarding employment to strengthen the economy.
- Support businesses to grow and realise their potential.

### 4.2 The Budget

ID	Activity	Target Start Date	Target End Date	Year 1 Budget 2011	Year 2 Budget 2012	Year 3 Budget 2013	Total Budget Cost
BP1.1	Community Liaison Worker	August 2011	December 2013	£7,800	£16,068	£16,550	£40,418
BP1.2	Support costs	August 2011	December 2013	£2,050	£6,100	£5,600	£13,750
BP2.1	Development of brand identity	August 2011	October 2011	£3,000			£3,000
BP3.1	Themed Website	August 2011	July 2013	£13,000	£1,250	£1,250	£15,500
BP4.1	Leyburn Town Leaflet	August 2011	September 2011	£2,000			£2,000
BP4.2	'Live Like A Local'	January 2012	March 2012		£3,000		£3,000
BP4.3	Leyburn Town Trail Leaflet & Interpretation	February 2012	July 2012		£5,700		£5,700
BP4.4	Middleham Town Trail Leaflet & Interpretation	February 2012	July 2012		£4,300		£4,300
BP4.5	Middleham Town Leaflet (reprint)	January 2012	January 2012		£600		£600
BP5.1	Attractive Shop Windows	August 2011	December 2013	£2,500	£750	£750	£4,000
BP6.1	Maximising Marketing Opportunities	August 2011	December 2013	£7,500	£3,250	£3,250	£14,000
<b>TOTALS</b>				<b>£37,850</b>	<b>£41,018</b>	<b>£27,400</b>	<b>£106,268</b>
(Note includes £10,600 not in Leader application BP4.3, BP4.4, BP4.5)					(£10,600)		(£10,600)
				<b>£37,850</b>	<b>£30,418</b>	<b>£27,400</b>	<b>£95,668</b>

### 4.3 Proposed Sources of Funding

	Year 1 Budget 2011	Year 2 Budget 2012	Year 3 Budget 2013	Total Budget Cost
Budget Required	£37,850	£41,018	£27,400	£106,268
<b>Sources of income</b>				
LEADER	£30,280	£24,334	£21,920	£76,534
Richmondshire District Council	£3,570	£3,584	£2,980	£10,134
Leyburn Town Council		£1,250	£1,250	£2,500
Middleham Town Council		£1,250	£1,250	£2,500
Leyburn and Mid-Wensleydale Business Association	£1,000			£1,000
Leyburn and Mid-Wensleydale Partnership	£3,000			£3,000
<b>Total</b>	<b>£37,850</b>	<b>£30,418</b>	<b>£27,400</b>	<b>£95,668</b>
Sources to be identified for non LEADER Projects BP4.3, BP4.4 & BP4.5		£10,600		£10,600
<b>Total</b>	<b>£37,850</b>	<b>£41,018</b>	<b>£27,400</b>	<b>£106,268</b>

4.4 **Looking ahead** – It is vital for the whole community to work together to raise the profile of the area. Without the full compliment of funding support the project(s) will be unable to progress at the same speed, achieve the same level of impact and meet the projected Milestones. Available funds will be greatly reduced and have the following impacts on the priority actions if no alternative resources can be identified - effectively the three year plan will become a ten year aspirational plan alongside the other actions identified in the Ideas Bank;

- BP1 Community Liaison Worker - It will not be possible to commission a dedicated Liaison Worker on a weekly basis; it may be possible to commission some smaller scale interventions on an ad-hoc basis but not provide the coordination required.
- BP2 Developing a brand identity - A new brand identity will be created – its penetration and roll out across printed, web based resources and dissemination to other organisations will take longer to achieve.
- BP3 Producing a themed website - The development of the website will be on a very small scale and achieve little more than a refresh of existing material and a light touch attempt to segment the market i.e. hint at the types of interest groups the area would like to attract.
- BP4 Promotional Material - It will not be possible to establish the exhibition and promotional resource. Some points of presence materials will be achieved at venues such as Tennants Auctioneers. The Leyburn town leaflet will be published but all other initiatives will be postponed until resources can be identified.
- BP5 Creating attractive shop windows - The ability to make shop windows attractive will still be achieved, the scale and range of information available will take longer to generate but in the medium to long-term a stock of resources will be developed.
- BP6 Maximising Marketing Opportunities - There will be no financial resources to dedicate to this initiative and target mail shots and campaigns will rely solely on the generosity of individual organisations to send out information to their contact lists.

