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A Sustainable Future for Lower Wensleydale: Leyburn Report

Report To

Richmondshire District Council

August 2009

Report From



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A handwritten signature in blue ink, appearing to read "Sam White & Nick Miller".

August 2009

Acknowledgements

The authors of this report would like to thank the many people within the community of Leyburn who all contributed to the compilation of this report.

Particular support was given by representatives of the following organisations:

- Leyburn & Mid Wensleydale Business Association;
- Leyburn Town Council;
- Richmondshire District Council; and
- Wensleydale Railway Plc.

The project sets out to present an evidence base and to use the findings to work with the community to develop jointly inspired and owned action plans. We hope that this report adequately represents the views of the people of Leyburn and that the actions within it are seen as relevant, robust and actionable.

Sam, White and Nick Miller, August 2009.

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1. Executive Summary

To be added in the Final Report

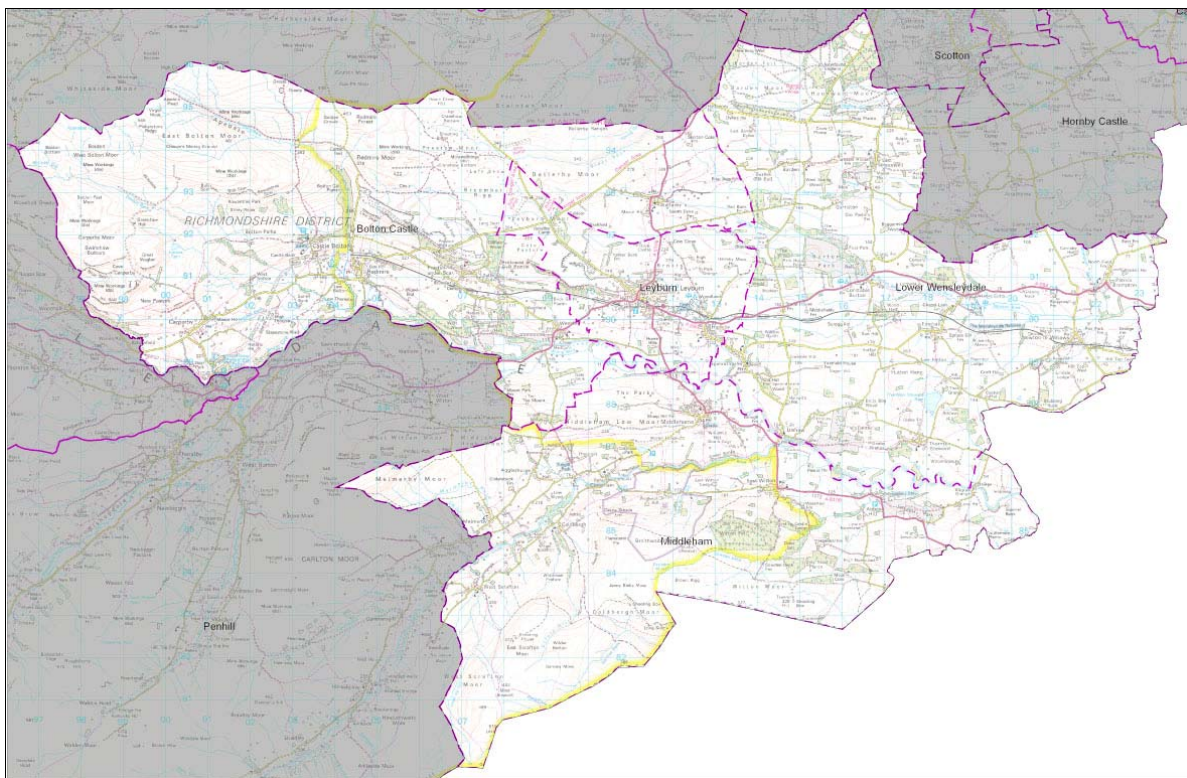
2. Introduction

This report documents the findings of a study into the sustainable economic, social and environmental future of the Lower Wensleydale area. Richmondshire District Council's Corporate Plan (2008-2012) identified the requirement for spatial and community planning in five distinct areas in the district. This study focuses on one of these five distinct areas, namely Lower Wensleydale, which is centred on the market town of Leyburn and comprises the wards of Bolton Castle, Leyburn, Lower Wensleydale and Middleham.

This report brings together a sound evidence-based approach to sustainable solutions and a community driven engagement process for the first time in the Lower Wensleydale area. The result is an action plan that not only addresses a wide scope of issues in the two major settlements in the region (Leyburn and Middleham); but also a plan that is well integrated with the community. Our belief is that a plan with full ownership of the community is more likely to be taken forward and implemented, creating a legacy of progress in the area for years to come.

The objectives of the study are twofold. Firstly, this process must provide robust plans which clearly map the future direction of the area in order to attain sustainable prosperity in the region for the economy, society and the environment. Secondly, the study must empower a group of individuals to become the driving force to the implementation of the action plans, improving the sustainable performance of the area's primary settlements. Community empowerment is an important aspect of this study and the methodology undertaken has reflected this.

Figure 1 Study Area



Source: Richmondshire District Council © 2009

2.1. Methodology

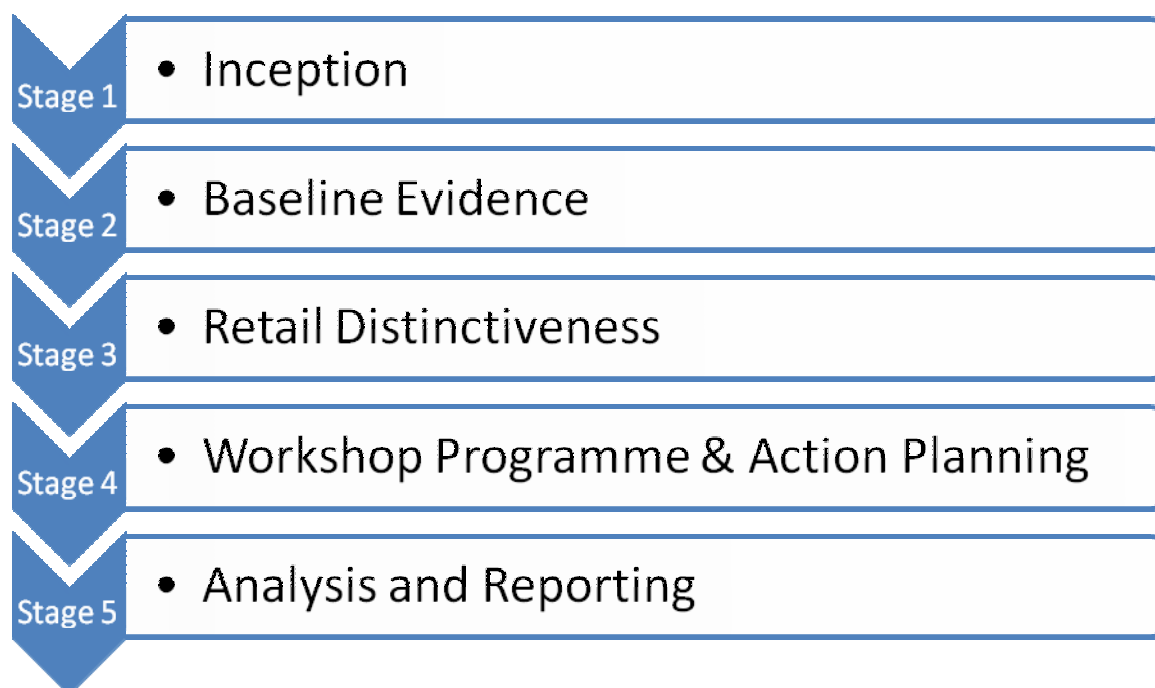
Our approach to meeting the objectives of this study was based on a hybrid methodology, combining aspects of our well-established Retail Distinctiveness and Market Town Welcome models.

These models provide a means of looking at the offer available to residents and visitors in each town and the reaction of retail and hospitality businesses to their current clientele. Hence, although focusing on retail and tourism, the models use these sectors as an entry point for a more holistic appraisal of how beneficiary towns work in their regional and sub-regional contexts.

In previous work, our research has demonstrated different issues in every town, but with common themes of close relevance to the development of Market Towns as viable places to live and as attractive destinations for visitors. Generic issues include, for example:

- Variable customer service with little added value;
 - Poor evening-time offer and many shops / cafes not open on Sundays / Bank Holidays;
 - Lack of choice and differentiation amongst public houses – most of which is aimed at the weekend youth drinking market;
 - Lack of high quality accommodation for visitors and business tourists;
 - Predominance of short break and day tourism;
 - Lack of investment in public houses by remote landlords – especially some pub chains;
- and
- Lack of a local food culture and few opportunities to showcase local and distinct produce.

Our model for this project was designed to address all the key stages of the project outlined in the original client brief. These were conducted as follows:



To describe these in more detail:

Stage 1 – Inception

The Miller Research team met with the client group to provide an opportunity for all parties to have an open discussion about the subtleties of the work and to highlight any contextual issues that we should be aware of in carrying out the project.

Stage 2 – Baseline

The baseline section comprised a number of different activities, aimed at providing a holistic description of the economy of Lower Wensleydale in its wider context.

These included:

- A brief look at key strategic and policy documents relating to the area;
- An economic profile of the area, based on official data sources;
- Results of a telephone survey of 100 businesses in the area, conducted for this study;
- Results of a study of the Wensleydale Railway;
- Results of a new community survey by the Leyburn and Wensleydale Business Association; and
- Results of a short survey of visitors to the Dales Food Festival, conducted for this study.

Stage 3 – Distinctiveness

In this stage, we presented the results of our Retail Distinctiveness survey, which assessed the retail and visitor offer in Leyburn. This comprised a visual distinctiveness survey and a vitality and viability survey. In addition, we carried out a series of business interviews across the area to provide a

qualitative boost to the telephone survey findings, and a ‘mystery shopper’ analysis of customer service in Leyburn.

Stage 4 - Workshops and Community Engagement

During this stage of the study we engaged with a group of key stakeholders in the town, through a series of workshops:

- Workshop 1 presented the evidence base and conducted a SWOT analysis of the town;
- Workshop 2 involved assigning role to groups of stakeholders and going on a journey on the Wensleydale railway. During the trip, stakeholders were asked to think about their expectations of a day out in Leyburn (in their assigned role). On arrival at the station, the group walked around the town, to see how it matched up to their expectations. The results were then discussed in an action planning session in the station café; and
- Workshop 3 took themes from the previous elements of the work and used these as a basis for discussion of potential ideas and actions.

Stage 5 – Analysis and Reporting

The materials from the elements described above have been brought together in this report, along with some more detailed actions for consideration. We present these as projects to be further developed and taken forward by the stakeholder group, which we have termed the “Leadership Group” for Leyburn.

We have striven to ensure that the actions within the plans reflect a combination of evidence, community aspirations and a sustainable vision for Leyburn as a vibrant, attractive market town in one of the finest landscapes in the UK.

3. Baseline

3.1. Context

Regional Economic Strategy (RES) – Yorkshire Forward

The Regional Economic Strategy (RES) for 2006-2015 has as its vision that Yorkshire will become: *“a great place to live, work and do business, that fully benefits from a prosperous and sustainable economy.”* It lists six key objectives for achieving sustainable economic growth:

- More businesses that last;
- Competitive businesses;
- Skilled People – benefiting business;
- Connecting people to good jobs;
- Transport, innovation and environment; and
- Stronger cities, towns and rural communities:.

These themes are very much the focus of this research, aimed at building a sustainable economic future for Lower Wensleydale.

Richmondshire 2021 – Sustainable Community Strategy

The Sustainable Community Strategy points out that Richmondshire is one of the largest districts in England, covering more than 600 square miles with a population of just over 60,000 – with almost 30% of that figure involved in military activities.

The strategy is based around five themes: Safe places; strong neighbourhoods; healthy lives; prosperous communities; and green living. The strategy lays out investment plans for developing Catterick Garrison as a focal point for the District, with significant development of retail and housing to complement the enhanced status of Catterick as a “super garrison”. The challenge is to ensure that the towns of Lower Wensleydale (especially Leyburn) can maintain their role as local service centres and not lose out through substantially increased retail leakage. Leyburn is acknowledged as a centre for tourism.

Other commitments include:

- Support for affordable housing;
- Improving the range of cultural, leisure and sporting facilities;
- Improving the quality of the tourism product;
- Maximising funding opportunities and delivering regeneration projects throughout the District;
- Supporting skills for life delivery in the District;
- Encouraging the use of alternative means of transport for visitors and local residents;

- Supporting measures to safeguard and protect the character and appearance of historic towns; and
- Encouraging the re-use and restoration of historic buildings... particularly in support of rural regeneration and diversification.

Yorkshire Dales National Park

The Yorkshire Dales National Park is located in the North of England, and straddles the central Pennines in the counties of North Yorkshire and Cumbria.¹ Covering an area of 1,762 square kilometres (680 square miles), the national park has outstanding scenery, a range of wildlife habitats and a rich cultural heritage. According to the Richmondshire Economic Development Strategy (2002/03) approximately 57% of the land area of Richmondshire district falls within the boundary of the National Park, to the West of Richmond and Leyburn. The district strategy also stresses recent economic problems common to the upland agriculture and a decline in visitor numbers over recent years. It would be reasonable to expect that a decline in visitor numbers would have an impact upon Lower Wensleydale's local economy and this report is aware of this issue. Further still, anecdotal evidence suggest that perceptions of the Yorkshire Dales as a visitor destination have waned. In recent years, the profile of the area as a whole has become less prominent thanks largely to national marketing campaigns of other destinations. It is important for this report to acknowledge the potential effects of a fall in visitor numbers to the Yorkshire Dales, which itself serves as an indication of the area's popularity. A key issue for the National Park is to halt the decline in visitor numbers and increase the profile of the Park, which can only serve to improve the profile of the surrounding area. Lower Wensleydale must be in a position to capitalise upon this.

Local Development Framework (LDF) Core Strategy Consultation (2008)

The LDF Consultation allows for residents to input into the planning process for the District. In the document, some key issues and challenges for Richmondshire are laid out. These include:

- The fragility of the rural economy;
- The affordability of local housing;
- Access to services;
- Delivering sustainable development / sustainable communities;
- Impact of military expansion at Catterick Garrison; and
- Protection of historical and environmental assets.

Within the Council's preferred option for the LDF vision, Leyburn is acknowledged as the District's main settlement after Richmond and Catterick Garrison and that its role as the local service centre for Lower Wensleydale should be safeguarded. Outside of the main settlements, development

¹ Extract taken from online source, <http://www.yorkshiredales.org.uk>, [Accessed 20/08/2009].

would be limited to that required to meet local needs – in particular affordable housing to support the sustainability of local communities. (50% affordable housing will be sought on residential development proposals of 4 or more dwellings or 0.15 hectares.)

In relation to the economy, there is a commitment to safeguarding employment land at Leyburn and to reviewing the need to allocate additional sites for the period beyond 2015. There is also commitment to utilising the historic character of Leyburn as a catalyst for investment and improvement, including in the tourism sector and to supporting key local employment sectors, such as the racehorse training industry based in and around Middleham. Other key elements are support for resisting proposals that would result in the loss of vital local services and facilities and supporting development proposals for re-use of vacant or disused sites and premises.

On infrastructure, the preferred option includes improving provision of and access to foot and cycle networks and supporting public transport and non-car based travel.

The LDF is a key document in relation to RDC support for many of the proposals within this report.

Low Carbon Rural Capitals Scoping Study – Yorkshire Forward

Yorkshire Forward commissioned ARUP as part of its Rural Capitals programme to undertake a scoping study to examine the number of settlements in the Yorkshire and Humber region and build an evidence base that could guide interventions to reduce their carbon impact.

The report defines three types of settlements and subsequently appraises the opportunities that exist for each settlement to achieve its low carbon vision. Finally, the report discusses thematic interventions and approaches applicable across the settlements. The defined settlement types are ‘rurbs’ which are rural or urban settlements with strong links into or within a city region, remote rural settlements and coastal settlements.

The report boldly concludes that “a settlement that begins its journey towards a low carbon future will reduce its exposure to future economic, social and environmental climate change related risk, and can play its role in reducing the region’s carbon emissions.” It is important therefore, that this study into the sustainable economic, social and environmental future of the Lower Wensleydale area is sensitive to the region’s low carbon vision and potential to reduce emissions. Particularly pertinent to this study is the report’s acknowledgement that achieving a low carbon vision is an inextricable part of creating a sustainable settlement. Further still, the report references the Mathew Taylor review of Rural Economy and affordable housing (DCLG, 2008) to highlight concerns that “focussing on a narrow range of sustainability criteria can hold back appropriate development in rural communities.”

3.2. Lower Wensleydale Profile

Lower Wensleydale is located on the Eastern fringe of the Yorkshire Dales National Park in North Yorkshire and comprises the wards of Bolton Castle, Leyburn, Lower Wensleydale and Middleham. The area occupies a significant South East portion of the Richmondshire District and to the South shares its border with Hambleton and Harrogate Districts. Lower Wensleydale’s favourable location

next to the Upper Dales provides the area with an idyllic backdrop as well as plethora of visitor attractors on its doorstep. Its other neighbour in the district is the vibrant settlement of Catterick Garrison which currently acts as a service centre for residents of and visitors to the area.

The table in These headline statistics point towards the conclusion that the average age in the Lower Wensleydale area is more heavily weighted in the groups outside the working age bracket – due to an over-representation of older people. This is supported by the North Yorkshire County Council Neighbourhood Profile, which presents a narrative of the 2001 census age profile for Lower Wensleydale and states that 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.

Figure 2 Population

	Ward				Study Area*	District	Country
	Leyburn	Middleham	Bolton Castle	Lower Wensleydale			
Population (numbers)	2,211	1,302	1,200	1,338	6,051	47,010	57,103,923
Working Age Population (%)	51.8	59.9	59.6	56.1	56.0	62.5	61.5

Source: ONS Labour Market Profile (2001 Census)

*The study area comprises all four wards (Leyburn, Middleham, Bolton Castle and Lower Wensleydale) and is therefore the average of the four wards.

The Progress in York and North Yorkshire report indicated that the proportion of older people is increasing at a faster rate in York and North Yorkshire than in England as a whole. “Since 2001 the number of people who are of retirement age in York and North Yorkshire has increased by 10% while the percentage of children aged 0-15 has dropped by 3.8%” (YNYPU, March 2009). The report continues its analysis, highlighting that Richmondshire (along with Hambleton) has experienced the most notable changes in the population of older people with increases of over 16%.

shows that 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 Census². The remaining wards, Bolton Castle and Lower Wensleydale collectively contain approximately 2,500 people taking the area total to just over 6,000.

The working age population³ for all wards in the Lower Wensleydale area is below the national average of 61.5%, which itself is slightly below that of Richmondshire District (62.5%)’ and of the four wards, Leyburn has the lowest working age population percentage. These headline statistics point towards the conclusion that the average age in the Lower Wensleydale area is more heavily

² More recent data is not available from the ONS at ward level.

³ Working age includes males aged 16 to 64 and females aged 16 to 59.

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Life expectancy in Lower Wensleydale is generally high in comparison with district, county and country levels, despite the area displaying comparatively poor district and county comparisons in obesity levels and limiting long term illness.⁶

At 84.3 years, Middleham residents enjoy the highest life expectancy in the area, whilst Leyburn residents are predicted a slightly lower life expectancy at birth of 79.6 years. Surprisingly however, Lower Wensleydale had a higher level of obesity (23.7%) than any other area in the district and the county. Further still, Leyburn recorded the highest percentage of limiting long term illness in Lower Wensleydale, with the area itself recording higher percentages than the district and county as a whole. It could be argued that this would be expected in an ageing population, if it is reasonable to assume that there is more likely to be long term illness in an elderly population.

