

Leyburn and Mid-Wensleydale  
Business Association

‘Lower Wensleydale – Aiming High’



Branding and Promotions  
Business Action Plan  
2013-2016

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## **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. Miller Research was commissioned by Richmondshire District Council (RDC) to produce two reports for the market towns of Leyburn and Middleham. During the same year RDC established Area Partnerships to work 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. Sub groups were formed to develop car parking and branding.
- 1.2 Leyburn and Mid-Wensleydale Business Association facilitate and lead the Lower Wensleydale Branding and Promotions Sub Group (BPSG). Partners include Richmondshire District, Leyburn and Middleham Town Councils and Richmondshire Council for Voluntary Services. The Group meet on a regular basis and have developed a three year rolling programme of initiatives that raise the profiles of Leyburn, Middleham and their hinterlands. A copy of the Miller reports and original business plan (2010-2013) can be found in the 'Project Resources' area of [www.lower-wensleydale.com](http://www.lower-wensleydale.com). A team of volunteers, including local business representatives, contribute time and resource to support delivery of the action plan. In addition to the core partners, funders to date include; The Dales Leader Programme, Mid Wensleydale Community Partnership (Dales Festival of Food and Drink) and The Wensleydale Agricultural Society.
- 1.3 This Business Plan has been prepared to guide and monitor the delivery process 2013-2016. It provides a summary of achievements to date, current activity and aspirations for further development.

## **2. Priority Actions (2010-2013)**

Following consideration of the market, economic and SWOT (Strengths, Weaknesses Opportunities and Threats) analysis prepared by the Miller Research a series of priority actions were 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)
- 2.1 The priority actions are by no means exhaustive and are designed to deliver a mix of 'quick wins' and medium to longer term rewards. Each priority has a package of projects which 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.

- 2.2 Through the on-going delivery of the projects the BPSG aim to;
- Grow the identity of the area in keeping with the conservation design guides and management plans for the area.
  - Develop 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 and communities to grow and realise their potential.

### 3. Priority Actions (2013-2016)

3.1 **BP1 - Community Liaison Worker/ Website Coordinator** – The BPSG secured funding to appoint a part time Community Liaison Worker for 20hrs per week over a three year period. Colin Bailey, Creative Knowledge Management Services was commissioned on a self-employed basis to oversee the delivery of the Branding and Promotions Business Action Plan through the engagement of volunteers from the local and business communities and support from the BPSG. This contract is due to come to an end by December 2013.

A lot of ground work has been achieved but there is still key developmental work to be tackled and driven forward. The ideal solution is a full time dedicated coordinator to build capacity and support the promotion of the area but the reality is that a much reduced budget will be available. The target is to sustain and grow a pool of hours based on approx. 10 hours per week with the primary focus being to maintain the website, coordinate the volunteers and engage businesses and community organisations to subscribe to the work of the group.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP1.1	Community Liaison Worker/ Web Site Coordinator	November 2013	December 2014	£10,000	<ul style="list-style-type: none"> <li>• Based on 10hrs over 50 weeks @ £20 per hr. (£10,000) per annum.</li> <li>• Development continues to be driven forward.</li> </ul>
BP1.2	Support costs	November 2013	December 2014	£3,100	<ul style="list-style-type: none"> <li>• Based on annual budget: £1,000 travel expenses (including Volunteers) £2,000 stationery/ postage £ 100 meeting room hire/ refreshments</li> </ul>
				<b>£13,100</b>	Per annum
<b>Budget Allocation</b>		<b>Yr 1 - 2014</b>	<b>Yr 2 - 2015</b>	<b>Yr 3 - 2016</b>	
	Community Liaison Worker	£10,000	£10,000	£10,000	
	Telephone/ Stationery/ Postage	£3,000	£3,000	£3,000	
	Meeting Room/ Floor Space	£100	£100	£100	
	<b>Total</b>	<b>£13,100</b>	<b>£13,100</b>	<b>£13,100</b>	<b>£39,300</b>

**3.2 BP2 – Promotion and take up of the Lower Wensleydale Brand** – The Miller reports strongly recommend that a priority should be branding for the area. The BPSG coordinated the design, community and business 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. The Brand is a consistent feature running through the groups printed and web based materials and has been made available in varying formats, together with a comprehensive set of guidelines, for businesses and organisations to use within their own publicity materials.