4.5 **Exit Strategy** – If the proposed budget is delivered, many of the schemes will be embedded into annual work programme of the local community. The longevity of the Community Liaison Worker role and the Branding and Promotions Sub Group will be determined on their success rate and their ability to lever in additional funds to maintain a rolling programme of work. The continuation of the project will be reliant on the Public (particularly the Town Councils), Private, Voluntary and Community sectors remaining committed to pooling resources and building community capacity to contribute to the ongoing promotion of the area.

4.6 The rolling three year Business Action Plan has been developed as a result of community based consultation workshops to produce the Miller Research reports. Those individuals, and the organisations they represent, have demonstrated their ongoing commitment to process through membership of the Lower Wensleydale Area Partnership. The Branding and Promotions Sub Group have set a work ethic of 'aiming high', they are under no illusions of the scale of the task, the 'long-haul' and the challenges they face to raise the profile of Lower Wensleydale as an outstanding area to live, work and visit.

4.7 **BP1 - Community Liaison Worker** – The BPSG have assessed the volume of work that will be involved to deliver the strategy and recognise the level of commitment required if the actions are to have maximum impact and benefit to the area. They seek to appoint a part time Community Liaison Worker for 20hrs per week. The worker will be commissioned to oversee the delivery of the Branding and Promotions Business Action Plan through the engagement of volunteers from the local and business communities. The work programme will be demanding and require close supervision and support from all members of the partnership. It is envisaged that the worker will be self employed and commissioned to deliver agreed actions/ outputs. Leyburn and Middleham Town Councils have agreed to provide ‘touch down’ desk space and meeting facilities at Thornborough Hall and Middleham Key Centre.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP1.1	Community Liaison Worker	August 2011	December 2013	£40,418	<ul style="list-style-type: none"> <li>• Based on 2.5yrs of 20hrs per week @ £15 per hr. (£15,600) 3% increase per annum.</li> <li>• Touch Down space for hot desk/ small meetings provided in kind by Leyburn and Middleham Town Councils. (Equiv. £60p/w, £3,120p.a.)</li> <li>• Commissioning Specification advertised (Aug 2011)</li> <li>• Contract awarded (Sep 2011)</li> <li>• 1 job safeguarded</li> </ul>
BP1.2	Support costs	August 2011	December 2013	£13,750	<ul style="list-style-type: none"> <li>• Based on annual budget: £2,000 travel @ 40p/mile</li> <li>£2,000 stationery/ postage</li> <li>£1,000 smart phone and call allowance (pay as you go)</li> <li>£ 600 meeting Room Hire</li> <li>• £1,000 Volunteer training (total)</li> <li>• Training Events (Sep/ Nov 2011) (July/ Nov 2012)</li> <li>• Meetings log</li> <li>• Project Reports</li> <li>• # consultation meetings</li> </ul>
				<b>£54,168</b>	
Budget Allocation		Yr 1 - 2011	Yr 2 - 2012	Yr 3-2013	
	Community Liaison Worker	£7,800	£16,068	£16,550	
	Travel	£750	£2,000	£2,000	
	Telephone/ Stationery/ Postage	£500	£3,000	£3,000	
	Meeting Room/ Floor Space	£300	£600	£600	
	Volunteer Training	£500	£500		
	<b>Total</b>	<b>£9,850</b>	<b>£22,168</b>	<b>£22,150</b>	<b>£54,168</b>