⁴ North Yorkshire Neighbourhood Profiles, Richmondshire District, Lower Wensleydale Neighbourhood.

⁵ Prepared by the York and North Yorkshire Partnership Unit (YNYPU), March 2009.

⁶ North Yorkshire Neighbourhood Profiles, Richmondshire District, Lower Wensleydale Neighbourhood

3.3. Economic Context

At present the UK economy, like many other economies throughout the world is deeply entrenched in the world’s worst economic downturn for well over 60 years.⁷ As financial institutions around the globe restrict borrowing entitlements in an attempt to curb the economic downturn, reverberations of the recession are felt throughout many regions of the UK. Observation of the most recent NOMIS employment statistics indicate that the Yorkshire & Humber region has witnessed a negative change in employment between March 2006 and March 2009 that is 2% greater than the national figure⁸. Although this is not a measure of unemployment and is not adjusted for population variances, it does provide an indicative illustration that the economic downturn has penetrated the region in terms of levels of its workforce in employment.

However, within the region, North Yorkshire’s total claimant count for April 2009 was down 0.7% on the previous month’s figures, which may suggest that the recession is easing in the area, or may be due to more seasonal effects. It is still necessary to put this into the context of the wider recession by considering the annual change in claimants for North Yorkshire, which has been a staggering 111.3% increase over the previous year. This is significantly higher than the England annual change over the period of 87.6% and is a clear indication that the area has been affected by the global economic downturn.

The recession has had a noticeable impact on business confidence across the region with the majority (56%) of businesses surveyed as part of the National Business Survey⁹ indicating that by November 2009 they expect their business climate to deteriorate. The table in

Figure 3 shows businesses perceptions of future business climate conditions and illustrates that York and North Yorkshire as a whole is comparatively pessimistic. With only 7.2% of businesses interviewed expecting business conditions to improve in the 12 months from November 2008, it is clear that the business community perceives itself to be badly affected by the recession.¹⁰

Figure 3 Business Confidence

†(All figures are %)	Nov-09		
	Improve	Remain Stable	Deteriorate
England	9.6†	35.6	54.8
Yorkshire & Humber	8	35.6	56.3
York and North Yorkshire	7.2	36.8	56

Source: National Business Survey, November 2008

⁷ HM Treasury Online, available at: http://www.hm-treasury.gov.uk/speech_chex_080709.htm, [Accessed 20/08/2009].

⁸ ONS Estimates of workforce in employment.

⁹ Survey carried out by Ipsos Mori on behalf of England’s Regional Development Agencies and Invest Northern Ireland.

¹⁰ It should be noted, however, that the businesses surveyed in this study demonstrated increasing optimism about trading conditions next year.

As was discussed previously, initial consideration of the proportion of Lower Wensleydale’s working age population that are in employment suggests that the area is relatively prosperous. The table in Figure 4 shows that a high proportion of the working age population in Lower Wensleydale are economically active (82.6%, or 8.7% higher than the national average) and that unemployment levels are 40% lower than the national average (at just 3.5%). However, as was noted in section 3.2, Lower Wensleydale has a significantly lower percentage of working age population than the national average which will undoubtedly impact upon per capita GDP and hence the prosperity of the area.

Figure 4 Employment Levels

†(All figures are %)	Ward				Study Area*	District	Country
	Leyburn	Middleham	Bolton Castle	Lower Wensleydale	Lower Wensleydale	Richmond	Great Britain
Economically Active	81.60†	84.0	81.3	83.5	82.6	82.3	76.0
In employment	79.00	81.5	78.1	80.2	79.7	79.3	71.6
Employees	60.80	55.8	53.0	55.0	56.2	65.9	62.6
Self Employed	18.20	25.7	25.1	25.2	23.6	13.4	9.0
Unemployed	3.10	3.0	3.9	3.9	3.5	3.6	5.8
Economically Inactive	18.40	16.0	18.7	16.5	17.4	17.7	24.0
Retired	5.20	3.7	4.6	2.4	4.0	2.9	2.2
Student	2.20	1.8	3.1	3.1	2.6	2.8	5.5
Other	11.10	10.6	11.0	11.0	10.9	12.1	16.3
Full Time Employment	72.00	74.5	72.3	76.7	73.9	78.0	76.4
Part Time Employment	28.00	25.5	27.7	23.3	26.1	22.0	23.6

Source: ONS Labour Market Profile (2001 Census)

*The study area comprises all four wards (Leyburn, Middleham, Bolton Castle and Lower Wensleydale) and is therefore the average of the four wards.

The 2001 census figures indicate lower levels of students among the economically inactive as well as high levels of retired people across the Lower Wensleydale area as a whole. Anecdotally it is evident that many of those leaving the area to undertake education elsewhere are failing to return to the area. This is a significant problem among many rural towns in the UK and Lower Wensleydale has to deal with this issue.

Lower Wensleydale’s economy reflects many rural communities, in that there is a relatively high proportion of both skilled trades and self-employed, which are twice the Great Britain average. In consideration of

Figure 6 which shows that a slightly higher percentage of employees in the Lower Wensleydale area are employed in construction (5.9%) than the England percentage (4.8%), there is a suggestion that many of the self employed work in construction.

There is also a significant difference in the ‘Other Services’ sector of

Figure 6 where the percentage of employees falling into this category in the Lower Wensleydale area is more than three times the England average. This category encompasses a range of activities including arts and sporting related services and will reflect the high levels of employment in racehorse training in Middleham.

Further observation of employees by industry, (

Figure 6), shows that the percentage of total Lower Wensleydale employees working in manufacturing is two fifths lower than the England percentage, which is typical of a rural location. The level of personal services in the area is also higher than both the district and country average by approximately 40% which is an indication of a greater tourism and hospitality sector in the region than in other regions across the UK. The table also shows the proportion of persons employed in the distribution, hotels and restaurants sector to be 20% higher than the England percentage, as might be expected.

The proportion of managers and senior officials in the Lower Wensleydale area (15.7%) and in Middleham in particular (17%), is higher than the Great Britain average (14.9%). This may be due to the fact that people live in the area but travel to work at larger centres such as Darlington or York.

Figure 5 Employment by Occupation

†(All figures are %)	Ward				Study Area*	District	Country
	Leyburn	Middleham	Bolton Castle	Lower Wensleydale	Lower Wensleydale	Richmond	Great Britain
Managers and senior officials	14.40†	17.0	16.4	15.0	15.7	14.7	14.9
Professional	7.90	5.6	10.4	13.5	9.4	8.6	11.2
Associate professional & technical	9.30	10.4	9.5	10.6	10.0	23.8	13.9
Administrative & secretarial	9.20	7.5	12.0	9.8	9.6	9.9	13.2
Skilled Trades	18.90	21.9	20.9	22.6	21.1	13.7	11.8
Personal Services	9.90	14.1	6.4	7.8	9.6	6.4	6.9
Sales and customer services	6.30	3.8	3.8	2.4	4.1	4.8	7.7
Process plant and machine operatives	9.50	7.7	5.7	7.3	7.6	6.4	8.7
Elementary occupations	14.50	12.0	15.0	11.0	13.1	11.8	11.8

Source: ONS Labour Market Profile (2001 Census)

*The study area comprises all four wards (Leyburn, Middleham, Bolton Castle and Lower Wensleydale) and is therefore the average of the four wards.

Figure 6 Employees by Broad Industry Classification

†(All figures are %)	Study Area	Country
Industry Category (Standard Industry Code)	Lower	England

Wensleydale		
1 : Agriculture and fishing (SIC A,B)	0.0†	0.8
2 : Energy and water (SIC C,E)	0.7	0.5
3 : Manufacturing (SIC D)	6.5	10.6
4 : Construction (SIC F)	5.9	4.8
5 : Distribution, hotels and restaurants (SIC G,H)	27.5	23.5
6 : Transport and communications (SIC I)	6.7	6.0
7 : Banking, finance and insurance, etc (SIC J,K)	13.5	22.3
8 : Public administration, education & health (SIC L,M,N)	22.0	26.3
9 : Other services (SIC O,P,Q)	17.1	5.2

Source: NOMIS Annual Business Inquiry

A further issue for the area, in terms of the composition of employment, is that the area has a larger percentage of people in part-time employment.

Figure 7 Qualifications

	Ward				Study Area*	District	Country
	Leyburn	Middleham	Bolton Castle	Lower Wensleydale	Lower Wensleydale	Richmond	Great Britain
No qualifications or level unknown	42.00%	34.8%	30.7%	32.8%	35.1%	32.6%	35.8%
Lower level qualifications	40.70%	46.7%	41.5%	43.0%	43.0%	48.3%	43.9%
Higher level qualifications	17.30%	18.5%	27.8%	24.2%	22.0%	19.1%	20.4%

Source: ONS Labour Market Profile (2001 Census)

*The study area comprises all four wards (Leyburn, Middleham, Bolton Castle and Lower Wensleydale) and is therefore the average of the four wards.

Whilst Lower Wensleydale’s population as a whole has a greater proportion of higher level qualifications than either Richmond or Great Britain, the situation in Leyburn is markedly different, with a high proportion of unqualified people and a proportion of higher level qualifications significantly below the GB average. Middleham has a greater emphasis on those with lower-level qualifications and it also has a relatively low proportion of individuals with higher level qualifications.

Conclusions

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.

Hence the challenges for Middleham include actions to retain and attract younger people, to increase the value of the tourism sector by appealing to higher spending market segments, to boost entrepreneurship in higher-value services to mitigate the effects of out-commuting and to develop a culture of learning and upskilling in the town.

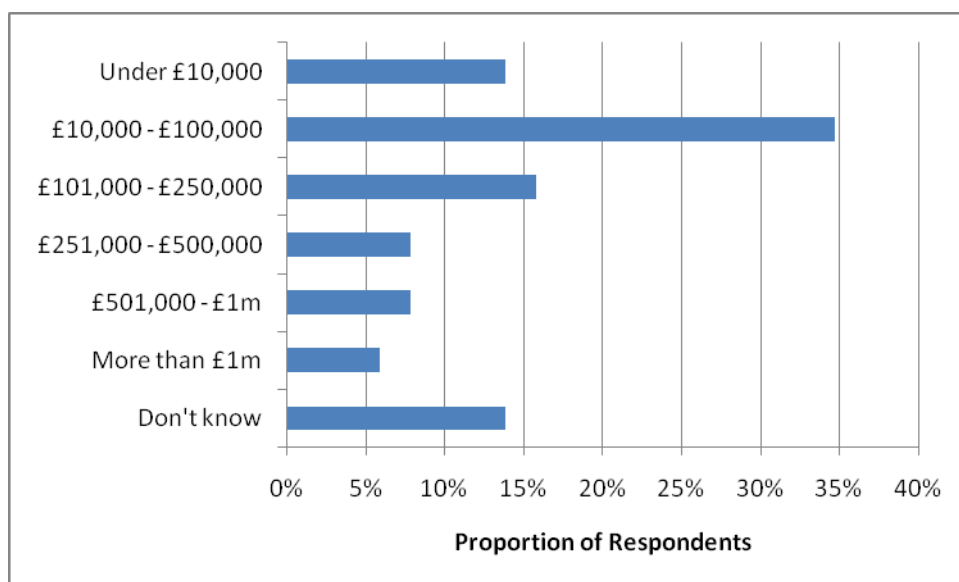
3.4. Business Survey Results

Introduction and Background to Businesses Responding to the Survey

A telephone survey of 101 businesses in Lower Wensleydale was carried out to provide input to the project from the commercial sector of the area. As might be expected, there was a strong representation amongst the responses from the tourism and agriculture-related sectors, followed by other service activities, including professional services and retailing.

The great majority were micro-enterprises: more than 90% of businesses responding each employed fewer than 5 people and only one employed more than 25. There is widespread part-time working (almost 80% of businesses employ some part-time staff) although relatively low incidence of seasonal employment to meet fluctuations in demand (20% of all respondents) and of overseas workers (10% of respondent businesses).

Figure 8 Annual Turnover of Businesses Surveyed



The small nature of many businesses was reflected in their annual turnover: almost 50% have an annual turnover of £100,000 or less and 14% of them turn over less than £10,000 per year (predominately accommodation providers). However, 6% said that they have a turnover of £1m or more.

The majority of businesses see their impact area as local, as might be expected, although one-third said that they have a national impact and 9% an international one. Similarly, 49% source the majority of their supplies locally, 28% nationally and 7% internationally.

The majority of employees travel to work by car (70%), which perhaps reinforces the issue of parking difficulties in both Leyburn and Middleham.

Business Issues

Only 12% of businesses surveyed claimed to suffer from labour shortages, primarily in tourism and agriculture – although specific shortages included retail assistants, racehorse handlers and mechanics. However they were more likely to find it difficult to recruit people with a particular skill for a job (25%). Chefs and catering provided the main shortage of skills needed, although other areas included both generic skills such as IT and communication, and vocational skills such as dry stone walling and knowledge of firearms.

Only a very small proportion of businesses recognised any skills shortages amongst their current workforce (7% of the total), although this may reflect low expectations on the part of employers rather than the actual skills available in the area.

Despite the difficult economic climate at present, 20% of businesses surveyed were planning expansion, mainly to access new markets. However, half of these faced some kind of significant barrier at the time of the survey, mainly financial. Interestingly, 23 businesses that were not currently planning growth also cited barriers to them expanding. Here, planning issues and the effects of the recession were the strongest disincentives to expansion. Planning issues extended across a range of bodies, from RDC, through the National Park, to landlords and estates.

Figure 9 Barriers to Expansion – Those Planning to Expand and Those Prevented by Current Barriers

Barrier	No. of Businesses Affected	
	Planning Expansion	Not Planning Expansion
Finance	5	5
Premises shortage	1	2
Planning issues	2	7
Export licensing	1	
The recession	1	7
Personal circumstances		1
Skills		1

Overall, 61% of those interviewed said that the current recession had had an impact on their business, mainly a reduction in turnover due to the market downturn. However, a small number of tourism businesses reported an increase in business, as more people choose to holiday in the UK.

Only 33% of businesses expected to experience future impacts of the recession, demonstrating some optimism regarding the depth of the downturn.

When asked what barriers exist to new businesses wanting to open in the area, the three main issues raised were:

- Planning and premises;
- Competition; and
- Finance.

Fifty-six percent of respondents said that they were aware of the current availability and / or cost of business premises, suggesting that lack of information is not a barrier at present.

In terms of business support, the main facilities accessed were through Business Link, followed by support from private banks. Of those not accessing business support at present, the majority (57%) said that they were aware of facilities available to new businesses or business opportunities.

Finally, a question was asked about the impact of the Wensleydale Railway on businesses. Thirty-seven percent of respondents said that it had an impact on their businesses. The great majority of these were tourism businesses, whose clients use the railway to access Leyburn and other parts of Lower Wensleydale. However, there were some retailers included in the list and some companies which supply goods and services to the railway.

The majority of respondents (53%) were positive about the potential impacts of an extension of the railway line to link up with the East Coast main line at Northallerton. Potential benefits included accessing visitors from a wider catchment and attracting more visitors without increasing road traffic. However few people saw real potential for commuting via the railway.

Summary and Conclusions

The survey outlined a picture of the local business economy being dominated by tourism and agriculture, with a high proportion of micro-businesses and a significant share of low turnover, lifestyle or diversification enterprises, such as holiday lets. However, the findings showed a small proportion of high value-added service sector businesses, with some serving an international market.

The proportion of businesses with labour shortages was revealed to be relatively low, although there was a higher proportion of a shortage amongst those trying to recruit particular skills, especially chefs and skilled catering staff. Few businesses recognised skills shortages within their current staff complement.

The majority of those surveyed claimed to have suffered some effects of the recession however a fifth of respondents expressed an intention to expand in the near future. A further set of businesses were not considering expansion, because of barriers such as finance, perceived planning constraints and the recession.

This points to a relatively stable economy, with relatively low staff turnover and a reasonable supply of local workers, supplemented in some cases by overseas staff. The difficulty of attracting specialist skills to a rural area is a common one and a difficult issue to address. Generally, businesses appeared

relatively optimistic about the future, with only one in three expecting the recession to impact beyond the current year.

3.5. Railway Study

A 2009 report¹¹, currently in draft stage, sets out the socio-economic impact of the Wensleydale Railway and assesses the impacts of reinstating the link to Northallerton and link to Aysgarth via Castle Bolton. The study is likely to conclude that the extension of the line will present significant economic benefits, supporting up to 22 local jobs from construction and operation and potentially creating a further 21 jobs through increased levels of patronage. It is also likely to indicate that communities along the line will benefit from increased cohesion and from the economic opportunities of developing linked packages for visitors.

Perhaps most importantly, the development of the line could present an opportunity to “put Wensleydale on the map”, as part of a package to raise the profile of the area in general.

For Leyburn, the report suggests that there may be an opportunity to develop Wensleydale Railway Station as a social and economic hub, with shops specialising in selling locally produced merchandise and possibly the development of community events space within the station footprint.

3.6. Leyburn and Mid Wensleydale Business Association Survey

Leyburn and Mid Wensleydale Business Association conducted a hard-copy household and business survey in mid 2009. In total 164 completed responses were received, of which 150 were from residents or visitors and 14 were from the business community. The main results are summarised below.

Satisfaction with Services

Overall 61% of respondents were happy with the services they receive from their local councils, although amongst the small sample of business respondents the proportion was lower. The main issues causing dissatisfaction amongst those who were not happy could be summarised as:

- Dissatisfaction with the level of services that Leyburn receives from Richmond DC; and
- Poor highways support in winter and in generally tidying and maintenance.

Changes to Leyburn Market Place

Interestingly, almost three quarters of those responding would like to see some changes to Leyburn Market Place. The nature of changes covered a wide range of issues, which could be summarised as:

¹¹ Wensleydale socioeconomic study, Draft Report. Arup for Wensleydale Railway plc, 2009.

- Parking issues – either those wanting more / changed parking or those wanting to remove parking from the market place;
- Shop front improvements / decoration of empty shops;
- General environmental enhancements;
- Changes to the bus shelter; and
- Investigation of a one-way system.

Leyburn for Shopping

Respondents to the survey were generally loyal shoppers – 38% of those who are Leyburn ratepayers used the town daily, with a further 53% shopping there several times per week. Overall, 83% of the whole sample shops in the town several times a week at least.

Further to this, more than 70% of Leyburn ratepayers who responded use Leyburn for their main shopping, as did 61% of the overall sample. Those who do not do so cited deterring issues such as a lack of parking, lack of retail variety and higher prices as barriers to using the town. However, the overall picture from respondents is one of a very loyal population in a retail sense.

Leyburn Market

Generally, residents who responded to the survey are very positive about the weekly market and monthly farmers' market. Fewer than 8% of those who replied were negative in their view of the market and the majority of their comments related to:

- Car parking; and
- The farmers' market being too expensive and limited in choice.

However, there were many positive comments about the excellent contribution of the regular Friday market to the vibrancy of the town.