The logo and guidelines can be downloaded from the ‘Project Resources’ area of the website [www.lower-wensleydale.com](http://www.lower-wensleydale.com). The challenge going forward is grow the use and encourage as many businesses and organisations as possible to jointly promote the area using the logo and links through to the website. Other than volunteer time to promote usage and respond to support queries there is no financial resource needed to develop this element of the project.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP2	Promotion and take up of LW brand	On going	On going	£0.00	• Business and Organisations take up the use of LW logo.
				<b>£0.00</b>	
	<b>Budget Allocation</b>	<b>Yr 1 - 2014</b>	<b>Yr 2 - 2015</b>	<b>Yr 3 - 2016</b>	
	Promotion and take up of LW brand	£0.00	£0.00	£0.00	
	<b>Total</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>

**3.3 BP3 - www.lower-wensleydale.com** – A dedicated website for Lower Wensleydale area has been developed with the aim of reaching i) visitors ii) local residents and iii) businesses. The site captures the vibrant and unique qualities of the area by taking a themed approach that navigates users to dedicated information pages detailing the offer and available to them. Due to the size of the area of benefit there is an ever increasing amount of work to be undertaken to check content and ensure it is relevant and fresh to retain visitor numbers. The site is sympathetic, although it does not use responsive technology, to the growing reliance on smart phones as a tool to browse the internet and include links to face book, twitter, flickr and Youtube social networking sites.

Part of the site is populated through 'self-led' registration such as the events list, business directory, gallery and community reporters sections but a lot of support is needed to maintain the quality output the BPSG aspires to. There are a number of Community and Village Champions who are responsible for supplying content for the Town and Village sections which works well and is an area for further development. There is a continual need to promote the availability of the site and the benefits it can bring to local communities so it remains one of the primary website serving the area.

The project to date has been able to cover the domain hosting, maintenance and search engine optimisation but is reaching the stage where income needs to be generated to take on these costs. To develop the site as a sustainable information resource a dedicated web team needs to be established to support the programming and scheduling of content including reciprocal links to other local sites of interest. Much has been achieved but there is a need for paid support to take the site forward (see BP1).

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP3	www.lower-wensleydale.com	November 2013	December 2014	£3,500	<ul style="list-style-type: none"> <li>Annual costs</li> <li>£ 500 Hosting and Email</li> <li>£1,000 Maintenance</li> <li>£2,000 Search engine opt. Marketing</li> <li>*funded web coordinator (see BP1)</li> </ul>
				<b>£3,500</b>	
	<b>Budget Allocation</b>	<b>Yr 1 - 2014</b>	<b>Yr 2 - 2015</b>	<b>Yr 3 - 2016</b>	
	www.lower-wensleydale.com	£3,500	£3,500	£3,500	
	<b>Total</b>	<b>£3,500</b>	<b>£3,500</b>	<b>£3,500</b>	<b>£11,000</b>

**3.4 BP4 - Establishing promotional materials** - To accompany the online facilities a number print based publications, with exhibition resources, have been developed and produced. These include;

**3.4.1 Leyburn leaflet (BP4.1&5)** – a new leaflet promoting the area and range of activities and services on offer has been produced. The 80,000 print run is being distributed with the aim of it lasting until 2015. A number of businesses are featured and should contribute to the reprint. The publication has been circulated to Tourist Information Centres and local information points. Local accommodation providers and eateries will also be given a supply. The newly formed Leyburn Town Team is being asked to consider how distribution can be achieved cost effectively assisted a distribution company. Sufficient copies of the Middleham Town leaflet are in place until 2015.