**Suggested evidence documents;**

- Ø Commission Specification and Person Specification
- Ø Short listing Template
- Ø Interview templates
- Ø Result templates
- Ø Contracting templates
- Ø Volunteering Policy
- Ø Equal Opportunity Policy
- Ø Health and Safety Policy
- Ø Risk Assessment Guidance and Template
- Ø Project Spend Template
- Ø Project Report Template

4.8 **BP2 - Developing a brand identity** – The Miller reports strongly recommend that a priority should be branding for the area. The Worker will coordinate the design, consultation and implementation of an area brand that celebrates and promotes the unique qualities of Lower Wensleydale and its Market Towns of Leyburn and Middleham. Branding will be complimentary and sit alongside the wider promotion of the region by Welcome to Yorkshire. In addition to being a consistent feature running through the groups printed and web based materials the brand will be available for businesses and organisations to use with their own publicity materials. The brand will be accompanied by usage guidelines to ensure a consistent approach is adopted. The brand design will be sympathetic to conservation guidance for the designated areas of Leyburn (2010) and Middleham (2007) agreed in consultation with the local community (Castle Bolton is also a designated Conservation Area (1999)).

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP2	Development of brand identity	August 2011	October 2011	£3,000	<ul style="list-style-type: none"> <li>• Designers appointed (Nov 2010)</li> <li>• Drafts design consultation</li> <li>• Design and Guidelines agreed</li> <li>• Promotional pack produced and distributed for use (Oct 2011)</li> <li>• # of organisations using brand</li> </ul>
				<b>£3,000</b>	
Budget Allocation		Yr 1 - 2011	Yr 2 - 2012	Yr 3-2013	
	Development of brand identity	£3,000			
	<b>Total</b>	<b>£3,000</b>			<b>£3,000</b>

**Suggested evidence documents;**

- Ø Design Brief & Tender Instructions
- Ø Short listing Template
- Ø Interview templates
- Ø Result templates
- Ø Contracting docs

4.9 **BP3 - Producing a themed website** – The area lacks a dedicated website for Lower Wensleydale that is fit for purpose in today’s competitive online arena. A new site is required that caters for the many different interest groups that could be attracted to visit and stay in the locality as well as providing a community information portal. The site will be interactive and capture the vibrant and unique qualities of the area by taking a themed approach that navigates users to dedicated information pages detailing their visitor offer and the services available to them. Example themes include;

- Heritage (castles and abbeys),
- Equine (horse racing),
- Culture (arts, music and drama),
- Festivals and Events (Dales Festival of Food and Drink, Stables open weekend and Wensleydale Agricultural Show etc.),
- Food and Drink (production and eateries) and so on.

The site will incorporate the growing reliance on smart phones as a tool to browse the internet and be viewable as a ‘micro site’ and include links to face book, twitter and similar social networking sites. The project will cover three years domain hosting, maintenance, search engine optimisation and have robust software to provide statistical analysis and market intelligence. Any existing domain name registrations such as [www.wensleydale.net](http://www.wensleydale.net) will be re-directed to the new site to ensure consistency and drive traffic to the new brand. Content management will be the responsibility of ‘Community Champions’ who will pledge to work with the Community Liaison Worker (the site moderator) to keep their dedicated pages on the site fresh and up to date. Training will be made available to support IT and Marketing skills (suggested topics include Content Management, marketing, writing effective press releases and taking media friendly images).

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP3	Themed Website	August 2011	July 2013	£15,500	<ul style="list-style-type: none"> <li>• Notional cost estimates</li> <li>£10,000 100 page site</li> <li>£1,500 Micro-site</li> <li>£2,000 Search engine optimisation Yr1,2&amp;3</li> <li>£1,000 Hosting and Email</li> <li>£1,000 Maintenance Yr2&amp;3</li> <li>• Designers appointed (Nov 2010)</li> <li>• Focus Groups to develop theme areas and collate content (Nov 2011)</li> <li>• Community Champions Recruited (Sept 2011)</li> <li>• Website launch online (Dec 2011)</li> <li>• Web Stats recorded monthly</li> </ul>
				<b>£15,500</b>	
<b>Budget Allocation</b>		<b>Yr 1 - 2011</b>	<b>Yr 2 - 2012</b>	<b>Yr 3-2013</b>	
	Themed Website	£13,000	£1,250	£1,250	
	<b>Total</b>	<b>£13,000</b>	<b>£1,250</b>	<b>£1,250</b>	<b>£15,500</b>