Car Parking

Car parking is an issue which figured highly in responses to the questionnaire. This question asked specifically whether respondents were happy with current parking arrangements. Almost two-thirds said that they were unhappy, although interestingly half of those who worked in the town centre said that they were happy with the current arrangement. This perhaps reflects the issue that those who arrive early to work in the town can park free in the Market Place all day, whilst those wishing to park in order to shop have less choice as the spaces have already been filled. The main issues raised by those unhappy with the present situation included:

- The fee scale in the pay and display going from half an hour (which is insufficient for shopping) to 2 hours (which is too expensive at £1.50);
- Local workers and walkers using the Market Place for long stay car parking; and
- Potential for disc parking.

On the issue of disc parking, almost three quarters of respondents were in favour of the idea for short stay parking in the Market Place. Town centre workers were marginally less so.

Opinion was more divided on the prospect of paying a parking fee and then claiming it back from local shops and other businesses. A small majority (48%) were against this idea, whilst 38% were in favour and the rest undecided.

Finally on parking, respondents were asked whether they would accept a small increase in local rates (15-20p per week) to improve parking. Amongst those who voiced an opinion, there was a slight balance of opinion against this idea (54% against, 44% for), although the majority of businesses responding were in favour.

Other Issues

Finally, the survey asked respondents to list any other suggestions that they had to make in terms of improvements to Leyburn. The wide range of responses focused on issues such as car parking, use of the Market Place and public realm improvements.

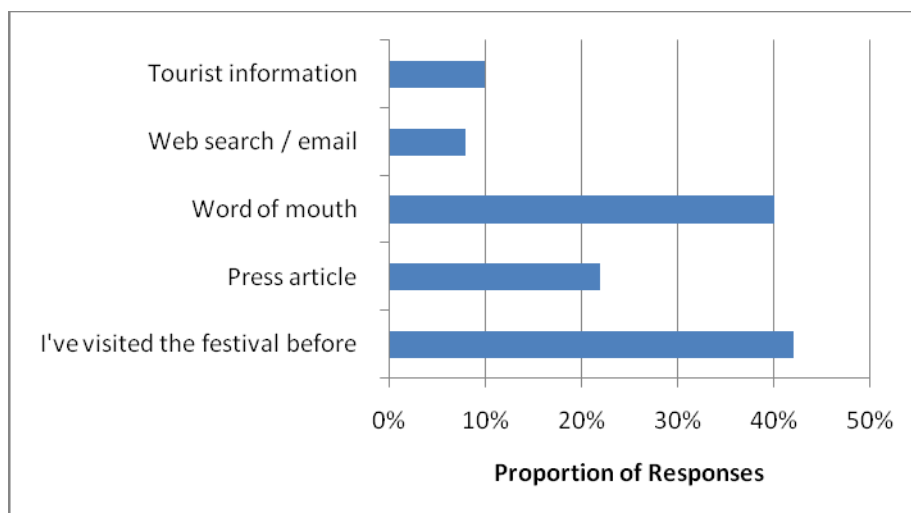
3.7. Dales Food & Drink Festival

As part of this project a short survey of visitors to the highly successful Dales Food Festival was carried out, during the 2009 festival. The survey was administered by festival volunteers and a total of 43 responses were obtained. Hence, although the sample was not large enough to provide robust statistical conclusions, some useful indicative results emerged. In addition, it may point the way to an expanded survey in future, to inform decision making regarding the food festival.

Awareness of the Festival

Attendees were asked how they became aware of the Dales Food Festival. The largest group (42%) had attended before and the second largest had heard via word of mouth. This is encouraging, in that it shows that people are loyal to the festival and want to return and also that they tell friends and relatives about it, to encourage them to attend.

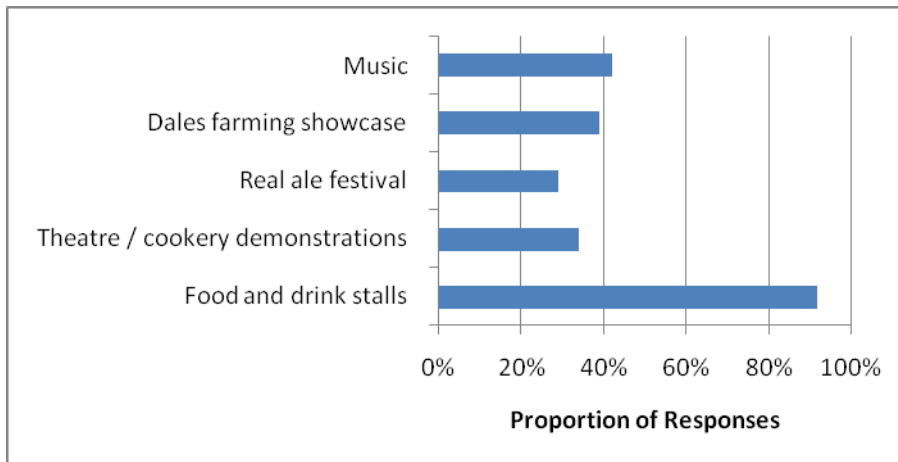
Figure 10 How did you become aware of the Festival?



Attractors

Unsurprisingly, the food and drink stalls are the major attractor to the festival. However, the overall mix is clearly important, including the more theatrical aspects of the event.

Figure 11 What aspects of the festival particularly appeal to you?



Respondents were also asked about a range of factors that might be considered important in organising an event of this type. The three factors that stood out clearly were:

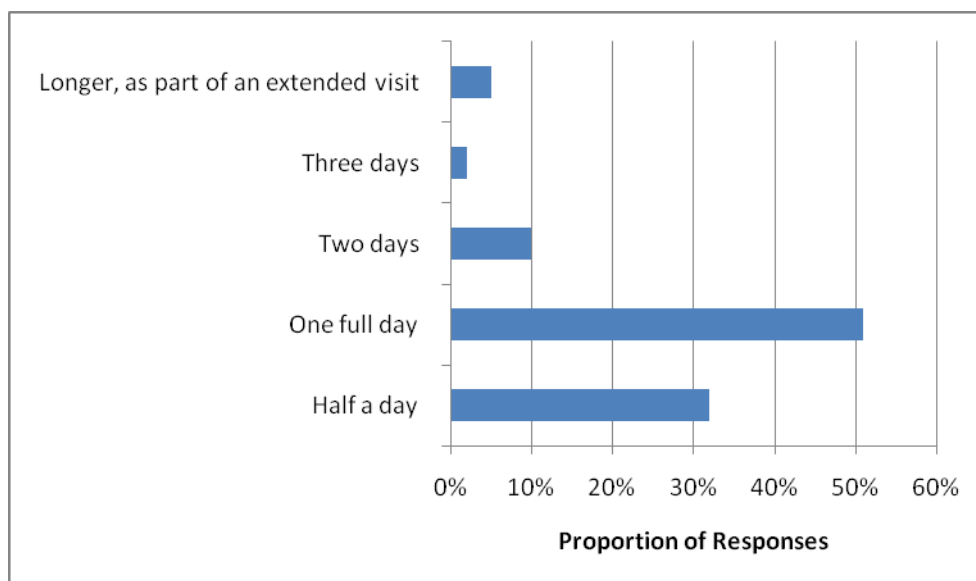
- Local and regional produce;
- A rural location; and
- Car parking.

Other factors, such as interesting speakers, the size of the event and good weather were considered fairly important in addition to this list.

Impact on Wensleydale

Visitors were asked a few questions about their trip to the Dales. First of all, they were asked how long they might stay in the area. The majority (51%) said that they were there for a full day, followed by 32% who were just staying for half a day. Encouragingly, however, a further 17% were staying longer in the area.

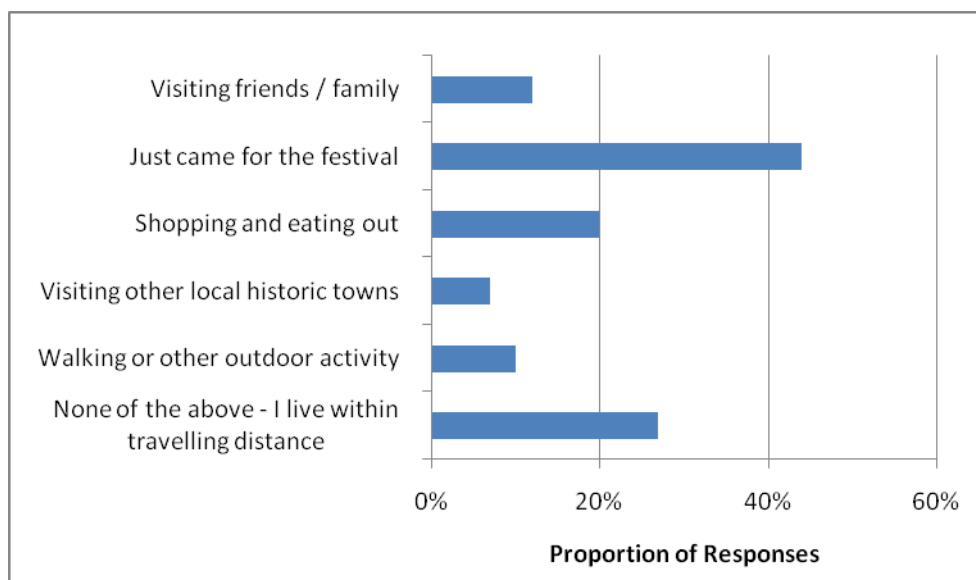
Figure 12 How long will you stay in the area?



Those who were staying in the area were most likely to be staying with friends and family, camping or staying in a hotel or pub.

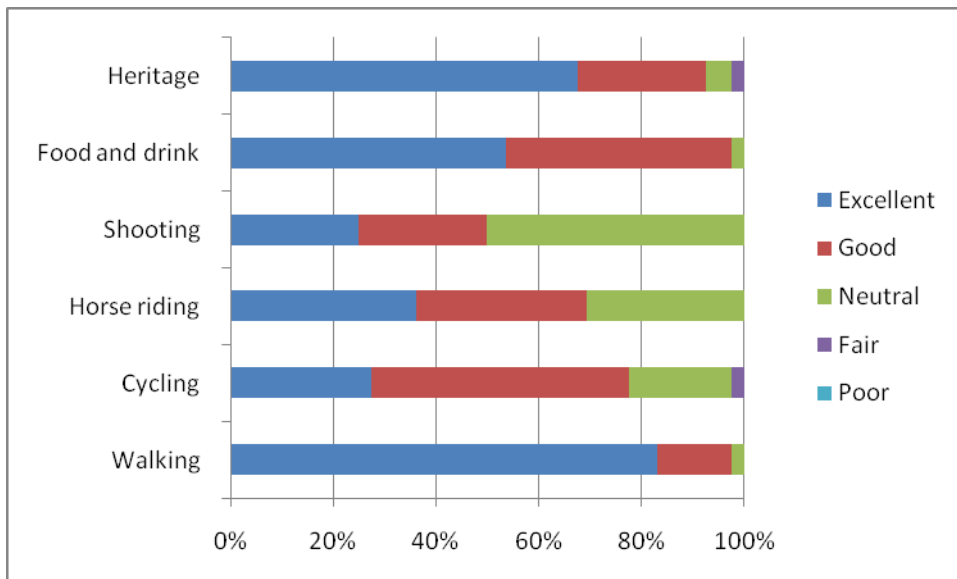
Although the largest proportion (44%) came to the area just for the festival, a further 20% intended to do some shopping and eating out, 7% said that they would visit other historic towns and ten individuals intended to do some walking or other outdoor activity. Hence the Festival is aligned with other activities and potentially has some significant indirect impacts.

Figure 13 Other activities whilst in the area



With regard to visitor perceptions of Wensleydale, the survey asked them to rate the area as a destination for various activities. Walking came out top overall, followed by heritage and food.

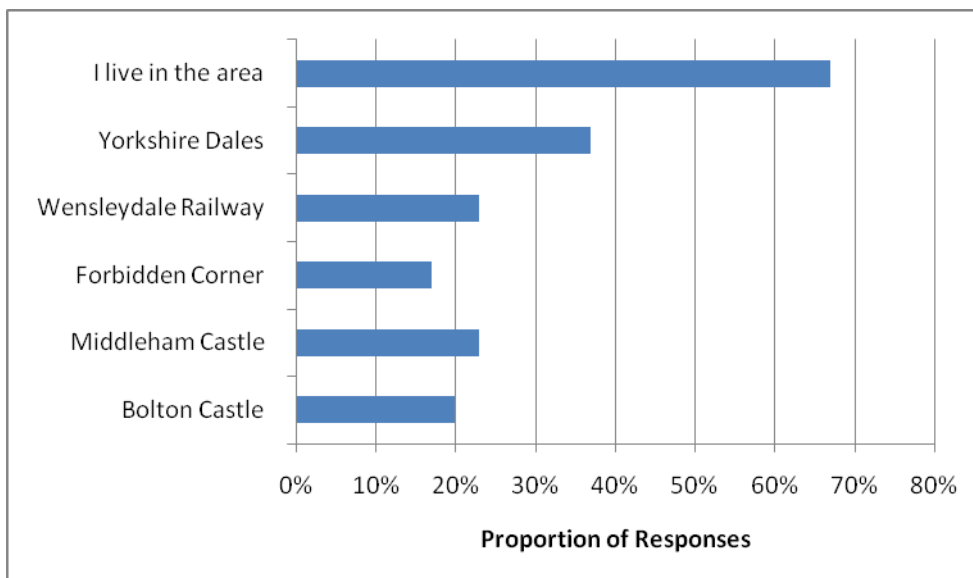
Figure 14 Perceptions of Wensleydale as a destination



Further to this, visitors were asked whether they had visited any neighbouring historic towns during their visit. Not surprisingly, Leyburn was the most commonly visited (63%), followed by Richmond, Middleham and Hawes.

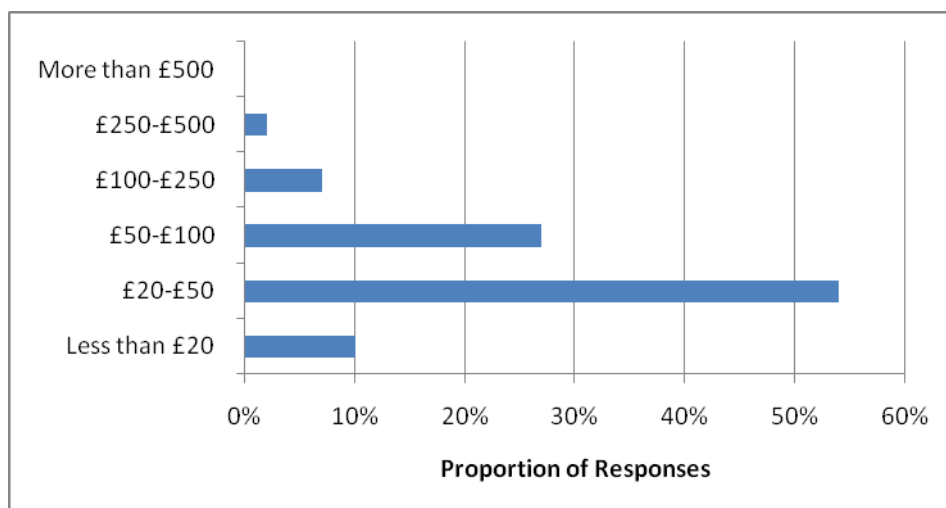
Similarly, a question was asked about attractions. The responses showed the Dales in general as most popular, followed by the Wensleydale Railway (although few people used it to travel to the festival) and Middleham Castle.

Figure 15 Attractions visited



The survey also asked about total expenditure whilst visiting the festival, including accommodation and food whilst in the area. Visitors were most likely to expect to spend between £20 and £50, but some expected to spend in excess of £250.

Figure 16 How much do you expect to spend during your visit?

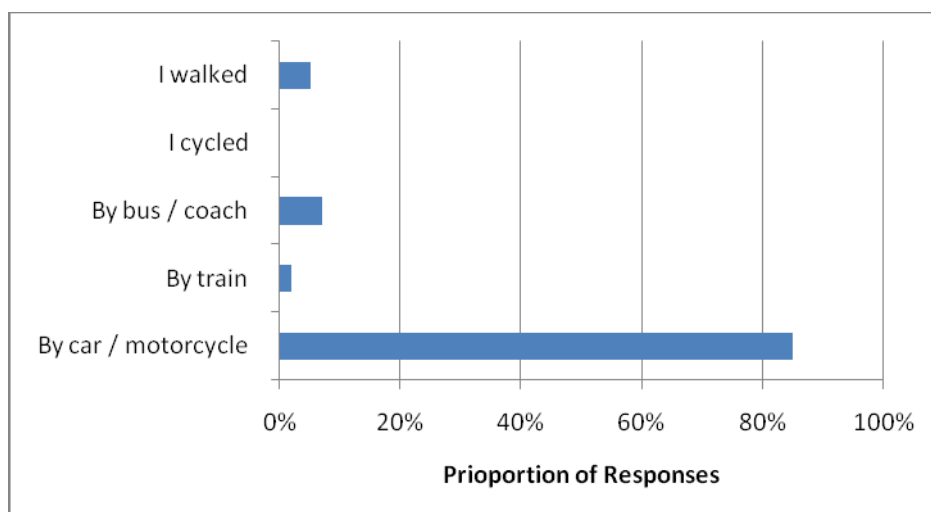


If these figures are grossed up, they represent an average expected spend of £63, with a range from £38 to £86. Based on a nominal estimate of 12,000 visitors, this would imply a contribution of between £450,000 and £1.03m entering the local economy directly as a result of the festival. Again, it would be useful to the festival organisers and potential funders to understand this more fully, by capturing more comprehensive data in future years.

Getting There

Visitors surveyed were overwhelmingly likely to have travelled by private car to the festival. Only 2% came by train and 7% by bus or coach. Five percent lived close enough to walk to the event. Although the majority of those responding to the survey had visited Wensleydale before, some 7% said that it was their first visit. Hence, the Festival also has an important role to play in attracting new visitors to the Dales.

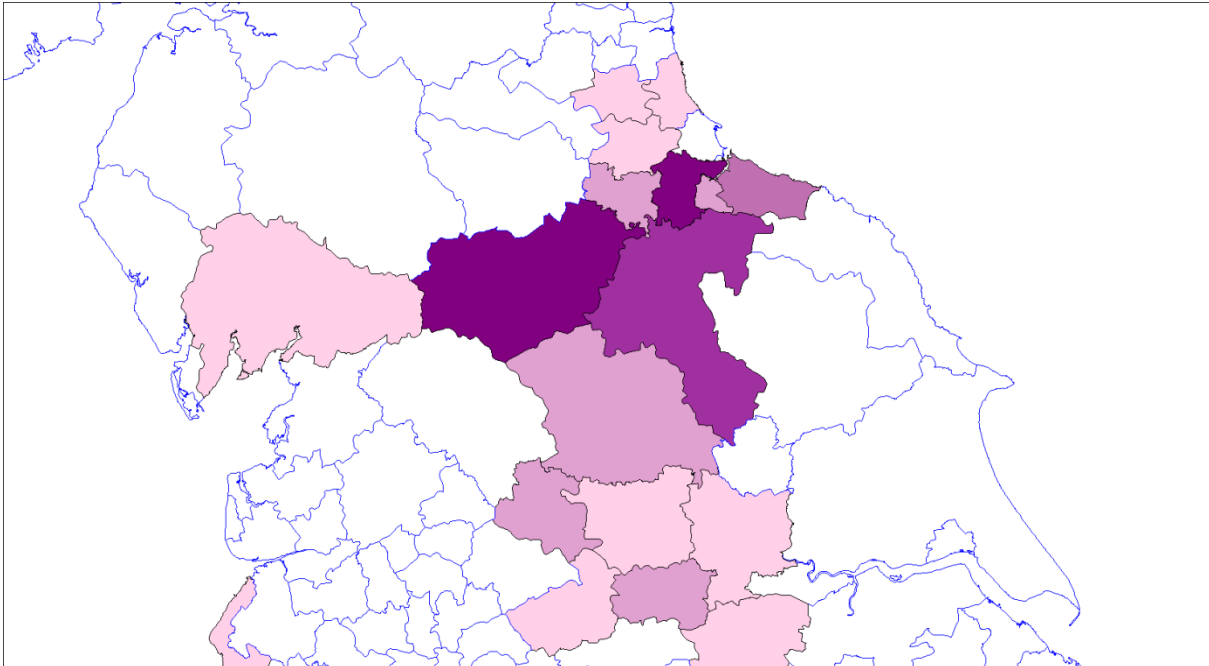
Figure 17 Modes of travel to the Festival



Visitors were asked for their postcode of residence, to track the festival catchment. Clearly, with such a small sample, this was only indicative, but it can be seen from the map below, that visitor density of the sample was greatest from the local area, followed by two swathes – one from the East towards Darlington and north towards Middlesbrough and the other stretching down through

Yorkshire to the south. Again, this exercise could be repeated in future years to guide the festival marketing.