**3.4.2 An Insider's Guide to Lower Wensleydale (BP4.2)** – a series of interviews has been produced celebrating community life in Lower Wensleydale promoting local facilities, services, attractions, festivals and events. A selection have been produced into a very popular information booklet, display boards and featured on the website. A 'tear-proof' version is available for information points. One way of making the initiative work harder for the area is to produce a series of say, six better quality panels which can be rotated around venues to promote the website – a volunteer would need to be responsible for rotating the displays. Thought also needs to be given to the production of a follow-up publication which also promotes community facilities. This would need to be self-financing and perhaps carry a small purchase charge.

**3.4.3 Town Trails (BP4.3&4)** - an activity based leaflet suitable for all ages providing a tour of the town's points of heritage and cultural interests. Copies of the Middleham trail have been refreshed as part of 2013 activities. Leyburn town trail leaflets have not been updated for some years and few copies are available. Consideration should be given by the Leyburn Town Team to review the merits of the Leyburn Trail publication, the original action plan included further interpretation around the town to complement the existing panels created about The Shawl. As a minimum a feature for the website could be designed that doubles as a printable resource as required.

**3.4.4 Events Flier (BP4.6)** - an A5 flier showcasing a selection of the main events for the area and sign posting the website events list and visitor information centre. The 10,000 print run has been circulated to local information points and Tourist Information Centres within a two hour travel radius. Distribution through event parking, such as Middleham Stables Open Day, has also been trialled. The publication for 2014 will again be produced supported through the 2013 project activities but needs to move to become a commercially sustainable publication with greater promotion of the website services. New events such as the Festival of Art, Richard III and Tour de France as well as visitor attractions should be considered for inclusion.

**3.4.5 The Wensleydale Challenge (BP4.7)** – The Challenge is based on a series of multiple choice questions aimed at informing visitors and residents of things to see and do in the area. Businesses support the initiative by offering a selection of prizes from free accommodation, afternoon tea to unique visitor experiences such as candle making and red squirrel watching. The initiative requires coordination and publicity by the BPSG, volunteers and participating businesses to ensure it is as successful as possible. From 2015 there will be an additional print requirement for replacement publicity materials.

**3.4.6 Capture Wensleydale (BP4.8)** – A photographic competition has been launched in 2013 with the aim of building upon the image library. The categories mirror the website themes and include Food and Drink, Community Events, Living and Working etc. The competition closes in September 2013 and Wensleydale Galleries have kindly agreed to exhibit the chosen winners from each category. Management of the image library needs to be considered going forward.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP4.1	Leyburn Town Leaflet Distribution	On going	On going	£TBC	<ul style="list-style-type: none"> <li>• Guide price based on min 20,000 leaflets is £400 starting price plus £20 per 1,000. Prices excluding VAT and may be higher.</li> </ul>
BP4.2	'Live Like A Local' (2 <sup>nd</sup> edition) expanded to include useful information. Display panels for public places.	January 2014	March 2014	£TBC	<ul style="list-style-type: none"> <li>• Guide price based on 2011 activity, 5,000 print run. £3,000-£5,000 including design costs.</li> <li>• Display panels c.£30 each</li> <li>• Income generation from advertising could be considered.</li> </ul>
BP4.3	Leyburn Town Trail Leaflet & Interpretation	2014/15	2014/15	£TBC	<ul style="list-style-type: none"> <li>• Based on 60,000 print run including design costs c.£2,000.</li> <li>• Interpretation panels c.£500 each depending on permissions, casing and fixings.</li> </ul>
BP4.4	Middleham Town Trail Leaflet	2016	2016	£0.00	<ul style="list-style-type: none"> <li>• No action currently required.</li> </ul>
BP4.5	Middleham Town Leaflet (reprint)	2016	2016	£0.00	<ul style="list-style-type: none"> <li>• No action currently required.</li> </ul>
BP4.6	Attractions & Events Flier	September	January	£1,400.00	<ul style="list-style-type: none"> <li>• Based on double sided A5, full colour.10,000 print run including design costs (£800)</li> <li>• Coordination &amp; distribution (£600).</li> <li>• Income generation from advertising could be considered. c.20 x £140</li> </ul>
BP4.7	Wensleydale Challenge	January	December	£900.00	<ul style="list-style-type: none"> <li>• Coordination (30hrs) &amp; publicity (£900).</li> </ul>
BP4.8	Capture Wensleydale	On going	2013/14	£TBC	<ul style="list-style-type: none"> <li>• Coordination (30hrs) &amp; publicity (£900).</li> <li>• Hanging costs (TBC)</li> </ul>
<b>Budget Allocation</b>		<b>Yr 1 - 2014</b>	<b>Yr 2 - 2015</b>	<b>Yr 3 - 2016</b>	
	Printed Publications – variable.	£0.00	£0.00	£0.00	
	<b>Total</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>