**Suggested evidence documents;**

- Ø Design Brief & Tender Instructions
- Ø Short listing Template
- Ø Interview templates
- Ø Result templates
- Ø Contracting docs
- Ø Suggested Theme Areas
- Ø Focus Group Questions Prompts

4.10 **BP4 - Establishing promotional materials** - To accompany the online facilities three printed publications will be produced to give a modern feel and refresh previous literature produced about the area. These will be based on;

- A Town Leaflet - a destination leaflet promoting the area and range of activities and services on offer.
- A Celebration of Community Life in Lower Wensleydale - an information booklet and directory of local services.
- A Town Trail - an activity based leaflet suitable for all ages providing a tour of the town's points of heritage and cultural interests.

Middleham Town Council updated their Town and Trail leaflets in 2009/10 as part of their heritage project. Leyburn leaflets have not been updated for some years. Leaflets will be distributed to visitor information centres and available for all businesses to send out with enquiries.

The community booklet will be aimed at residents and visitors once they have reached the area. It will celebrate all aspects of community life promoting community facilities, local services, attractions, festivals and events. It will be based on an archive material detailing the history of the area fused with the modern day concept of 'Live like a Local' developed by Action for Market Towns and Masham businesses. It will be an interactive project using volunteers to capture interviews, audio and video footage for promotional displays. The publication will be distributed to all households and be available in community and visitor information points. All publications will be published on the website.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP4.1*	Leyburn Town Leaflet	August 2011	December 2011	£2,000	<ul style="list-style-type: none"> <li>• Based on 30,000 print run</li> <li>• Designers appointed (Aug 2011)</li> <li>• Leaflet produced (Dec 2011)</li> </ul>
BP4.2*	'Live Like A Local'	January 2012	March 2012	£3,000	<ul style="list-style-type: none"> <li>• Based on 30,000 print run</li> <li>• Concept launched (Jan 2012)</li> <li>• Working Group Established</li> <li>• Designers appointed (Jan 2012)</li> <li>• Booklet published and distributed door to door (Mar 2012)</li> </ul>
BP4.3	Leyburn Town Trail Leaflet & Interpretation	February 2012	July 2012	£5,700	<ul style="list-style-type: none"> <li>• Based on 15,000 print run and 6 interpretation panels</li> <li>• Consultation on design and locations (February 2012)</li> <li>• Permissions Granted (May 2012)</li> <li>• Designers appointed (May 2012)</li> <li>• Leaflet produced (July 2010)</li> </ul>
BP4.4	Middleham Town Trail Leaflet & Interpretation	February 2012	July 2012	£4,300	<ul style="list-style-type: none"> <li>• Based on 15,000 print run and 4 interpretation panels</li> <li>• Consultation on design and locations (February 2012)</li> <li>• Permissions Granted (May 2012)</li> <li>• Designers appointed (May 2012)</li> <li>• Leaflet produced (July 2010)</li> </ul>
BP4.5	Middleham Town Leaflet (reprint)	January 2012	January 2012	£600	<ul style="list-style-type: none"> <li>• Based on 15,000 re-print</li> </ul>
				<b>£15,600</b>	(*BP4.1&2 £5,000 are the only elements included in Leader application)
<b>Budget Allocation</b>		<b>Yr 1 - 2011</b>	<b>Yr 2 - 2012</b>	<b>Yr 3-2013</b>	
	Printed Publications	£2,000	£13,600		
	<b>Total</b>	<b>£2,000</b>	<b>£13,600</b>		<b>£15,600</b>