Figure 18 Map of visitor sample by residence



Conclusions

The Dales Food Festival is an excellent event for Wensleydale and for Leyburn in particular. It brings a significant number of new and regular visitors to the areas, many of whom stay to shop, walk and visit attractions nearby. However, the proportion of these that visit Middleham during their stay could be increased.

Economically, it is likely to be worth up to £1m per year in terms of direct impact. However, the intangible benefits of putting Wensleydale on the map may be even more valuable in the longer term.

The management team of the festival may wish to consider taking on the visitors' survey in future years, to develop an effective means of monitoring their performance and to identify ways in which their marketing and programming could be fine tuned.

4. Retail Distinctiveness Survey

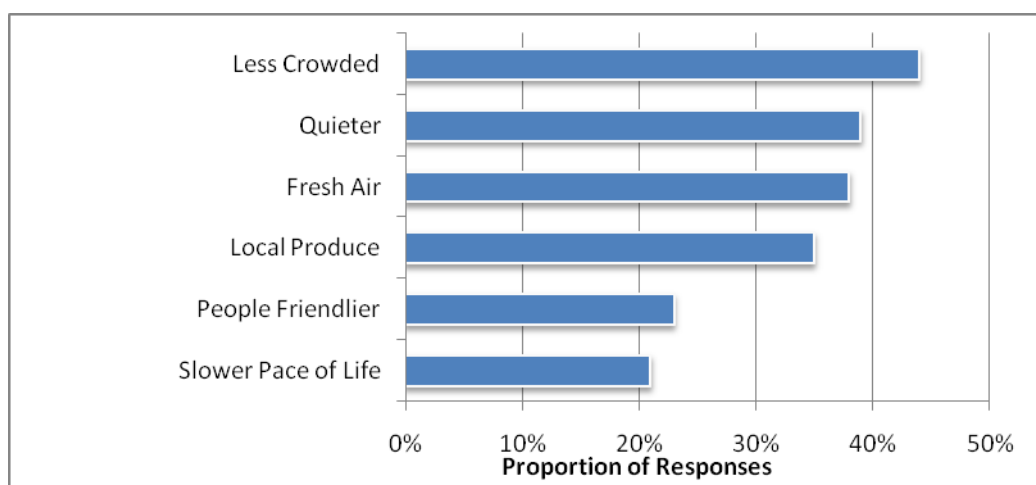
4.1. Introduction

This section of the report provides the results of the Retail Distinctiveness survey carried out in Leyburn, as part of the primary data gathering. The work is based on a customised version of the Retail Distinctiveness model developed for ONE North East by Miller Research, which has been run in eighteen towns across the UK. It was included in our approach as it helps to provide a holistic look at the town and its retail, hospitality and physical / heritage assets.

The original rationale for the Distinctiveness model was to counter the “cloning” of town centres and to aid thinking in creating and preserving vibrant small communities – especially rural market towns.

Primary market research in urban centres helped to define the factors which contribute to a successful small town. Four hundred people were interviewed on street in Leeds and Newcastle and asked to think of a small town that they visited regularly. They were asked to think about the aspects of that town that they found attractive and what made them go there. Examples included a sense of the town setting, a countryside context, a less crowded or rushed shopping experience, and the availability of local produce.

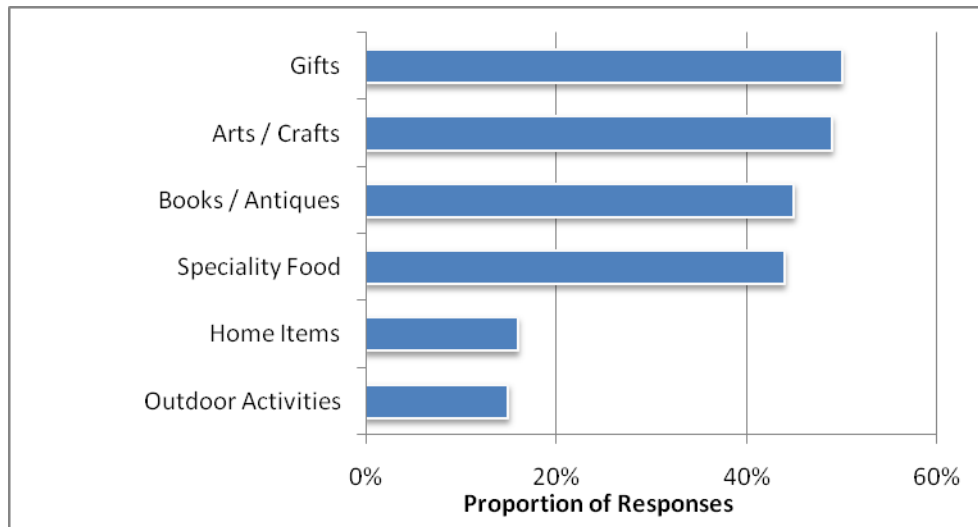
Figure 19. Small Towns – Main Attractors



Source: Retail Distinctiveness Research

In terms of the retail offer, the main attractors for visitors were gifts, arts and craft shops, along with speciality food retailers. Home items, outdoor equipment and independent clothing shops were also featured.

Figure 20 Small Towns – Retail Attractors for Visitors



Source: Retail Distinctiveness Research

These factors, along with others from the original surveys and complemented by the results of a series of focus groups, led to a working definition of the variables affecting Distinctiveness, as shown below.

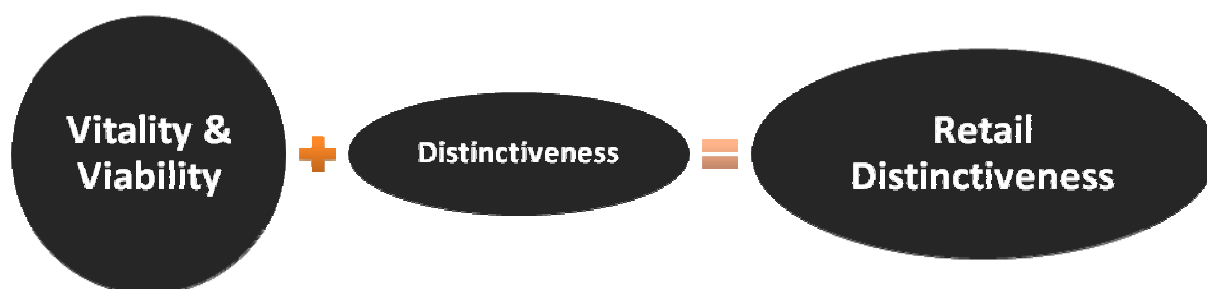
Figure 21 Overall Variables Contributing to Small Town Retail Distinctiveness



Source: Retail Distinctiveness Research

The survey results give a profile of the town, which can be benchmarked against neighbouring or comparator locations, or used to assess the impacts of regeneration projects.

The model becomes more meaningful, however, when combined with a vitality and viability assessment. This allows the subject town to be benchmarked as both a distinct destination for visitors and as a local service centre for residents. The model can then be used more effectively to consider comparator centres and can be used to plan what sort of offer a community wishes to develop.



The overall model comprises the following elements, which have all been covered to some extent in the Leyburn survey.

Table 1 Retail Distinctiveness, Vitality and Viability Indicators

Theme	Activity
Vitality and Viability	Diversity, accessibility, rental levels, satisfaction levels (primary market research results), footfall, vacancy rates, accessibility, etc
Retail Distinctiveness	
Visual Assessment	Shop-fronts, shop-windows, shop-floor goods, local products, accessibility
Food and Drink Assessment	Segmentation, quality, local produce sourcing, customer care, locational issues
Markets Assessment	Frequency, types, coverage, layout and stalls/equipment, user mix, management
Customer Care	Welcome, knowledge of product, added value
Retail Assessment	Environmental Public space, built environment, accessibility, street furniture, signage, event space, street care

Source: Miller Research (UK) Ltd

The following sections of this report present some brief context to the town and its retail and hospitality offer, along with the Distinctiveness survey results.

This leads into some broad areas for consideration, with regard to increasing the competitiveness of Leyburn as a destination for residents and visitors alike.

4.2. Measuring Vitality and Viability

Vitality and viability has been briefly surveyed, to provide context for the work. As noted above, the vitality and viability elements of the Retail Distinctiveness model include factors such as:

Customer Satisfaction levels

The level of customer satisfaction covers issues such as residents' use of the town, perceptions of the retail and hospitality offer and overall attractiveness of the town as a retail centre for residents and visitors.

In this project we have used background interviews with businesses to inform this indicator.

Accessibility

An important factor in the vitality and viability of a town centre is its accessibility. This can be measured in terms of the availability of car parking, public transport services and the ease of pedestrian and cycle movement through the centre.

Within our model, accessibility is rated under the following headings:

- Car parking - Supply and management;
- Public transport - Level of provision; and
- Pedestrian / Cycle - General accessibility: Provision of pedestrian and cycle routes and facilities.

We have carried out a brief visual survey of these factors.

Footfall

Footfall is the measurement of pedestrian flow within a town centre environment, which demonstrates activity which may lead to direct purchases or an association with town centre related uses. In this project, we have not had access to a footfall count and so an estimate has been used, based on very limited observations of Leyburn.

Investment

Analysis of rental levels and commercial yields can provide a useful indication of the retail performance of a town centre. In this study, we have researched local agents' views on current rental yields and demand for premises.

Confidence or Retail Performance

The measurement of investor confidence in a town, as illustrated by demand from retailers and property investment yields has been estimated.

Retailer Representation

This is an analysis of the present representation of retailers wanting to come into a town centre. It will focus primarily on national and regional retailers, as a balanced range of independents is accounted for in the retail distinctiveness element of the survey.

Retail Diversity

The diversity of town centre uses is a measure of how much space is in use for different functions, such as shopping, offices, cultural and entertainment activities, restaurants, accommodation, community and educational uses and housing, amongst others. A visual survey of Leyburn was carried out to assess diversity.

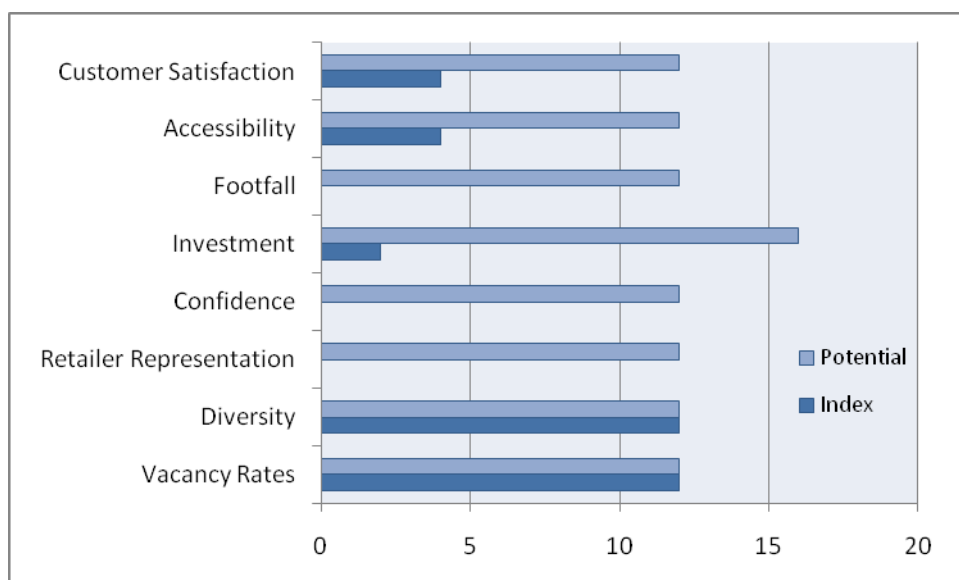
Vacancy Rates

The presence of vacant ground floor units within a town centre is a visible indicator of how the town is trading. Vacant units can be due to factors such as the location of the unit, immediate environmental conditions, servicing facilities, ownership, and the degree of confidence in investing in the town centre.

4.3. Vitality and Viability Results

The results of our headline survey of vitality and viability for Leyburn are shown below. The “potential” bars refer to our weighted model, based on market research elsewhere (discussed above), displaying the maximum score that can be achieved for each indicator. The “index” level is the score for Leyburn.

Figure 22 Vitality and Viability Results – Leyburn



Source: Miller Research (UK) Ltd

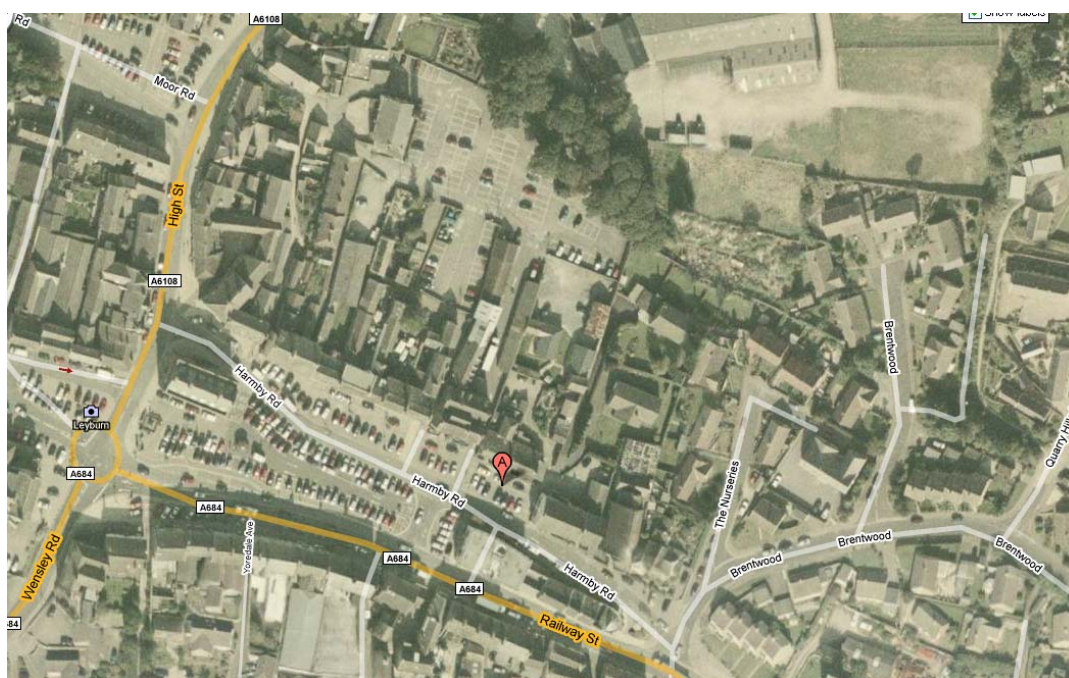
Overall, Leyburn is positioned very much where it might be expected on vitality and viability, given its size, predominately independent retail offer and relatively isolated location.

Customer satisfaction was given a middle ranking, as the town centre was judged to partially meet the needs of residents. This reflects the extensive retail leakage to neighbouring settlements, notably Catterick Garrison and Darlington.

The town is relatively accessible, given its location. There is free car parking in the town centre and limited parking on street for opportunity visitors, backed up by a District Council-owned car park to the rear of the High Street. However, there are significant issues about the market place being used for all day or longer-term parking, creating shortages of provision at busy times. There are limited public transport links from Arriva (the X59 to Darlington) and Dales & District (including an hourly service to Richmond). In addition there are some infrequent tourist buses run by Dalesbus and Vintage Omnibus Services on summer weekends. However, there is no service on any of these in the evening, which is a severe disadvantage for the community. The Wensleydale Railway offers services to Leeming Bar and up to Redmire, although mainly with a tourism focus. Pedestrian and cycle navigation through the town is good, although no cycle storage or support facilities were apparent.

Pedestrian signage is of reasonable quality and is well located, although some signs are vulnerable to vandalism. Walking and cycling links to Middleham are poor and the bridge over the River Ure is a particular barrier to safe movement.

Figure 23 Image from Google Maps, Showing use of Market Place for Car Parking vs Underused Pay and Display Car Park.



On investment, rental levels are difficult to determine, owing to the small number of premises available for rent. Unusually for a community of this size, there are virtually no national retailers represented, and the town offers an almost unique strength of independent shopping.

The town has a relatively low vacancy rate, in that the small number of vacant premises available are generally taken up by new businesses in a relatively short space of time. Overall the town was rated as scoring 34 points out of a possible 100. However, it is worth noting that a town of Leyburn's size would be unlikely to score significantly more than this, and probably has a maximum potential of around 50-55 points.

4.4. Retail Distinctiveness Overview

In compiling the distinctiveness methodology, we set a number of guiding principles, which underpin the actual variables measured through the town survey work. These include:

- Distinctiveness is not neat: it is not marketing, it is fuzzy, overlapping, and necessarily inclusive, and impossible to pin down precisely;
- Local people have primacy: if they feel a place is distinctive, then it is – and this can be used to draw in outsiders;
- Distinctiveness must be authentic: what is distinctive is not usually susceptible to marketing unless it has genuine roots – often historic roots – in the places where it is claimed;
- Assets are more than just economic: they might be a communal memory about a place or a sense of good neighbourliness. They will not always be assets that can be exploited economically, though they may make economic exploitation easier;
- Small things are as important as big things: it is the texture that makes a place authentic as much as recordable economic assets, and very small changes – like signage or the removal of very small eyesores – can enhance people’s sense of authenticity as much as anything that requires major investment;
- Distinctiveness requires a sense of responsibility: building distinctiveness normally requires new local institutions or practical alliances capable of bringing local stakeholders together to make things happen;
- History gives depth to a place: it gives added dimensions – but it has to be about history alive and well today, rather than just about the past which leads to deadness.

The retail distinctiveness survey focuses on a number of areas:

- The independent retail offer;
- Food and drink;
- Customer care;
- The town context;
- Townscape;
- Streetscape; and
- Street elements and furniture

Within each of these variables, some simple indicators have been developed which can be easily surveyed in the target town. The scoring for each of these is weighted back to the results of the original market research, to ensure that important factors are given greater significance in the results.

Independent Retail

Leyburn is dominated by independent retailers, which provide a rich mix of interesting shopping for a town of its size. Whilst there are some gaps in provision, such as books, crafts and antiques shops, there is a good range of clothing, furnishings, outdoor sports supplies, art and fresh food. Campbell’s delicatessen is a true destination store, offering an excellent range of local and international produce, wines and general groceries.