**3.5 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 have been introduced that are informative to visitors and the local community during the interim period between business occupancy. Displays have included information on forthcoming events and community consultations. Further work is needed to develop information on heritage and historical points of interests – some good examples can be found, such as the information boards on the Shawl, at the Wensleydale Railway Leyburn Station and Middleham Key Centre.

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 business area of the website has been introduced with the aim of encouraging enterprise, business start-up and growth. In due course it will sign post to the range of support available to attract new business opportunities into the vacant premises. If funds allow publicity panels to be created as appropriate. This activity should form part of the remit of the newly formed Leyburn Town Team.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP5	Attractive Shop Windows	On going	On going	£0.00	• No Planned Activity.
				<b>£0.00</b>	
	<b>Budget Allocation</b>	<b>Yr 1 - 2014</b>	<b>Yr 2 - 2015</b>	<b>Yr 3 - 2016</b>	
	Attractive Shop Windows	£0.00	£0.00	£0.00	
	<b>Total</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>

**3.6 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 Stables Open Day, 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 still many opportunities for growing and adding value to annual calendar of events to generate maximum economic benefit for the area.

The BPSG aims to continue to drive forward a dynamic programme of collaborative marketing including linkages to the Tour de France (2014) and its legacy. 'Wrap around' services such as, accommodation packages, voucher/ discount scheme, joint ticketing and shuttle buses/ park and ride to link the towns to events will continue to be developed. This will include continuing a promotional presence at trade and community events in and out of the area where possible as well as targeted distribution to coach companies, tourist information centres and holiday operators. 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. A business information pack was introduced in 2013 and this continues to be communicated to businesses. The pack highlights resources available and opportunities for cost effective involvement.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP6	Maximising Marketing Opportunities	August 2011	December 2013	£3,500	<ul style="list-style-type: none"> <li>Event programme agreed i.e. 5 local 3 out of area</li> <li>Programme of targeted activities i.e. mail shot coach companies</li> </ul>
				<b>£3,500</b>	Variable Annual Budget
	<b>Budget Allocation</b>	<b>Yr 1 - 2014</b>	<b>Yr 2 - 2015</b>	<b>Yr 3 - 2016</b>	
	Telephone/ Stationery/ Postage	£1,000	£1,000	£1,000	
	Marketing & Promotion	£2,500	£2,500	£2,500	
	<b>Total (variable)</b>	<b>£3,500</b>	<b>£3,500</b>	<b>£3,500</b>	<b>£10,500</b>

### 3.7 BP7 - Engaging Rural Trades Businesses (Leader Pilot June 2013)

As part of the wider project businesses across all sectors have been encouraged to benefit from the potential that joint working can achieve. Opportunities, through the use of printed and electronic communication, to support and grow business productivity have been taken up by too few trades businesses. We have found that generally the trades businesses are not engaging, particularly the micro and SME size businesses. We made some enquiries and responses fell into three main themes i) limited time to promote vs delivering client services ii) not recognising the 'what's in it for my business' benefits that come from promotion and networking iii) not recognising that they have a key role to play in the local communities they serve and that their craftsmanship is a major contributor to the visitor experience in the area. Where we have found examples of outward and forward thinking businesses there are skills gaps and a reluctance to use computers and smart devices for work related activities.