**Suggested evidence documents;**

- Ø Design Brief & Tender Instructions
- Ø Short listing Template
- Ø Interview templates
- Ø Result templates
- Ø Contracting docs
- Ø Consultation Questions/ Prompts

4.11 **BP5 - Creating attractive shop windows** – Leyburn and Middleham are experiencing a time of change with long established businesses gracefully withdrawing from their respective market places. Many of the premises are rented which often leads to a period of months while refurbishment works and shop fit outs are completed before new businesses can begin to trade. This results in prime high street locations appearing visually unappealing with windows either showing a view of empty shop floors or white washed windows. The scheme seeks to work with premises owners to allow community access to make vacant shop windows attractive, informative and bridge the gap encouraging the pedestrian flow to all retailers in the row.

A series of temporary displays will be introduced on a rotation basis that is informative to visitors and the local community during the interim period between business occupancy. Displays will provide information on forthcoming events, community consultations, heritage and historical points of interests.

It is also important to sustain the high quality shopping experience of the area and a thriving retail sector to support the services sector as well as generate and safeguard employment in the towns. A dedicated display will be introduced to encourage enterprise, business start-up and growth and the range of support available to attract new business opportunities into the vacant premises. When displays are no longer required in shop windows they will transfer for continued use in promotional activities and community events.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP5	Attractive Shop Windows	September 2011	December 2013	£4,000	<ul style="list-style-type: none"> <li>• Notional cost estimates over 3yrs</li> <li>£1,000 Display Boards &amp; Lights</li> <li>£1,500 Photographic reproduction/ Prep.</li> <li>£1,500 Transport, set up and storage</li> <li>A contribution to utilities such as electric may be required.</li> <li>• Exhibition equipment (Oct 2011)</li> <li>• Liaison with premises owners (Sept 2011)</li> <li>• Pilot window in place (Oct 2011)</li> <li>• Programme of displays agreed (Oct 2011)</li> <li>• Content of displays collated (Nov 2011)</li> <li>• Min 6. displays for rotation and use at exhibitions and events</li> <li>• # shop owners participating</li> <li>• # businesses supported into premises.</li> <li>• # community groups participating</li> </ul>
				<b>£4,000</b>	
	<b>Budget Allocation</b>	<b>Yr 1 - 2011</b>	<b>Yr 2 - 2012</b>	<b>Yr 3-2013</b>	
	Travel & Set Up	£500	£500	£500	
	Marketing & Promotions	£1,000	£250	£250	
	Display & Exhibition Equipment	£1,000			
	<b>Total</b>	<b>£2,500</b>	<b>£750</b>	<b>£750</b>	<b>£4,000</b>

**Suggested evidence documents;**

- Ø Programme of displaying groups
- Ø Catalogue of displays

4.12 **BP6 - Maximising marketing opportunities** - Lower Wensleydale is home to numerous heritage sites, festivals, events, attractions and market leaders in the world of commerce (e.g. Festival of Food and Drink, Middleham Open Weekend, Tenants Auctioneers, Middleham Castle etc.). All can boast international acclaim in their own right, play a significant part in the number of visitors attracted to the area and provide the perfect platform to promote the wider benefits that the area has to offer. There are many opportunities for growing and adding value to annual calendar of events to generate maximum economic benefit for the area.

The project aims to drive forward a new dynamic programme of collaborative marketing. Initiatives including wrap around services such as, accommodation packages, voucher/ discount scheme, joint ticketing and shuttle buses/ park and ride to link the towns to events. This will include establishing a promotional presence at trade and community events in and out of the area as well as targeted distribution to coach companies, tourist information centres and holiday operators. Examples of events include; Stables Open Weekend, Festival of Food and Drink, Great Yorkshire Show, 1940s weekend, Agricultural Shows, Sector Trade Shows such as food and drink, hospitality and tourism. Points of presence established at Leyburn Station and Tenants etc.