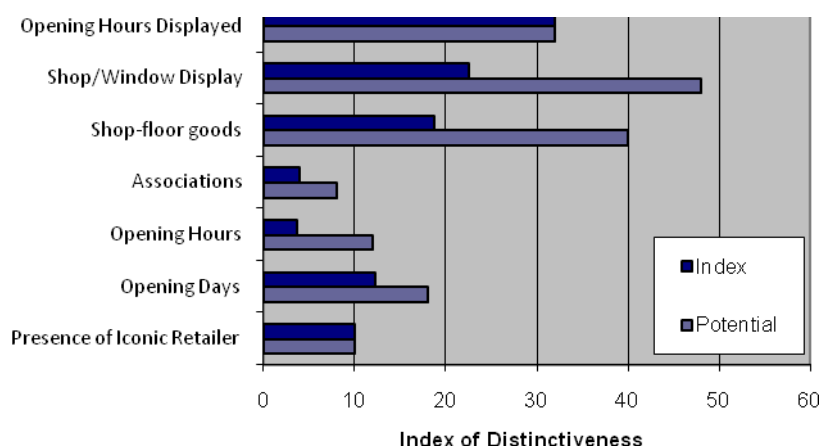
The survey of independent retailers focuses on the types of shops described as important to the visitor appeal of a small town. The variables measured include:

- Whether opening hours and days are displayed;
- The extent of local or distinct produce in the shop window display;
- The extent to which this is carried through onto the shop floor within;
- Cohesion: Is the retailer a member of a specialist trade group or local business association?
- Does the shop open beyond the standard 9-5 day?
- How many days a week are the premises open?
- Finally, does the town have an “iconic retailer” – that is the kind of shop that will make visitors go out of their way to visit?

Leyburn scored 55% overall for its independent retail – a reasonable score, reflecting the strength and variety of the shops present.

The town scored well on information to customers, days of opening and to some extent the presence of local or distinct goods on sale – although more could be done to promote local food.

Figure 24 Distinctiveness Survey – Results for Independent Retail

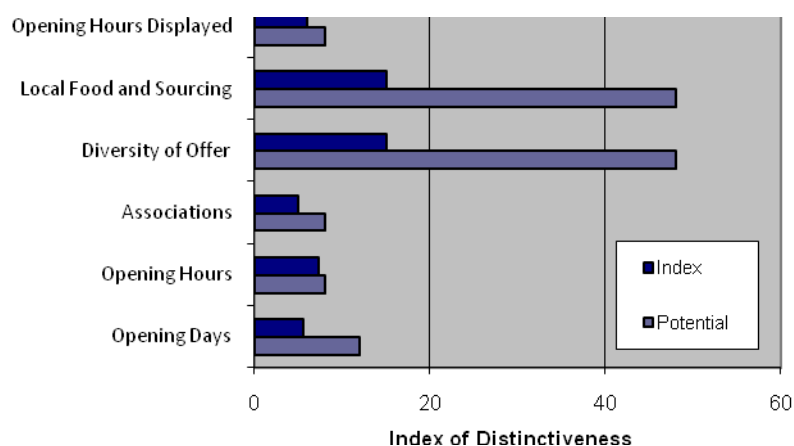


Food and Drink

The food and drink survey looks at premises selling hot food and drinks – both alcoholic and non-alcoholic. The variables measured include:

- Whether opening hours and days are displayed;
- The extent of local or distinct produce on the menu and whether it is acknowledged;
- The diversity of the food and drink offer, in terms of Fine Dining/Specialist, Popular Dining/Pub Food, Fast Food or Takeaway and Coffee Bar/Tea Shop;
- Cohesion: Is the retailer a member of a tourism group or local business association?
- What hours are the premises open – is it just daytime, just evening or both?
- How many days a week are the premises open?

Figure 25 Distinctiveness Survey – Results for Independent Food and Drink



The food and drink in the town centre scored a relatively modest 40% of the potential score, although Leyburn does offer a range of food from the locally-sourced, gastro-pub cuisine of the Sandpiper, to bistro and ethnic dining and more prosaic pub food, coffee houses and takeaways. However, there is generally little evidence of local food and more could be made of this. There is likely to be scope for a shift towards a higher quality offer overall.

Customer Care

A mystery shopper is used to assess customer care, by visiting the shop or restaurant unannounced to the retail assistant or shop owner. They can then scrutinise the quality of customer care they receive in a number of areas including:

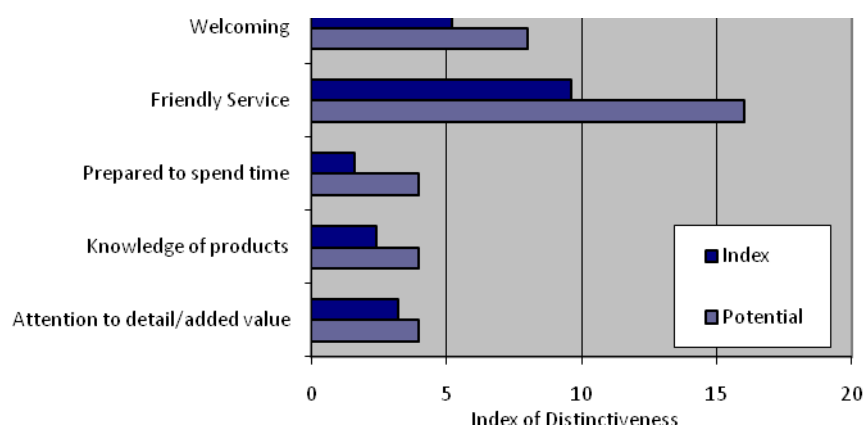
- Initial welcome: the length of time taken to greet the mystery shopper;
- Friendly service: the degree of friendliness demonstrated;

- Willingness to engage: readiness to devote time to the mystery shopper;
- Knowledge of products; and
- Attention to detail and added value to customer service.

The final category (added value) includes an open ended option that allows the mystery shopper to credit any extra effort made by the individual to improve the level of customer care demonstrated.

The results of the mystery shopper exercise were reasonably encouraging, displaying a good standard of customer care, interest in products sold and a pride in Leyburn. The town scored 61% of the potential score on measured variables, with a good score for added value, such as recommending other shops and contribution to the concept of the “virtual department store” of independent shops across the town. Generally, there is some room for improvement in terms of attentiveness to customers and being more proactive in assessing customer requirements.

Figure 26 Distinctiveness Survey – Results for Customer Care



Markets

Markets can be fundamental to the quality of shopping and the overall visitor experience in market towns, as they are often part of the traditional scene, having traded for centuries and creating market days that bring in local residents and visitors from further afield.

With good management and organisation, markets can also add life both to market places and main streets, complementing local shops, cafes and eating places and other attractions. They also provide an opportunity for people to showcase local produce and provide the link between the town and its immediate countryside.

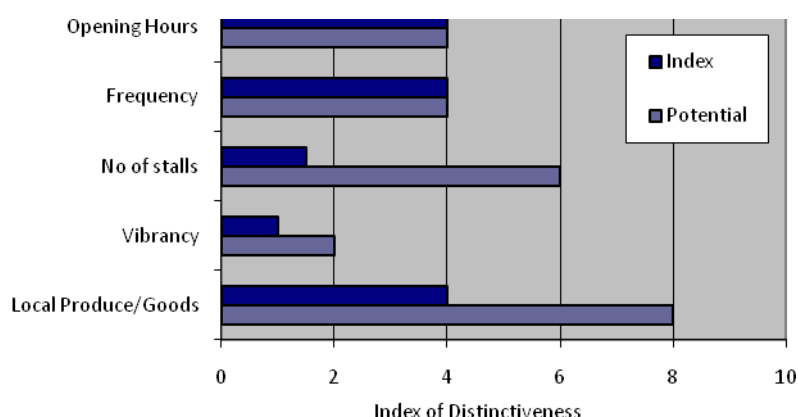
The quality of the market can be fundamental to the overall retail distinctiveness of a town. The market is surveyed on the following points:

- Frequency of occurrence;
- Opening hours;
- Number of stalls;

- Overall vibrancy; and
- Promotion of local or distinct goods.

In Leyburn, the Friday retail market fills the square and provides a good range of offerings. There is a good range of local and distinct goods, as well as more commonplace items. Generally, there is a sense of vibrancy and the market is a clear attractor for the town. The regular cattle market also provides a strong draw, giving a sense of a working agricultural town.

Figure 27 Distinctiveness Survey – Results for Markets



The Town Context

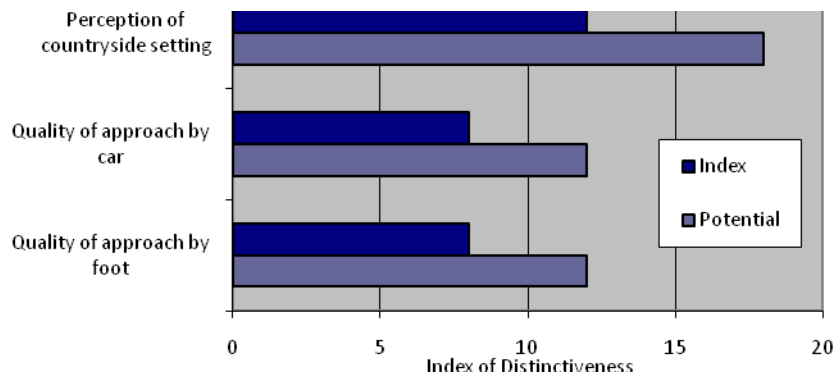
This first part of the survey of physical elements of the town is based on a simple set of indicators to assess the quality of the town setting in its wider landscape, along with the initial impressions gained from the quality of approach to the town:

- How does the town fit in its wider landscape? Is there a perception of it fitting in with the surrounding countryside?
- How does it announce itself?
- Is there a sense of arrival?
- Is the entrance to the town impressive? Clean? Well Maintained?

Leyburn scored 67% on this measure, boosted by its sense of countryside location, relating well to the rural locality, but losing out on the quality of approaches to the town, especially by car. The architecture of buildings on the edge of town and a lack of announcement of the town detract from the arrival experience.

The quality of approach by foot is good once within the town boundary, with the two-square arrangement of the town providing a generally good impression.

Figure 28 Distinctiveness Survey – Results for Town Context



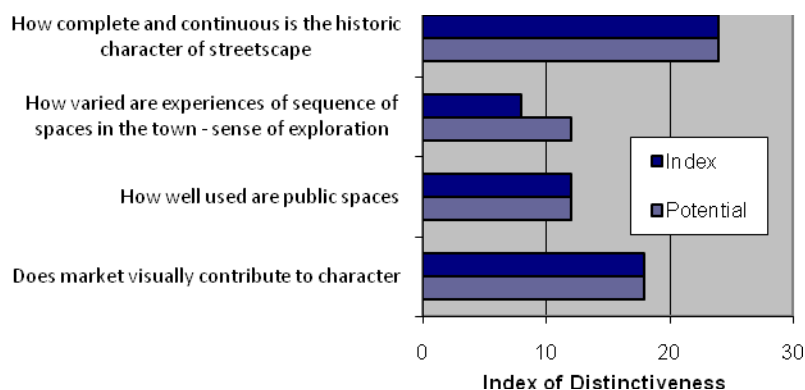
Townscape

This part of the survey provides a visual assessment of how well the elements of the town fit together to create a cohesive character.

- How complete is the streetscape? Is it continuous, or is there a mix of architectural style and age of buildings?
- Does the town offer a sequence of spaces which invite exploration?
- Are there accessible public spaces that people want to use, to relax, meet others and pass time?
- Is there a market? If so, does it add to the character of the town?

Leyburn scored 94% on this measure – a very good score. The historic character of the streetscape is both complete and continuous, forming an impressive space which could rival many European squares of this nature. There is some variety of spaces within the town centre, with back alleys to explore, although the two squares dominate the appearance of the town.

Figure 29 Distinctiveness Survey – Results for Townscape



The public spaces are generally well used and there is significant social interaction, although this could be increased, as some spaces are blighted by the high levels of car parking.

The market place is a significant asset, providing a strong visual contribution to the character of the town. Sadly, this contribution is often mitigated by the level of traffic within it.

Streetscape

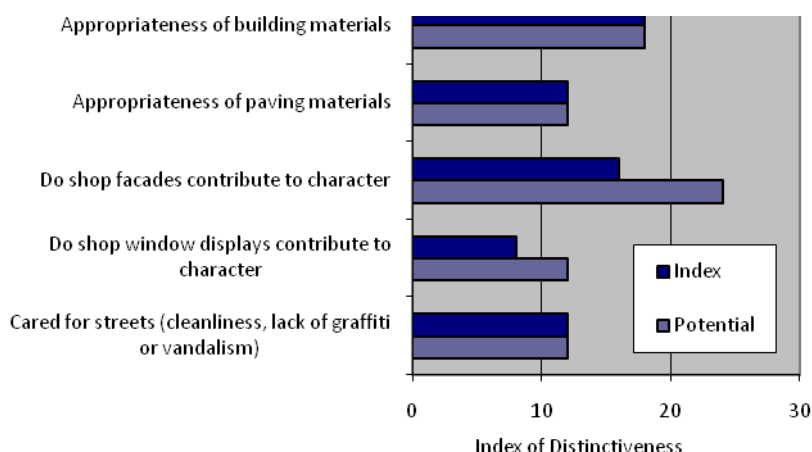
The streetscape element of the survey looks at how the street fixtures and fabric contribute to the distinctiveness of the town.

This part of the survey includes:

- The use of appropriate building and paving materials;
- The extent to which the shop facades and shop windows are appropriate and contribute to the character of the town; and
- The state of maintenance of the street – street cleaning, lack of vandalism or graffiti.

Leyburn again scored highly on this measure (85%). Both the building and paving materials were judged to be highly appropriate, providing a strong sense of character. Whilst the majority of the shops and restaurant facades contribute to the town’s character there are some notable examples that detract from the overall appearance. Also, there is a general lack of depth to the majority of the shop fronts, providing a rather two-dimensional appearance. This could be mitigated to some extent by the use of hanging signs and canopies, such as that employed at Campbell’s delicatessen. The streets are generally well cared for and there is very little sign of vandalism or graffiti, although in some peripheral areas some basic cleaning and maintenance would be a benefit.

Figure 30 Distinctiveness Survey – Results for Streetscape



Street elements and furniture

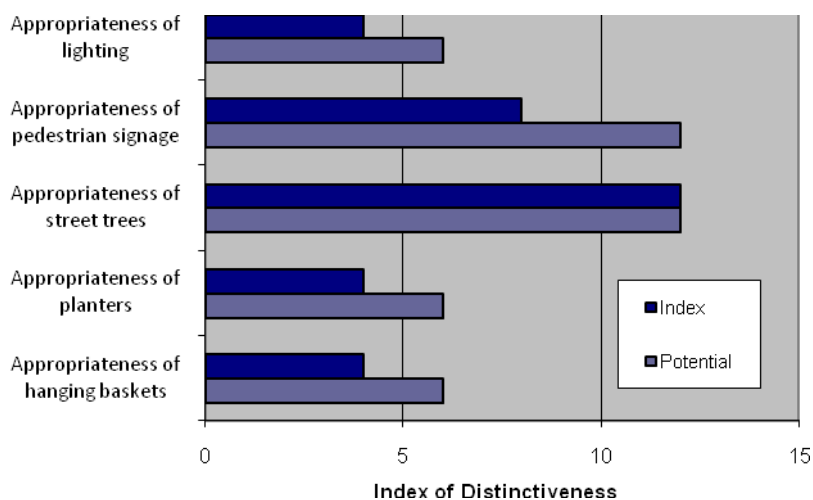
The street elements section examines the contribution of the street fittings to the overall distinctiveness, including:

- The appropriateness of the street furniture, planters and signage;
- Does the lighting contribute to the town’s character?
- Are there trees on the street and do they fit with the built environment?
- Are hanging baskets contributing to the overall effect?

Again, the town centre scored reasonably well on these indicators, rating 74% overall. The street furniture was judged to be moderately appropriate, meeting most basic requirements, although there has been no attempt to harmonise it into a consistent scheme. Lighting provision is standard and provides adequate coverage, although the provision is not particularly attractive.

Street trees are considered to be very appropriate, where they occur, and are well cared for. Recent planters provide a seasonal enhancement, otherwise planting is minimal. Some hanging baskets are in place on an ad hoc basis and these provide additional colour and interest without intruding on the character of the town centre.

Figure 31 Distinctiveness Survey – Results for Street Elements and Furniture



Overall Distinctiveness Profile

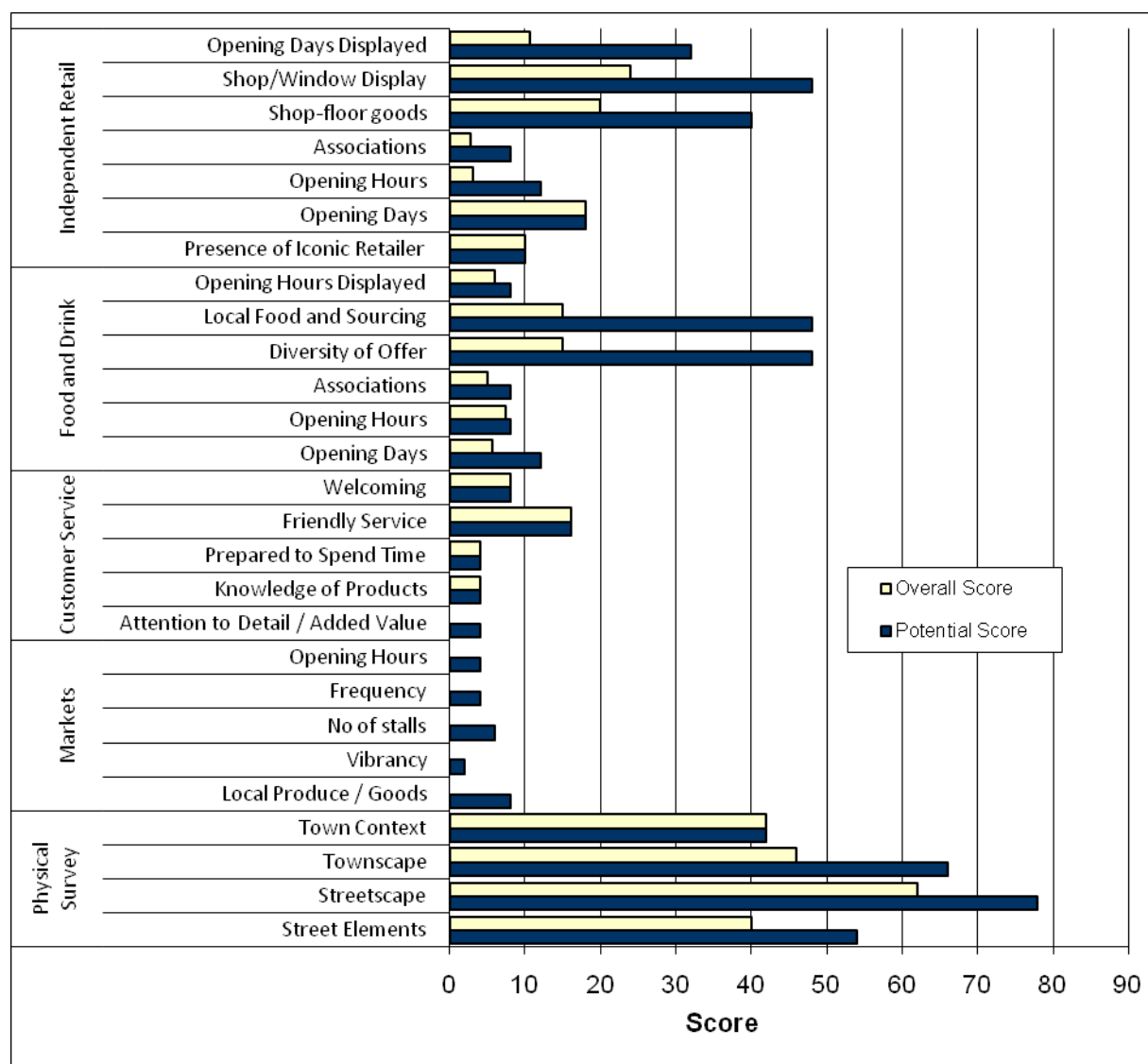
Overall, Leyburn rated a total of 388 points out of a potential score of 600, which renders it a highly distinctive town, with a strong independent retail offer and a pleasant historic environment.