The Dales Leader programme has agreed to support us to increase the accessibility to the trades sector and pilot a locally based Rural Trades Register. This will be with the aim of better connecting skilled workers in search of work with established business, improving business to business and business to customer relationships and experiences. The emphasis will be encouraging technology as one of the growing popular tools to achieve this. We will create a dedicated, cost efficient, web interface that will serve all three target groups and be integrated with other existing Leader funded developments such as, The Dales Business Directory. The interface will allow businesses to register and promote their skills and services and allow potential clients access to a market place where they can seek quotations, contract and evaluate their experiences through feedback and recommendations for others to benefit from. While the initial focus will be Lower Wensleydale we would anticipate partners in the Dales Business Forum to promote this facility and make it a Dales wide initiative.

ID	Activity	Target Start Date	Target End Date	Budget	Notes/ Milestones/ Outputs
BP7	Engaging Rural Trades Businesses	July 2013	On-going	£200p.a.	<ul style="list-style-type: none"> <li>Annual Web Hosting.</li> <li>Business engagement and support as funds allow.</li> </ul>
<b>Budget Allocation</b>		<b>Yr 1 - 2014</b>	<b>Yr 2 - 2015</b>	<b>Yr 3 - 2016</b>	
	Web hosting	£200.00	£200.00	£200.00	
	Business Support TBC	£0.00	£0.00	£0.00	
	<b>Total</b>	<b>£TBC</b>	<b>£TBC</b>	<b>£TBC</b>	<b>£TBC</b>



## 4.2 Looking ahead

Without the full complement of funding support the individual activities will be unable to progress at the same speed, achieve the same level of impact. In some cases work will not progress. Effectively the three year plan will become an aspirational plan alongside the other actions identified for the area.

- **BP1 Community Liaison Worker/ Web Site Coordinator**

It may be possible to commission some smaller scale interventions on an ad-hoc basis but not provide the level of coordination required.

- **BP2 Promotion and take up of LW**

The take up and use of the logo/ brand will be reliant on voluntary promotion and awareness raising only.

- **BP3 [www.lower-wensleydale.com](http://www.lower-wensleydale.com)**

The development of the website will be on a very small scale and may achieve some light touch refreshes of existing material with some new events and businesses engaging on a self-led basis.

- **BP4.6 Promotional Activities – Events Flier**

It will be reliant on one of the participants or the business association to coordinate. If insufficient funds are pledged the document may not go ahead or reduce in quality accordingly.

- **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.

- **BP7 Engaging Rural Trades**

This element of work would need to be picked up by the Business Association membership.

## 5.0 Governance and Succession Planning

The Branding and Promotions Sub Group has been facilitated by the Business Association over the last three years supported administratively by Richmondshire District Council. Individuals made a three year commitment to see the current phase of the project to fruition. Various factors may change which could have an impact on the viability and sustainability of the group which in turn could impact on the ability to deliver the action plan effectively. These may be;

- i. RDC withdraw administrative support upon final completion of the Leader funding
- ii. RDC withdraw all officer support to the Area Partnership structure
- iii. The Business Association representatives change/ withdraw or focus on other activities the organisation is involved in delivering such as, events and town team initiatives.
- iv. New representatives to take the action plan forward are not found.
- v. Funding is not achieved making it difficult to progress.
- vi. Volunteer capacity is reached and insufficient support is maintained.

The longevity of the Branding and Promotions Sub Group will be determined on their success rate and their ability to attract 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 on-going promotion of the area.

New opportunities are emerging. The formation of the Leyburn Town Team for Leyburn, the new working arrangements for Middleham Key Centre, initiatives relating to the Tour De France and increased funding to Local Enterprise Partnerships ahead of new European funding programmes. With them brings new enthusiasm and joint working potential. The plan should be a focal point to which all groups contribute and assist to deliver.