It is worth noting that there is an existing un-tapped wealth of marketing specialists and entrepreneurs whom are passionate about the future success of the dales that will be willing to give their time to develop a high quality programme of activity.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP6	Maximising Marketing Opportunities	August 2011	December 2013	£14,000	<ul style="list-style-type: none"> <li>• Notional cost estimates</li> <li>£1,000 Display Banners and flags</li> <li>£ 500 Leaflet stands</li> <li>£2,500 Exhibition Marquee (2x 10'x10' with side panels, grounding weights and folding tables</li> <li>£10,000 Advertising, distribution/ mail shots/ design copy/ proofing/ postage/ entry for trade shows etc. split over 3yrs.</li> <li>• Exhibition and promotional stand established (Oct 2011)</li> <li>• Event programme agreed i.e. 5 local 3 out of area (Nov 2011/12)</li> <li>• Programme of targeted activities i.e. mail shot coach companies (Nov/ Dec 2011/12)</li> <li>• # events attended</li> <li>• # enquiries generated</li> <li>• # cooperation exhibits</li> <li>• # campaigns</li> <li>• # results from tracking codes (reference numbers etc.)</li> </ul>
				<b>£14,000</b>	
	<b>Budget Allocation</b>	<b>Yr 1 - 2011</b>	<b>Yr 2 - 2012</b>	<b>Yr 3-2013</b>	
	Telephone/ Stationery/ Postage	£2,000	£2,000	£2,000	
	Marketing & Promotion	£1,500	£1,250	£1,250	
	Display & Exhibition Equipment	£4,000			
	<b>Total</b>	<b>£7,500</b>	<b>£3,250</b>	<b>£3,250</b>	<b>£14,000</b>

**Suggested evidence documents;**

- Ø Programme of exhibition dates
- Ø Schedule of promotion campaigns
- Ø Summary profile of event activity
- Ø Summary profile of impact

## Lower Wensleydale Branding and Promotions Sub Group Contact List 2009/10 Version 2 (July 2011)

#	Name	Position	Org.	Skills	Telephone	Email	Address
	Rachel Allen	Member	RDC	Local Gov Com & Vol Orgs Project Management	Intentionally blank	Intentionally blank	Intentionally blank
	John Atkins	Advisory	RCVS	Funding Volunteering			
	Simon Eastwood	Member	LMWBA	ICT Faith			
	Keith Gerrard	Chairman	LMWBA	Procurement Project Management			
	Robert Owen	Member	LMWP	Human Resources Communication & Liaison Com & Vol Orgs			
	Mavis Parry	Member	LTC	Copy Writing and Proof Reading Education Local Gov Com & Vol Orgs			
	Richard Sanderson	Member	LMWBA	QS/ Finance Community Liaison			
	Tammi Tolhurst	Member	MTC	Project Management Local Gov Com & Vol Orgs			
	LMWBA	Leyburn and Mid-Wensleydale Business Association					
	LMWP	Leyburn and Mid-Wensleydale Partnership					
	LTC	Leyburn Town Council					
	MTC	Middleham Town Council					
	RCVS	Richmondshire Council Voluntary Services					
	RDC	Richmondshire District Council					

<b>LOWER WENSLEYDALE BRANDING AND PROMOTIONS PROJECTS SUMMARY REPORT: (INSERT DATE)</b> (Use 'Traffic Light' system to identify areas of risk)									
<b>ID</b>	<b>Activity</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>Actual Start Date</b>	<b>Actual End Date</b>	<b>Budget Cost Yr1 2011</b>	<b>Actual Cost To Date Yr1 2011</b>	<b>Variance</b>	<b>Notes/ Milestones/ Outputs. Reasons for variance. Recommendations for corrective action.</b>
BP1.1	Community Liaison Worker	August 2011	December 2013			£7,800			
BP1.2	Support costs	August 2011	December 2013			£2,050			
BP2.1	Development of brand identity	August 2011	October 2011			£3,000			
BP3.1	Themed Website	August 2011	July 2013			£13,000			
BP4.1	Leyburn Town Leaflet	August 2011	September 2011			£2,000			
BP4.2	'Live Like A Local'	January 2012	March 2012			£0.00			
BP4.3	Leyburn Town Trail Leaflet & Interpretation	February 2012	July 2012			£0.00			
BP4.4	Middleham Town Trail Leaflet & Interpretation	February 2012	July 2012			£0.00			
BP4.5	Middleham Town Leaflet (reprint)	January 2012	January 2012			£0.00			
BP5.1	Attractive Shop Windows	August 2011	December 2013			£2,500			
BP6.1	Maximising Marketing Opportunities	August 2011	December 2013			£7,500			
<b>TOTALS</b>						<b>£37,850</b>			