The excellent, wide market square provides a focus for the Georgian buildings around it and adds to the overall appeal.

Key issues for consideration include:

- Measures to free up traffic from the market square, possibly backed up by public realm changes to provide a social gathering or events space;
- Improve the animation of the shopfronts, through a suite of hanging signs, canopies and sensitive use of colour;
- Greater promotion and acknowledgement of local food and drink and increased presence of the same in food outlets; and
- Collective action amongst traders to encourage owners of derelict or vacant premises to tidy and enhance street frontages.

Figure 32 Distinctiveness Survey – Overall Results



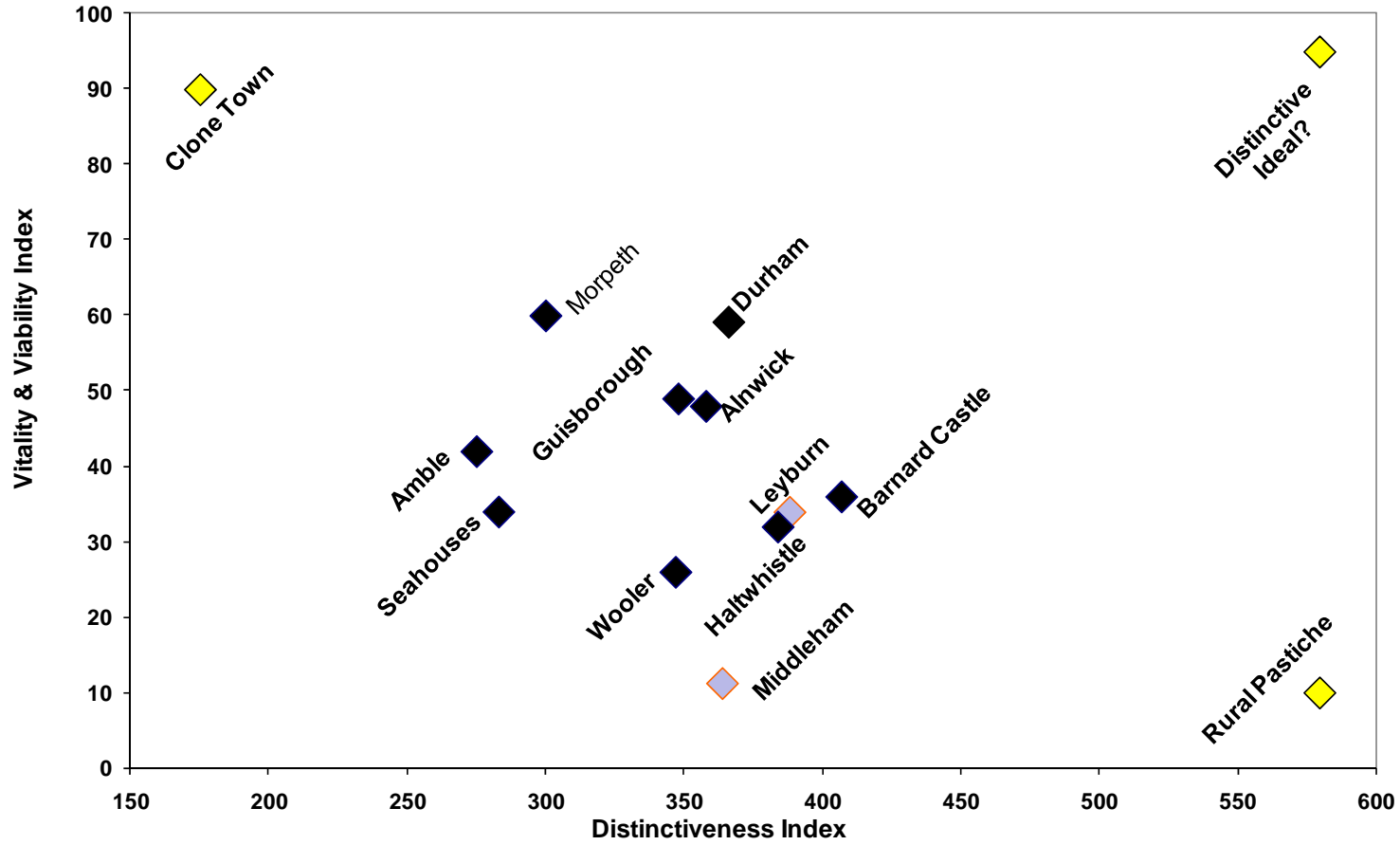
By plotting the overall distinctiveness score against that for vitality and viability, we can see Leyburn in relation to other towns that have been through the Retail Distinctiveness process. The majority of these at present are in NE England, but the results show some interesting comparators.

For example, Leyburn is clearly low on vitality and viability, as evidenced by the retail leakage to neighbouring centres. However, in terms of distinctiveness, the town scores very well and can celebrate its strong independent offer. The aspiration of the town should be to move up and to the right on the graph. This requires a mix of three factors:

- Encouraging the Leyburn community and its hinterland to make full use of the shops, food and drink outlets and services that the town has to offer;
- Raising the standard of the built environment, improving shop frontages and general signage in order to raise the game of the town; and
- Encouraging higher spending visitors to stay and explore the town or to use it as a base for touring.

4.5. Plotting Distinctiveness

Figure 33 Distinctiveness Scatter gram



5. Workshop Outputs

Three workshops were held in Leyburn to take the baseline forward into devising actions plans.

- Workshop 1 presented the evidence base and looked at current visitors to the town;
- Workshop 2 took stakeholders on a physical journey on the Wensleydale Railway to plan a day out in Leyburn. When the group arrived, they walked around the town centre to see how it matches up to their expectations. This formed the basis for a session to compile a SWOT analysis of factors affecting Leyburn;
- Workshop 3 took themes from the previous elements of the work and used these as a basis for discussion of potential ideas and actions.

5.1. Choosing Market Segments

In order to see Leyburn as a visitor might, workshop participants were encouraged to see their town as a first time visitor might. Prior to carrying out the exercise on the street, the group was presented with a series of market segments based on the Ark Leisure model. By reviewing these, the groups decided which segments were most appropriate as targets for Leyburn. The segments were as follows:

<p>Eventees / Occasioneers</p> <p>Visit the region for a specific occasion or event, possibly to be with family or friends. They stay for a limited amount of time although tend to stay in commercial accommodation they are one of the lowest spending groups.</p>
<p>Explorers</p> <p>These people have chosen to stay in the area to explore the region and visit the heritage attractions on offer. They are drawn to the area because it is a place they haven't experienced and they want to try new things.</p>
<p>Creatures of Habit</p> <p>This segment chooses their destination because they are familiar with it, or what it has to offer. They are doing similar activities to the explorers, visiting the countryside and towns, historical and heritage attractions.</p>
<p>Family Sightseers</p> <p>This segment consists mainly of families that are spending quality time together going round the family and heritage attractions in the region.</p>
<p>Rural Hikers</p> <p>This segment is choosing North Yorkshire for the countryside and the scenery, but more so for the activities they can do in the countryside like serious walking</p>
<p>Go for its</p> <p>This is a very active segment that seems willing to give many things a try. They are a young segment with a male bias and are most likely to be travelling in an adult only group.</p>

The three segments chosen as current and future visitors by the group were (in order):

1. Explorers;
2. Creatures of Habit; and
3. Rural Hikers.

Explorers

This segment consists of people that are visiting North Yorkshire for the first time, again to explore and visit the heritage attractions on offer. This group are influenced by visiting a destination they have not been to before and wanting to experience something new.

They are the oldest segment with the highest proportion of over 55s (30%) and are most likely to be travelling as a couple. They are slightly more likely than average to be travelling as part of an organised tour.

They are more likely than other visitor groups to be staying in guest houses or B&Bs, highlighting the slower speed of holiday and desire for accommodation offering the personal service they desire.

A greater proportion of visitors from this segment come from the North West of England and the South East of England.

They spend a significant amount on accommodation but compared with a number of the other segments they do not spend a significant amount on other elements of their holiday.

Creatures of Habit

This segment wishes to visit North Yorkshire to explore the region and visit the heritage attractions on offer. They are choosing North Yorkshire because it is a familiar location to them. They are doing familiar activities in terms of exploring the towns and the countryside as well as visiting historical and heritage attractions but are looking to slow down and rejuvenate themselves.

This segment is slightly older than average with a higher propensity for being above 45 years and in terms of life stage they are more likely to be in the older family or old with no children stages.

Short breaks are their most common choice but this segment has a higher propensity than average to stay for more than seven nights, in self catering or camping accommodation. They are one of the lowest spending segments.

Rural Hikers

This segment is choosing North Yorkshire for the countryside and the scenery, but more so for the activities they can do in the countryside, such as serious walking. They are also choosing North Yorkshire because it is somewhere new for them.

They are there to rejuvenate and to slow down, but this is more likely from their everyday routine, due to the fact that they are participating in serious walking whilst on their trip.

This segment tends to be slightly older than the average visitor, favouring the over 45s and is most likely to be travelling as a couple.

Although short breaks account for the majority of trips among this segment, trips of seven nights are higher among this segment than many of the others.

They tend to favour the types of accommodation that are available in the rural areas namely guest houses / B&Bs or camping and caravanning.

Summary

The segments chosen by the stakeholder group all share some similar characteristics. They are older than average and are looking for a quiet, stimulating environment, centred on rurality and heritage. They are generally lower spending (with the exception of the Explorer spend on accommodation) and likely to favour guest houses, B&Bs and self-catering for longer breaks.

Whilst these segments fit with the main offer in and around Leyburn, the economic contribution of tourism could possibly be boosted by seeking to attract a younger, higher spending market segment. Although Leyburn has some excellent family attractions in the Wensleydale Railway, Little Chocolate Shop, the Forbidden Corner and Middleham and Bolton Castles nearby, stakeholders did not perceive the town as a family destination at present.

5.2. The Railway Workshop

For the Railway Workshop, stakeholders were assigned these three segments, plus two further roles: one looking at Leyburn as a local family from Redmire, going to shop and meet friends on a Saturday morning, the other a group of commercial investors looking to buy commercial property in the town.

The group assembled at Leyburn station and boarded a train to Redmire and back. Along the journey they were encouraged to discuss, in their respective roles, what they would be doing in Leyburn, where they would stay, what sort of pubs / restaurants they would like to see etc. On arrival, the whole group walked up to the town from the station, discussing their experience and sharing thoughts on changes that could be made. On reconvening at the Station, a full feedback session was held to discuss their impressions.



Some of the headline feedback is shown below, as an example:

Rural Hikers

- Lack of signage is really obvious;
- Looks better full of cars!
- Flat fronted shops.

Residents

- Tatty and dirty – bins are horrible;

- Lighting poor – a big problem;
- Rusty railings;
- Out of date information and signs pointing the wrong way;
- Marketing and promotion not present / needed;
- No recycling bins in the town.

Investors

- No brown signs or tourist direction at all;
- No colour pallet in the town;
- No sense of distance around the town;
- Events? Nothing is noted;
- Name and Shame the poor buildings?

5.3. SWOT

At the second workshop an extensive and detailed analysis of Leyburn’s strengths, weaknesses, opportunities and threats (SWOT) was undertaken throughout the study process. It was carried out during the initial and subsequent wider workshop sessions, allowing detailed input from the workshop attendees as well as comments from stakeholder interviews. The SWOT analysis provided a number of general points about the town which have subsequently been categorised into four broad areas, economic, tourism, social and environmental. Within each category, the points have grouped in common themes to provide a holistic representation of the SWOT as shown below. Where applicable a letter, referring to a specific part of the SWOT has been appended to the item in brackets.

Economic	Tourism
<p>Retail</p> <ul style="list-style-type: none"> • Good range of independents (S) • Lack of diversity – jewellers, bookshop, antiques, clothes(W) • Scope to market the offer more widely (O) • Improved merchandising and branding – build on Shop Local campaign (O) 	<p>Information and Image</p> <ul style="list-style-type: none"> • Low profile of Leyburn and Wensleydale (W) • Scope for easy trails from town centre, eg along the Shawl (O) • Investigate potential for brown signs from the A1 “Welcome to Wensleydale” (O) • Current marketing with Harrogate does not fit with Wensleydale (T)

<ul style="list-style-type: none"> • Pilot Sunday opening (O) • Extend the range of markets (O) • Threat from retail expansion at Catterick Garrison (T) <p>Sustainable Employment</p> <ul style="list-style-type: none"> • Stable local economy (S) • Lack of quality employment for young people (W, T) • Poor quality internet access (W) • Scope to encourage entrepreneurship & reduce commuting (O) <p>Agriculture</p> <ul style="list-style-type: none"> • Diversification into Racing Supply? (O) • Potential landscape impact of farming practices (T) 	<ul style="list-style-type: none"> • Older image – lack of facilities for younger visitors (T) <p>Walkers and Cyclists</p> <ul style="list-style-type: none"> • Cycling could be developed: • Family /off road/cycle tracks • Cycle hire and repair • Safe storage / lock-ups (O) <p>Potential Developments</p> <ul style="list-style-type: none"> • Weddings in Wensleydale (O) • Expand Operation Dalesman (O) • Publicise Antiques sales and create linked trips (O) • Free wi-fi in town centre (O) <p>Food and Drink</p> <ul style="list-style-type: none"> • Poor customer service (W) • Lack of facilities between 5 and 7 pm (W) • High End & Family Eating not Well Catered (W) • Scope for Clearer Promotion of Local Food (O) • Develop the Dales Food and Drink Festival to benefit the town (O) <p>Business Tourism</p> <ul style="list-style-type: none"> • Centre for Those Working in Catterick? (O) • Develop Business Standard Accommodation (O) • Need for Excellent Customer Service Skills (W,O)
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Social	Environmental
<p>Education and Skills</p> <ul style="list-style-type: none"> • School lacks investment (T) <p>A Place to Live, as Well as Visit</p> <ul style="list-style-type: none"> • Strong Community (S) • Lack of affordable housing (W) • Not disability friendly (W) • Danger of complacency (T) <p>Culture / Amenities</p> <ul style="list-style-type: none"> • Thornborough Hall is an asset (S) • Programme of festivals / events (O) • Lack of facilities: • Theatre / cinema • Swimming pool • Community centre • Museum • Internet cafes • Business conference centre (W) <p>Political</p> <ul style="list-style-type: none"> • Effectiveness of current partnerships (W) • Lack of funding and support for Leyburn (T) • Poor relationship between town and District Councils (T) 	<p>Built Environment</p> <ul style="list-style-type: none"> • Excellent Market Place (S) • Arrival and announcement is poor (W) • Some poor shop frontages (W) • General maintenance of verges / railings etc (W) • Scope for more Markets / Events (O) • Need for a style guide? (O) • Need for town centre management? (O) • Artworks in Windows? (O) <p>Transport</p> <ul style="list-style-type: none"> • Wensleydale Railway is an asset (S) • Good Public Transport Links to other towns (S) • Tourist bus around Wensleydale (S) • Parking is chaotic, with free parking on the market square, whilst charges apply in the car park (W) • Seasonal coach congestion in town centre (W) • Scope for benefits from expansion of the railway (O) <p>Quality of Landscape</p> <ul style="list-style-type: none"> • Excellent quality landscape (S) • Great location (S)

The SWOT provided the starting point for developing action plans, described in the following section.

6. Action Plans & Delivery

The SWOT analysis developed in the workshops was distilled into a set of key themes for action plan development. Some of these themes are distilled here, to provide a summary for how the vision for Leyburn can be fulfilled.

6.1. Themes and Priorities

Infrastructure and Facilities

There was strong feeling during the workshops that Leyburn has to achieve a balance between meeting the needs of the community and those of visitors. Although predominately a well-off, healthy community, there are social issues that need to be addressed – perhaps especially affordable housing, community cohesion, sustainable employment and low skills. In addition there is a danger of complacency and not benchmarking against other communities. Left alone, this could lead to a gradual decline, with an ageing population, lack of opportunities, facilities and housing for younger people and a declining customer base for retailers and service providers. Although Thornborough Hall offers some useful facilities for community groups and events, there are many other services currently lacking, such as a swimming pool (although the excellent facilities in Catterick Garrison will serve Leyburn, subject to transport links being in place), theatre or cinema (since the closure of the Leyburn cinema), meeting facilities for younger people and general social spaces.

The excellent market place, which forms the focus for the town centre is a wasted resource in that it is constantly full of cars, many of them parked all day or for several days. The paradox of providing unregulated (free) parking in the market square and a pay and display off centre is a real challenge for the town. It is certainly worth investigating a change of ownership of the pay and display car park from RDC to Leyburn Town Council, in order to remove charges off-centre and manage the space in the market place more effectively. Whilst charges cannot be levied here without a change of use and consequent payment of business rates, there may be scope to “reclaim” some of the space for community use, as an area in which to meet and hold events. Bad weather can be catered for to some extent through the use of temporary awnings.

Also on the built environment, the general streetscape of shop fronts could be significantly animated and improved, through more extensive use of hanging signs, awnings and canopies and co-ordination of colour schemes. Many of the buildings lack depth of appearance and could be improved greatly in this way. To ensure that such changes are in keeping with the overall image of the town, a style guide should be developed, similar to the existing document for Richmond and specifying a range of palettes, materials and architectural styles to be adopted.

Leyburn could also benefit from becoming better connected in a number of ways. Although the Wensleydale Railway is a key asset for the town, it will be able to connect Leyburn the wider market far more effectively if the proposed extension to Northallerton goes ahead. This would also present a good opportunity to market Wensleydale more widely and to build on linked trips, such as Operation Dalesman and trips to the Dales Food and Drink Festival.

Public transport links to neighbouring towns, especially Catterick Garrison are reasonably good, but the links to outlying villages are mainly limited to tourist provision and do not run in the evenings, for example. This may result in Leyburn businesses losing out on business.

One key community issue is the cycling and pedestrian link over the River Ure to Middleham. The road bridge is narrow, with poor vision and it is extremely hazardous for those on foot or on a bicycle. Steps should be taken to identify possible means of establishing a safe route, which will benefit residents and visitors alike and improve the connectivity between the two communities.

In terms of political infrastructure, concern was expressed through this process at both the poor relationship between Leyburn Town Council and RDC and a perceived lack of funding and support for the town, in a District context.

A longer term project would be to look at the relocation of the existing cattle market to an edge of centre site. This would provide space for development of affordable housing, community facilities and overflow / coach parking.

Finally, an asset which should not be overlooked is the excellent natural environment in Lower Wensleydale. An underpinning assumption of all the actions in this report is that any changes effected must be sustainable and must contribute where possible to conserving and improving both the natural and the historic built environments.