Lower Wensleydale Branding and Promotions Sub Group 'Call for Projects 2010/13' IDEAS BANK - **CONFIDENTIAL**

Org.	ID	Project Title, Description & Targets	Strengths	Weaknesses	Opportunities	Threats
Miller Research Recommendations			•	•	•!	•

**Lower Wensleydale SWOT (Strengths, Weaknesses, Opportunities and Threats)**

*Baseline results sourced from the consultation workshops as part of the Miller Research Reports. Work in progress - July 2010.*

Area of assessment - Economic	Strengths	Weaknesses	Opportunities	Threats
<b>Retail</b>	<ul style="list-style-type: none"> <li>• Good range of independents (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of diversity – jewellers, bookshop, antiques, clothes(W)</li> </ul>	<ul style="list-style-type: none"> <li>• Scope to market the offer more widely (O)</li> <li>• Improved merchandising and branding – build on Shop Local campaign (O)</li> <li>• Pilot Sunday opening (O)</li> <li>• Extend the range of markets (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Threat from retail expansion at Catterick Garrison (T)</li> </ul>
<b>Sustainable Employment</b>	<ul style="list-style-type: none"> <li>• Stable local economy (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of quality employment for young people (W, T)</li> <li>• Poor quality internet access (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Scope to encourage entrepreneurship &amp; reduce commuting (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of quality employment for young people (W, T)</li> </ul>
<b>Agriculture</b>	<ul style="list-style-type: none"> <li>• Source of quality local supply to food production, retail and hospitality sectors (S)</li> <li>• Prominent Auction Mart bringing buyers and sellers to the area (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities to market local distinctiveness are not exploited (W)</li> <li>• Opportunities to sell the benefits of the area to auction mart customer base are missed (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Diversification into Racing Supply? (O)</li> <li>• Greater use of locally produced products (O)</li> <li>• Marketing to wider customer base (O)</li> <li>• Cooperation and collaboration in the sector (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Potential landscape impact of farming practices (T)</li> <li>• Changes to Common Agricultural Policy (CAP) n2013 (T)</li> </ul>

Area of assessment - Tourism	Strengths	Weaknesses	Opportunities	Threats
<b>Information and image</b>	<ul style="list-style-type: none"> <li>• Quality and diverse offer (waiting to be promoted) (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Low profile of Leyburn and Wensleydale (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Scope for easy trails from town centre, eg along the Shawl (O)</li> <li>• Investigate potential for brown signs from the A1 "Welcome to Wensleydale" (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Current marketing with Harrogate does not fit with Wensleydale (T)</li> <li>• Older image – lack of facilities for younger visitors (T)</li> </ul>
<b>Walkers and Cyclists</b>	<ul style="list-style-type: none"> <li>• Natural landscape waiting to be explored (S)</li> <li>• Walking festival launched 2010 (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of coordination (W)</li> <li>• Difficult to convert day visitors into spend (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Cycling could be developed (O)</li> <li>• Family /off road/cycle tracks (O)</li> <li>• Cycle hire and repair (O)</li> <li>• Safe storage / lock-ups (O)</li> <li>• Dalby Forest Mountain Biking World Cup (O)</li> <li>• Expansion of walking festival (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Further congestion of car parks (T)</li> </ul>
<b>Potential Developments</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Weddings in Wensleydale (O)</li> <li>• Expand Operation Dalesman (O)</li> <li>• Publicise Antiques sales and create linked trips (O)</li> <li>• Free wi-fi in town centre (O)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