Retail and Tourism

The independent retail sector is a real strength of Leyburn, both in terms of its quality shops – especially some notable destination stores such as Campbell’s, Milner’s, Serendipity and Royals, and the virtual exclusion of national chains. However, whilst this makes a trip to Leyburn a far more fulfilling experience for visitors and residents, it contributes to significant retail leakage to neighbouring centres such as Catterick Garrison, or Darlington. In addition, there is scope for a broadening of the range of independents to include, for example, jewellers, bookshops, antiques and a wider range of clothing.

In the workshops, there was a sense that a conservative culture prevails in the town and that it would be worth piloting some extension of retail hours, for example on a Sunday or on key bank holidays. In addition, some retailers could benefit from improved merchandising and branding, to make shops appear more attractive and to engage with a broader range of customers.

The food and drink offer was identified in the workshops as lacking in provision between 5 and 7 pm and lacking in high end and family catering (with the exception of the Sandpiper). Local food is widely available in the area, but insufficiently promoted through restaurants and cafes (again with some notable exceptions, such as the Leyburn delicatessen), although local food is available in several of the retail shops.

The weekly market is a very popular attraction in Leyburn, and one that could be built on further, with the addition of a calendar of specialists markets. However, it should be noted that the community survey reported a level of dissatisfaction with the monthly farmers’ market, especially in terms of choice and price.

With respect to tourism, one of the key issues is the low profile of both Leyburn and Wensleydale outside of the local area. (See below in Marketing and Awareness) Allied to the issue of marketing is that of signage, both within and outside of the town. Careful investigations need to be carried out to discover whether there is any possible, innovative route to achieving brown signs off the A1 to Lower Wensleydale and hence to Leyburn.

Within the town, there is some signage available, but it is uncoordinated and sometimes inaccurate. The railway workshop session showed how little information there is to guide visitors from the railway station up to the town centre, for example. A thorough audit of signage, leading to the adoption of a comprehensive signage strategy, should be a priority.

To take this further, town trails could be developed, to lead people to explore the town centre and to take short walks based on Leyburn, for example along the Shawl.

Action could generally be taken to encourage local hospitality providers to work together to promote an image of excellent service, more extensive use of local produce, provision of business tourism facilities such as free wi-fi and to take full advantage of the assets that Leyburn has to offer – most notably the great range of independent shops and hospitality venues in an historic setting - and the outstanding built and natural heritage.

Leyburn could also look to extend its offer beyond existing visitor segments by, for example developing the town as a hub for cycle tourism. Although the more hard core mountain bike trails are a little distance away from the town, it could be promoted to appeal to family cyclists, through identification of day-out routes centred on Leyburn. This would require some support infrastructure, such as bike hire and maintenance facilities, washdowns and secure storage lockers.

Another idea raised in the workshops was for Leyburn to become a specialist venue for weddings, with a dedicated website, list of suppliers in and around the town and a database of venues licensed for marriage ceremonies.

Marketing and Awareness

Despite having a globally recognised brand in Wensleydale Cheese, few people are aware of where, or indeed what, Wensleydale is. The current marketing of Wensleydale with Harrogate is seen as completely ineffective. There is an urgent case for developing a strong, effective brand and associated marketing materials around Leyburn and for developing a targeted marketing strategy for the town. Although many towns have a logo to aid recognition, few smaller settlements have taken this concept into true branding, with common marketing across all businesses in the town and simple advertising based on the agreed concept. Some examples of a draft brand for Guisborough in County Cleveland are attached at Appendix 1 for illustration.

Arts, Culture and Events

Leyburn is currently under provided for in terms of arts and culture. Although it has two headline events in the Dales Food and Drink Festival and Operation Dalesman, there is scope for a year-round

events strategy to promote a mix of community and visitor-focused events. These could include open-air concerts in the market place.

In more general terms, there may be scope for the development of an arts centre, providing community cinema, theatre space and workshops. A venue would need to be identified for this and a careful funding programme would need to be developed, to ensure sustainability.

Other arts provision could be gained by networking on a sub-regional basis. For example, there are plans for a travelling digital cinema in the District, showing early release films. Leyburn could position itself as a regular venue for such tours, subject to identification of space.

Vacant shop windows and other prominent spaces in Leyburn could be utilised as temporary gallery space, both to provide exposure for local artists, but also to mitigate any sense of Leyburn being closed for business.

Delivery Mechanism

The actions plans below summarise the issues and opportunities highlighted in collaboration with the leadership group through this study. They can only be taken forward with the willingness and co-operation of all interested parties and subject to the availability of funding.

It is recognised that communities the size of Leyburn have limited resources to pursue multiple lines of development. Hence these actions have been tied into wider network activities wherever possible, as this route will remove some of the burden from Leyburn itself, whilst achieving the benefits of collaborative action across communities in Lower Wensleydale and Richmondshire as a whole.

The Leadership Group will mainly provide the co-ordination for a wider range of stakeholders to deliver the results.

6.2. Actions

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

Actions: Infrastructure & Facilities

To make public realm improvements	IF1 – To develop an enhanced market place
	IF2 – To improve car parking facilities
	IF3 – To improve the appearance of the town
	IF4 – To improve the standard of public conveniences

IF1 – To develop an enhanced market place

Action	Consider traffic re-prioritisation	Priority	Cost	Timescale
IF1 a		High	£200k	Medium Term
<p>Description</p> <p>The traffic along Harmby Road should be better managed to give pedestrians greater priority. This might comprise a shared surface section from the top of Harmby Road to the bottom of the Market Place. This would make the space more inviting to pedestrians and would increase the footfall. The area at the North of Harmby Road should be included in the brief to create space to develop more of a café culture outside the food and drink businesses on that section. This action would rely on car parking changes to be made, to provide the space for the redevelopment.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> Determine scope and feasibility of redevelopments Commission traffic engineers to design traffic management options Determine best options through options appraisal and public consultation Delivery of agreed plans 		<p>Additional organisations</p> <ul style="list-style-type: none"> North Yorkshire County Council Traffic engineers / Landscape architects 		
<p>Evidence</p> <p>By investing in the fabric of the town and thereby increasing footfall around the primary shopping area, subsequent investment in the town and an increase in business start-ups should follow. This will</p>		<p>Funding</p> <p>What Would Success look like?</p> <p>The market place is vibrant with pedestrians able to walk from the market place to the shops to the North of Harmby Road safely and freely.</p>		

address RES Objectives 2 & 3, to achieve higher business birth rates and survival rates, and to attract and retain more investment.

IF1 – To develop an enhanced market place

Action	Priority	Cost	Timescale
IF1 b Undertake a feasibility study into a public realm improvement scheme to redevelop the top end of the Market Place.	High	£50k	Short Term

Description

The market place is the primary focal point of the town and as such is a key community facility. At present the area is dominated by cars during the day and is a underutilised space at night. Options for the development of the market place should seek to establish a community space for events and provide seating area for pedestrians and some all-weather cover for events. This action would rely on car parking changes to be made, to provide the space for the redevelopment.

Delivery



Funding

Actions

- Determine scope of developments via community engagement
- Appoint consultants to carry out a feasibility study
- Commission landscape architects to produce a detailed design scheme

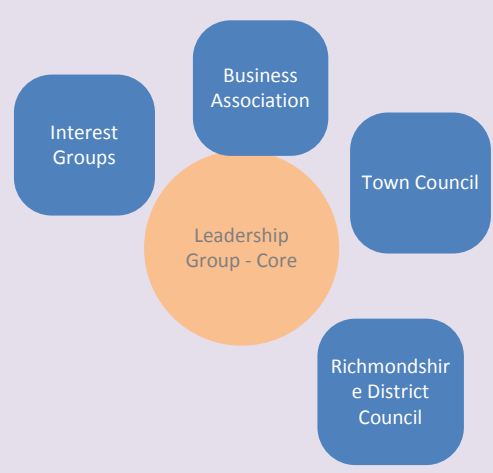
Evidence

RES Objective 6 - Get the best from the region’s physical assets and conserve and enhance its environmental assets.

What does Success look like?

The market place is the hub of the town with an excellent community facility at its heart.


IF2 – To improve car parking facilities				
Action	Transfer ownership of car park to the Town Council	Priority	Cost	Timescale
IF 2 a		High	<£2k	QW
<p>Description</p> <p>Richmondshire District Council should transfer ownership of the Pay and Display car park behind the Golden Lion to the Town Council. This would enable the town to remove the parking charge on the car park and enforce parking limitations on the Market Place. This would divert the cars from the Market Place and free up space for public realm improvements. It is suggested that the top half of the Market Place is freed entirely of car parking bays to allow for public realm improvements, with the remaining spaces being time limited and enforced by the community. A short stay disc parking scheme could be implemented in the market place to achieve this.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> Richmondshire District Council to transfer ownership of the car park to the town The town to implement changes to car park management suggested 		<p>Funding</p> <p>RDC</p>		
<p>Evidence</p> <p>Car parking issues are a heavily debated topic in Leyburn. The most recent Leyburn and Mid-Wensleydale business survey indicated that 75% of those surveyed would support short stay disc parking in the market place.</p>		<p>What does Success look like?</p> <p>Leyburn is a place where both visitors and residents can park their cars to enjoy the town.</p>		

IF3 – To improve the appearance of the town				
Action	Develop a town style guide	Priority	Cost	Timescale
IF3 a		High	£5k -£15k	Short term
<p>Description</p> <p>A style guide will encourage the development of uniform shop frontage facades, in keeping with the historical context of the town. This process has highlighted a need for the appearance of the shops to be improved. (see evidence below). The Richmondshire style guide provides a ready made template which Leyburn can adopt. This will reduce costs to develop the guide and will ensure that it gets approval from the District Council. The style guide should consider hanging shop signs, shop window palette, canopies, heritage lampposts, stylish seating and other street furniture that could be used across the town and for various actions.</p>		<p>Delivery</p> 		
<p>Actions</p> <ul style="list-style-type: none"> • A Leyburn style guide should be commissioned, to be informed closely by the existing Richmond Style Guide. • The Town Council and Business Association should raise awareness of the guide and promote its use 		<p>Funding</p> <p>Leader</p>		
<p>Evidence</p> <p>Business Survey</p> <p>Survey from Business Association</p> <p>Physical survey</p> <p>RES Objective 1 – Growing the region’s businesses</p> <p>RES Objective 2 – Achieve higher business birth rates and survival rates</p>		<p>What does Success look like?</p> <p>The appearance of Leyburn’s businesses and public space is uniform and in keeping with its historical context.</p>		

IF3 – To improve the appearance of the town				
Action	Develop lighting strategy for the town	Priority	Cost	Timescale
IF3 b		High	£20k – £30k	Short Term
<p>Description</p> <p>Leyburn market place is an underutilised asset at present. The surrounding buildings, as a whole have also been described as being poorly presented. At night, when the cars leave the market place the empty space is very noticeable and the town itself is not very welcoming. A lighting strategy could resolve many of these issues and will greatly improve the appearance of the town centre and encourage evening time economy activity.</p> <p>This should be heavily tied in with action IF3 a and IF1 b.</p>		<p>Delivery</p> <ul style="list-style-type: none"> • Additional organisations • External consultants 		
<p>Actions</p> <ul style="list-style-type: none"> • A specialist lighting consultant team should be appointed to develop a suitable lighting strategy for the town. 		<p>Funding</p>		
<p>Evidence</p> <p>RES Objective 3 – Attract and retain more investment by providing the right product for investors and more effective marketing of the region.</p> <p>RES Objective 6 – Get the best from the region’s physical assets and conserve its environmental assets.</p>		<p>What does Success look like?</p> <p>At night the town centre is artistically lit, making it an attractive place to visit. Key buildings in the town are dramatically lit, emphasising the historic architecture and common routes are well lit, inviting visitors to explore.</p>		

IF3 – To improve the appearance of the town				
Action	Improve linking routes between transport hubs and the town centre	Priority	Cost	Timescale
IF3 c		High	Stage 1 - £10k-£15k Stage 2 - £10K-£15k Stage 3 - £50k-£150k	Short Term – Medium Term
Description Having arrived in the town, a visitor’s first impression will be influenced by the route from the car park / bus stop / train station into the town centre. An impression such as this will last for a very long time and may be difficult to change. It is essential therefore that linking alleys, lanes and streets are well signed, well presented, integrated, accessible and convenient so that a visitor is immediately impressed with the town’s visitor welcome. Action to improve these important routes is essential. This scheme should be heavily tied in with car park improvements and actions concerned with signage and enhancing the visitor welcome. It is suggested that these schemes are combined to benefit from economies of scale of reduction in project management and efficient utilisation of process resources such as applications for funding / contracting / procurement etc.		Delivery <pre> graph TD Core((Leadership Group - Core)) TC[Town Council] RD[Richmondshire District Council] H[Highways] OFB[Other Funding Bodies] Core --- TC Core --- RD Core --- H Core --- OFB </pre>		
Actions This will be a three stage process. Stage 1 - An assessment of pedestrian movement around the town should be undertaken. This will involve an audit of pedestrian routes from car parks to the town addressing issues such as accessibility, signage, quality of appearance, suitability of materials etc. Stage 2 - A design process by signage engineers should be carried out to asses a suite of options. Stage 3 - A build period to make the agreed physical adjustments.		Funding		

<p>Evidence</p> <p>Physical survey</p> <p>Workshop outputs</p> <p>Business survey</p> <p>RES Objective 6 – Get the best from the region’s physical assets and conserve its environmental assets.</p>	<p>What Would Success look like?</p> <p>All access routes to the town are in excellent condition and are well signed so that first time visitors as well as frequent visitors can see clear and attractive routes to the town centre’s attractions.</p>
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IF3 – To improve the appearance of the town				
Action	Community clean up initiative	Priority	Cost	Timescale
IF3 d		High	<£2k	Quick Win
<p>Description</p> <p>Leyburn should develop and adopt an initiative to clean up the town. The initiative should fit with the demands already placed upon the community to ensure maximum involvement.</p> <p>It is suggested that businesses and homes acknowledge their commitment to the initiative by signing a pledge. The initiative should encourage members to clean up their small part of the town to achieve the greater good.</p>		<p>Delivery</p> 		
<p>Actions</p> <ul style="list-style-type: none"> • Develop a community clean up initiative • Gain community membership to the initiative • Enforce / monitor progress 		<p>Funding</p>		
<p>Evidence</p> <p>During the workshop process, the stakeholder group walked the town as a first-time visitor would. Several commented on the poor state of repair and maintenance of many areas of the town.</p>		<p>What does Success look like?</p> <p>Leyburn appears as a well kept town whose residents and business people are proud to be a part of.</p>		

IF4 – To improve the standard of public conveniences				
Action	Improve the standard of public conveniences	Priority	Cost	Timescale
IF4		High	Option 1 - £30k - £50k Option 2 - £50k- £100k Option 3 - £10k - £20k	Medium Term
<p>Description</p> <p>The standard of the public conveniences in Leyburn is below par. As the standard of a town’s toilets are a key contributing factor for people choosing to visit a market town it is essential that Leyburn takes measures to improve its public toilets. Improvements should take into consideration the needs of disabled people and there should also be baby changing facilities.</p> <p>There are a number of alternatives that the local and district councils could adopt. If funding could be secured, the ideal solution would be to refurbish existing toilets or build a new set of public toilets.</p> <p>Otherwise, a community toilet scheme (CTS) or publicly available lavatory scheme (PALS) could be implemented in the town where existing privately owned facilities in local businesses are made available for the town to use as part of the scheme, without the need to purchase something. Participating businesses receive a small annual contribution and display stickers indicating their involvement in the scheme. They will also appear in published visitor information which will serve as free advertising for the venues. These types of schemes have been trialled in various locations around the UK such as Craven and Richmond upon Thames Councils.</p>				
		<p>Delivery</p>		
		<p>Funding</p> <p>RDC</p>		
<p>Actions</p> <ul style="list-style-type: none"> Option 1 – redevelopment of existing facilities Option 2 – development of new facilities Option 3 – adoption of a community scheme 				

Evidence

In 2006 Miller Research (UK) Ltd conducted a large scale survey of 400 people from two major urban centres in the North of England and questioned them on the factors that contribute to choose to visit a market town. One of the most frequently cited responses was the standard of the public toilets.


RES Objective 5 - Implement targeted community-based regeneration programmes

What does Success look like?

Leyburn has an effective system of public convenience provision that meets the needs of both visitors and residents.

To enhance the community Infrastructure

IF5 – To relocate the auction mart

IF5 – To relocate auction mart				
Action	Feasibility for the potential relocation of auction mart and development of existing site	Priority	Cost	Timescale
IF5		Medium	£30k-£40k	Short Term
<p>Description</p> <p>The auction mart occupies a key site on the periphery of the primary shopping area of Leyburn. It has the potential therefore to be re-developed to provide a combination of social housing, community project space and additional parking.</p> <p>This major project would require identifying an alternative site, probably edge of town and adjacent to the main road. This could be developed into an agricultural and equine supply hub for the nearby racing industry or development into a new state of the art auction mart. The delivery of a project of this type, following the feasibility study, would require significant funding. A feasibility study is therefore advised to assess the merits and sustainability of a combination of proposed suggestions for its potential use.</p>		<p>Delivery</p>  <p>Additional organisations</p> <ul style="list-style-type: none"> External consultants 		
<p>Actions</p> <ul style="list-style-type: none"> Convene discussions with site owners and explore options for alternative sites Secure funding for the study Determine scope of options Commission a feasibility study Act on findings of study 		<p>Funding</p>		

Evidence RES 3 & 5	What does Success look like? A robust feasibility study of a number of options for the site which clearly indicates the most suitable option for the town's benefit as a whole.
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Additional Recommendations: Transport and Infrastructure

Develop Sports Provision at the School – Leyburn currently has less sports provision than other settlements of comparable size however there is an opportunity to develop sports provision at the School.

Develop Facilities for the Younger People – The younger generation of Leyburn suffer from a lack of facilities. It is recommended that an adventure playground is developed to meet the needs of this sector of the community.