<b>Food and Drink</b>	<ul style="list-style-type: none"> <li>• Successful Food and Drink festival (S)</li> <li>• Food based attractions (S)</li> <li>• Food Manufacturing and supplies (S)</li> <li>• Local Micro Breweries (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Poor customer service (W)</li> <li>• Lack of facilities between 5 and 7 pm (W)</li> <li>• High End &amp; Family Eating not Well Catered (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Scope for Clearer Promotion of Local Food and Drink (O)</li> <li>• Develop the Dales Food and Drink Festival to benefit the town (O)</li> <li>• Develop evening economy (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Businesses resistance to change (T)</li> <li>• Resilience to change by facilities (T)</li> </ul>
<b>Business Tourism</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Centre for Those Working in Catterick? (O)</li> <li>• Develop Business Standard Accommodation (O)</li> <li>• Need for Excellent Customer Service Skills (W,O)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Area of assessment - Social	Strengths	Weaknesses	Opportunities	Threats
<b>Education and Skills</b>	<ul style="list-style-type: none"> <li>• School management structure stabilised (S)</li> <li>• Willingness to work as an integral part of the community (S)</li> </ul>	<ul style="list-style-type: none"> <li>• School recently in special measures (W)</li> <li>• Lack of Adult Learning programmes (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise linked to businesses (O)</li> <li>• Greater engagement with work placement opportunities and apprenticeships (O)</li> <li>• Increase training for workforce and volunteers (O)</li> <li>• Articulate skills needs for businesses (O)</li> </ul>	<ul style="list-style-type: none"> <li>• School lacks investment (T)</li> <li>• Government funding cuts and targeted learning outcomes (T)</li> </ul>
<b>A Place to Live as Well as Visit</b>	<ul style="list-style-type: none"> <li>• Strong Community (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of affordable housing (W)</li> <li>• Not disability friendly (W)</li> <li>• Low Paid jobs (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of attractions and events to a local audience 'great days out' (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Danger of complacency (T)</li> </ul>
<b>Culture/ Amenities</b>	<ul style="list-style-type: none"> <li>• Thornborough Hall is an asset (S)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of facilities:</li> <li>• Theatre / cinema</li> <li>• Swimming pool</li> <li>• Community centre</li> <li>• Museum</li> <li>• Internet cafes</li> <li>• Business conference centre (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of festivals / events (O)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Political</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of current partnerships (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Poor relationship between town and District Councils (T)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of funding and support for Leyburn (T)</li> </ul>

Area of assessment - Environmental	Strengths	Weaknesses	Opportunities	Threats
<b>Built Environment</b>	<ul style="list-style-type: none"> <li>• Excellent Market Place (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Arrival and announcement is poor (W)</li> <li>• Some poor shop frontages (W)</li> <li>• General maintenance of verges / railings etc (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Scope for more Markets / Events (O)</li> <li>• Need for a style guide? (O)</li> <li>• Need for town centre management? (O)</li> <li>• Artworks in Windows? (O)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Transport</b>	<ul style="list-style-type: none"> <li>• Wensleydale Railway is an asset (S)</li> <li>• Good Public Transport Links to other towns (S)</li> <li>• Tourist bus around Wensleydale (S)</li> </ul>	<ul style="list-style-type: none"> <li>• Parking is chaotic, with free parking on the market square, whilst charges apply in the car park (W)</li> <li>• Seasonal coach congestion in town centre (W)</li> </ul>	<ul style="list-style-type: none"> <li>• Scope for benefits from expansion of the railway (O)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Quality of Landscape</b>	<ul style="list-style-type: none"> <li>• Excellent quality landscape (S)</li> <li>• Great location (S)</li> <li>• National Park (S)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>