Actions: Retail & Tourism

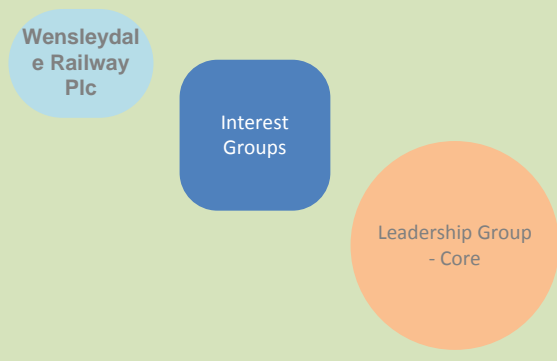
To enhance the visitor welcome	RT1 – Signage Improvements
	RT2 – Achieve Walkers are Welcome
	RT3 – Railway Improvements
	RT4 – Larger National Park Visitor Centre

RT1 – Signage Improvements

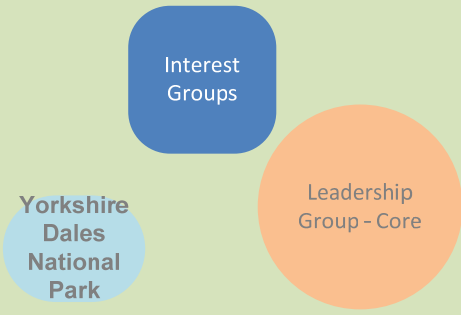
Action	Signage Improvements and information boards	Priority	Cost	Timescale
RT1 a		High	Stage 1 - £5k-£10k Stage 2 - £10K-£15k Stage 3 - £50k-£100k	Short Term
<p>Description</p> <p>As a whole, the signage in Leyburn is uncoordinated and sporadic at best. This process has identified a need to improve the signage for visitors the town. This includes signage to and from the train station, advanced signage on entry to the town, signage to the Shawl, signage to the Tourist Information Centre as well as the provision of a centralised display board to publicise events.</p> <p>Due to the complementary nature of this action and IF3 c – improving linking routes between transport hubs and the town centre, economies of scale could be achieved by merging the actions. An assessment of pedestrian movement around the town could easily be extended to include an audit of signage. This should aim to establish an understanding of signage demands as well as current provision of signs around the town including the current finger posts. It may also include investigations into the potential for brown signs for the town, such as Welcome to Wensleydale or Independent Leyburn.</p>		<p>Delivery</p> <pre> graph TD LG[Leadership Group - Core] --- BA[Business Association] LG --- TC[Town Council] LG --- RDC[Richmondshire District Council] LG --- H[Highways] LG --- OFB[Other Funding Bodies] </pre>		
<p>Actions</p> <p>Stage 1 - Review of current signage</p> <p>Stage 2 – Planning of signage requirements</p> <p>Stage 3 – Delivery of signage plans</p>		<p>Funding</p>		

<p>Evidence</p> <p>Physical survey</p> <p>Workshop outputs</p> <p>Business survey</p> <p>RES Objective 3 – Attract and retain more investment by providing the right product for investors and more effective marketing of the region</p>	<p>What does Success look like?</p> <p>Leyburn is well signed from as far away as the A1, drawing people into the town. Upon arrival to the town, the key attractions and car parks are well signed so everyone is well informed.</p>
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RT2 – Achieve Walkers are Welcome				
Action	Build on and support existing attempts to achieve walkers are welcome status	Priority	Cost	Timescale
RT2 a		High	<£5k	Quick Win
<p>Description</p> <p>During the spring of 2009, more than 250 Leyburn residents signed a petition to support the town’s application for Walkers are Welcome status (Leyburn blog, leyburnonline.co.uk). It is recommended that full support of this initiative is provided to ensure status is achieved.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> Develop links with and support Walkers are Welcome bid 		<p>Funding</p>		
<p>Evidence</p> <p>The Dale Food & Drink festival survey recognises that Leyburn is primarily a walking destination.</p>		<p>What does Success look like?</p> <p>Leyburn has achieved Walkers are Welcome status and the town is known for its accessibility to great walks in the Yorkshire Dales.</p>		

RT3 – Railway Improvements				
Action	Support railway links to Northallerton	Priority	Cost	Timescale
RT3 a		Med	Low	Med
<p>Description</p> <p>To support extension of the Wensleydale Railway and identify opportunities arising from the extended traffic.</p>		<p>Delivery & Funding</p> 		
<p>Actions</p> <p>To provide endorsement for current plans and to establish a task group to identify additional benefits that could be gained by Leyburn from the increase of traffic.</p> <p>These could include scope for linked trips and packages, increased green tourism and cycle tourism, as well as general awareness raising of what Leyburn has to offer.</p>				
<p>Evidence</p> <p>The railway study for Wensleydale Railway plc has identified that the extension of the line is likely to lead to increased traffic.</p>		<p>What does Success look like?</p> <p>Leyburn as an integrated destination serviced by the railway and other excellent public transport routes.</p>		


RT3 – Railway Improvements (2)				
Action	Improve the range of facilities at Leyburn Station	Priority	Cost	Timescale
RT3 b		Med	Low	Med
<p>Description</p> <p>Take advantage of increased railway traffic by developing visitor facilities at Leyburn Station</p>		<p>Delivery</p>		
<p>Actions</p> <p>To provide endorsement for current plans and to establish a task group to identify additional benefits that could be gained by Leyburn from enhancing visitor and community facilities at Leyburn railway station.</p> <p>These could include local food and produce outlets, locally-made souvenirs and information of facilities in and around Leyburn.</p>		<p>Funding</p>		
<p>Evidence</p> <p>The railway study for Wensleydale Railway plc has identified that the extension of the line is likely to lead to increased traffic.</p>		<p>What does Success look like?</p> <p>The railway station becomes a thriving hub for visitors to find their bearings before venturing into the town centre. On leaving the area, it is a pleasant place to wait, take refreshment, buy souvenirs and chat with other travellers.</p>		


RT4 – Larger National Park Visitor Centre				
Action	Carry out a feasibility study into the potential for a larger National Park Visitor Centre	Priority	Cost	Timescale
RT4		Medium	£10k - £20k	Short Term
<p>Description</p> <p>The favourable location of Leyburn, on the fringe of the Yorkshire Dales provides the town with an excellent opportunity to establish itself as a base for visitors to explore the area. A larger National Park Visitor Centre would help the town to maximise this opportunity and it is suggested therefore that a feasibility study is undertaken to explore the potential for a larger visitor centre in Leyburn town.</p>		<p>Delivery</p>  <p>The diagram consists of three overlapping circles. On the left is a light blue circle labeled 'Yorkshire Dales National Park'. On the top right is a dark blue rounded rectangle labeled 'Interest Groups'. On the bottom right is a large orange circle labeled 'Leadership Group - Core'. The circles overlap in the center.</p> <p>Additional organisations</p> <ul style="list-style-type: none"> • External consultants 		
<p>Actions</p> <ul style="list-style-type: none"> • Determine scope of study • Appoint consultants to carry out feasibility and develop options • Carry out an options appraisal 		<p>Funding</p>		
<p>Evidence</p>		<p>What does Success look like?</p> <p>A detailed and informative feasibility study of a number of options for a larger visitor centre in Leyburn.</p>		


To diversify the retail and hospitality offer	RT5 - Develop Leyburn as a centre for Weddings
	RT6 – Work with Middleham to promote racehorse training industry
	RT7 – Encourage the establishment of camping facilities
	RT8 – Raise awareness of vacant shops to targeted retailers


RT5 - Develop Leyburn as a centre for Weddings

Action	Develop Leyburn as a centre for weddings	Priority	Cost	Timescale
RT5 a		Medium	£10k - £15k	Short Term

<p>Description</p> <p>Leyburn has the potential to establish itself as a destination for weddings and capture a share of a lucrative visitor market. By exploiting the natural environment and existing facilities, Leyburn can increase the profile of the area as a wedding destination. This process should comprise the development of a web domain that displays all the information necessary for potential wedding parties. This should be linked with existing town websites as well as North Yorkshire County Council’s marriage – arrangement and ceremony website.</p> <p>The wedding website should be geared towards attracting wedding parties and should consider the development of ‘packages’ which include accommodation provision, links to local caterers and other wedding services. Links with Leyburn registration office would also be necessary.</p>		<p>Delivery</p> <div style="text-align: center;">  <p>Leadership Group - Core</p> </div> <p>Additional organisations</p> <ul style="list-style-type: none"> • Web design consultants 		
<p>Actions</p> <ul style="list-style-type: none"> • Achieve business buy in from relevant wedding service suppliers in the area • Develop wedding website • Publicise as part of wider marketing campaign for the town 		<p>Funding</p>		
<p>Evidence</p> <p>RES 1 – Growing the region’s businesses</p>		<p>What does Success look like?</p> <p>Leyburn is widely known as an excellent wedding destination and there is a full booking schedule for weddings throughout the year. Numerous businesses are involved in the wedding industry and new businesses have been created to support its growth.</p>		

RT6 – Work with Middleham to promote racehorse training industry				
Action	Establish links with Middleham’s racehorse training industry	Priority	Cost	Timescale
RT6 a		High	£0	QW
Description		Delivery & Funding		
<p>The horse racing industry is worth an estimated £15m to Middleham and the surrounding area. Due to Leyburn’s proximity to this vital industry it is recommended that links are developed. Leyburn stands to benefit from the horse racing industry in two primary ways. Firstly, through integration with the supply chain. This might include production and sales of feed / bedding / tack or even supplies for the yard staff. Secondly, Leyburn might benefit from increases in visitor numbers as a result of measures taken to stimulate the industries tourism offer.</p>				
<p>Actions</p> <ul style="list-style-type: none"> • Establish connections with Middleham Leadership group to discuss common interests with the racing industry • Arrange networking meeting for local supplies and trainers 				
Evidence		What does Success look like?		
RES 2 - Achieve higher business birth rates and survival rates		The horse racing industry is embedded in Leyburn’s local economy with businesses and jobs supported and direct spend from the industry benefiting Leyburn’s economy.		

RT7 – Encourage the establishment of camping facilities				
Action	Encourage the establishment of camping facilities	Priority	Cost	Timescale
RT7 a		Medium	£2k	QW
Description Existing accommodation providers and other suitable business owners such as farmers, can be encouraged to diversify their offer to include the provision of camping facilities. This could be achieved by raising awareness and should be tied into any marketing strategies.		Delivery & Funding 		
Actions <ul style="list-style-type: none"> • Raise awareness among the business community of the need for camping facilities through a networking event which: • Signs businesses to existing camping facilities to share best practice • Develop an information leaflet for campsite development 				
Evidence The distinctiveness survey and town audit carried out as part of this study		What does Success look like? The town has the facilities to meet the needs of campers.		

RT8 – Raise awareness of vacant shops to targeted retailers				
Action	Develop an investor’s information pack and awareness raising strategy	Priority	Cost	Timescale
RT8 a		High	£5k	QW
Description		Delivery		
<p>To increase the level of investment in the town, an investor information pack should be developed. This would list current vacant sites, specify their use classification, size, facilities, rates etc. Further still, an initiative to contact targeted retailers could be developed which would raise awareness of the potential for retailers to locate in the town. This should be tied in with any overarching marketing strategies for the town.</p>				
Actions				
<ul style="list-style-type: none"> Collate a list of vacant sites and details of the premises Develop a strategy to target retailers with investor information to include: <ul style="list-style-type: none"> The development of an investor’s ‘pack’ 		RDC		
Evidence		What does Success look like?		
RES 3 – Attract and retain more investment.		<p>The town has a diverse, vibrant and distinctive retail offer. There are very few vacant shops in the town because retailers are investing heavily and want to be a part of the retail regeneration movement.</p>		

Additional Recommendations: Retail & Tourism

Investigate introduction of steam trains

Actions: Culture and Events

To develop events / arts / cultural space	CE1 – Develop plans for an events / arts / cultural space
	CE2 – Utilise vacant shop windows as display space

CE1 – Develop plans for an events / arts / cultural space				
Action	Develop plans for an events / arts / cultural space	Priority	Cost	Timescale
CE1 a		High	£10K	Short Term
<p>Description</p> <p>Develop a site that will be able to meet current gaps in provision for arts and culture events in Leyburn. This may include a cinema / theatre and internet café which have been identified as gaps during this study.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> Empower the arts and management group to deliver plans 		<p>Funding</p>		
<p>Evidence</p> <p>RES 5 – Implement targeted community-based regeneration programmes</p>		<p>What does Success look like?</p> <p>Leyburn has detailed plans for a community based arts and culture event space.</p>		

CE2 – Utilise vacant shop windows as display space				
Action	Utilise vacant shop windows as display space	Priority	Cost	Timescale
CE2		High	<£100 per display	QW
<p>Description</p> <p>All vacant shops in Leyburn should have a display in the shop window which will provide additional display space for event information, arts or other cultural displays. This would serve two purposes, to provide information space and also to utilise otherwise unattractive vacant space.</p> <p>To avoid the need to pay business rates on the premises, shop displays should be rotated within the allotted six week period.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> Empower the arts management team to manage the production and coordination of shop window displays Achieve buy in from vacant shop owners 		<p>Funding</p>		
<p>Evidence</p> <p>RES 3 – Attract and retain more investment. By increasing the vibrancy of the town’s vacant retail sites, future investment could be stimulated.</p>		<p>What does Success look like?</p> <p>All vacant shop windows are occupied with informative and attractive window displays that are changed within six weeks.</p>		

To develop an events strategy	CE3 – Establish a dedicated arts and events management team
	CE4 – Develop and promote a full coordinated programme of events
	CE5 – Develop community events
	CE6 – Build on the Dales food and drink festival
	CE7 – Develop a suite of festivals for younger people

CE3 – Establish a dedicated arts and events management team				
Action	Establish a dedicated arts and events management team	Priority	Cost	Timescale
CE3 a		High	<£100	Quick Win
Description		Delivery		
<p>In order to coordinate the events strategy, it will be necessary to establish a dedicated arts and events management team.</p>		<p>The diagram consists of two overlapping circles. The top circle is orange and labeled 'Leadership Group - Core'. The bottom circle is blue and labeled 'Richmonds hire District Council'.</p>		
Actions		Funding		
<ul style="list-style-type: none"> Determine the activities for the group Recruit members to the group 				
Evidence		<p>What does Success look like?</p> <p>All events in Leyburn are coordinated by an effective and competent management group.</p>		


CE4 – Develop and promote a full coordinated programme of events				
Action	Develop and promote a full coordinated programme of events	Priority	Cost	Timescale
CE4 a		High	<£2k (including promotion)	Short Term – Medium Term
<p>Description</p> <p>This could be the first action for the newly formed arts management group. The development of a varied programme of high quality events to cater for all tastes should be the objective. They should make use of existing facilities as well as inform measures to identify suitable venues for development. Having established the programme, promotion should be undertaken which should be heavily tied into wider marketing strategies.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> • Collate existing event information • Identify gaps • Develop solutions to fill identified gaps • Create a full programme of events • Publicise the programme 		<p>Funding</p>		
<p>Evidence</p>		<p>What does Success look like?</p> <p>Leyburn has a varied programme of events that meets the needs of a wide audience.</p>		


CE5 – Develop community events				
Action	Develop community events	Priority	Cost	Timescale
CE5 a		Medium	£10k-£50k	Medium Term
<p>Description</p> <p>A number of options for community events in Leyburn are possible that would contribute to stimulating local spend in the economy as well as developing a cohesive community environment. A number of community events should be developed by the arts management group in conjunction with the leadership group and other necessary bodies. Events could include garden competitions or open garden weekends, an annual hill race up the Shawl, local photo competitions etc.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> • Establish the viability and sustainability of events • Organise and deliver suitable events 		<p>Funding</p>		
<p>Evidence</p>		<p>What does Success look like?</p> <p>Leyburn has a programme of sustainable community events.</p>		

CE7 – Develop a suite of festivals for younger people				
Action	Develop a suite of festivals for younger people	Priority	Cost	Timescale
CE7 a		Medium	£10k - £50k	Medium Term
<p>Description</p> <p>In order to meet the needs of the younger generation in Leyburn, a suite of festivals should be developed. This might consider a Dales Music Festival, Open air music festivals, fireworks festivals, brass band festivals, jazz festivals or pop/rock festivals.</p>		<p>Delivery</p>		
<p>Actions</p> <ul style="list-style-type: none"> • Determine the viability and sustainability of events for youngsters • Organise and deliver suitable events 		<p>Funding</p>		
<p>Evidence</p>		<p>What does Success look like?</p> <p>Leyburn has a programme of events for the younger generation.</p>		

Actions: Marketing & Awareness

To develop an identity for Leyburn	MA1 – To develop an identity for Leyburn
To develop a marketing strategy	MA2 – To promote and raise awareness of Leyburn

MA1 – To develop an identity for Leyburn				
Action	Establish a brand for Leyburn	Priority	Cost	Timescale
MA1 a		High	£10k-£15k	Short Term
<p>Description</p> <p>Leyburn needs a brand which will position the town in the minds of potential visitors. The brand will also serve as a joint identity for tourism hospitality and retail businesses in the town and its hinterland.</p> <p>The adoption of a single brand for the town would allow Leyburn to present itself as a “one stop shop” for visitors – thereby achieving a much stronger presence in the market than could be achieved by individual businesses and community groups working in isolation.</p> <p>Clearly, any branding or marketing will need to be integrated with sub-regional and other relevant strategies listed in this action plan.</p>		<p>Delivery</p> <div style="text-align: center;">  <p>Leadership Group - Core</p> <p>Additional Organisations</p> </div> <p>Branding specialists</p>		
<p>Actions</p> <ul style="list-style-type: none"> • Appoint a branding specialist to work with the town to develop Leyburn’s identity • Achieve community buy in for the new brand 		<p>Funding</p>		
<p>Evidence</p> <p>In the workshops it was acknowledged that Leyburn is relatively unknown beyond the local area. Existing marketing of both Leyburn and Wensleydale was considered inadequate by the stakeholder group.</p>		<p>What does Success look like?</p> <p>Leyburn has one recognised brand that is used on all its promotional information – providing the town with an identity that can be ‘sold’ to potential visitors.</p>		

MA2 – To promote and raise awareness of Leyburn				
Action	To promote and raise awareness of Leyburn	Priority	Cost	Timescale
MA2 a		High	£20k- £40k	Short Term
<p>Description</p> <p>A marketing campaign is required to roll out the newly designed brand. This should set out guidelines to ensure that the brand is used widely and correctly and well as provide an overall marketing strategy for the town. This may include the production of various town leaflets and publications as well as upgrades to any existing websites, to ensure the brand is adopted. Other material such as town bags carrying the brand should be considered as part of the strategy.</p> <p>This should comprise the production of a marketing kit based on the new Leyburn brand, which will provide businesses and community groups with a unified suite of materials to use on cards, signage, town information and advertising / PR materials.</p> <p>In addition, the strategy should consider the creation of a network of towns to promote the region as a whole. This would require effective collaboration with neighbouring communities.</p>		<p>Delivery</p> <div style="text-align: center;">  <p>Leadership Group - Core</p> </div> <p>Additional organisations</p> <p>Other towns</p>		
		<p>Funding</p>		
<p>Actions</p> <ul style="list-style-type: none"> • Develop a strategy for marketing Leyburn • Produce necessary material to support the strategy • Carry out the strategy 		<p>What does Success look like?</p> <p>Leyburn has a comprehensive marketing strategy that encompasses all aspects of the community.</p>		
<p>Evidence</p> <p>Work elsewhere has shown that the adoption of a unified strategy, even within a small community, can have a strong impact in terms of bringing the business community together, as well as promoting the town to the outside world.</p>				

6.3. Delivery Mechanism

The delivery mechanism is an essential part of ensuring the successful delivery of the action plan. It is essential that the delivery partnership itself is adequately equipped with the necessary skills needed to deliver the actions set out in this plan. It will also need sufficient funding in order to carry out the work needed to instigate and coordinate the suggested actions.

It is suggested that a suitable delivery mechanism for the effective delivery of this management plan will be known as the “leadership Group” developed as a result of the Lower Wensleydale study.

The diagram in **Error! Reference source not found.** depicts a schematic of how the delivery mechanism should be designed. It is expected that the ‘core’ of the leadership group should comprise representation from the business association, the town council, the district council as well as other interest groups. Collectively, these representatives will carry the flag of the ‘leadership group’ and will take responsibility for coordinating the delivery of the action plan. That is not to suggest that these individuals will be responsible for the delivery of all of the actions more that they will be the links between the various organisations and individuals from within those organisations who are necessary in order to carry out specific actions.

The diagram (**Error! Reference source not found.**) shows the leadership group at the centre of the radial, with links directly into 4 key organisations / groups (blue) and 1 funding avenue. It is from the 4 organisations that the core members of the leadership will be sourced. In turn, these individuals will have links with other organisations / groups necessary for a variety of tasks and will be drawn upon as required to meet individual action’s requirements. In effect, for the delivery of each action the core leadership group will determine the persons, organisations and funding bodies required to carry out the actions and will effectively establish an ‘action project sub-group’. This group will work together to successfully deliver the action as specified in this plan.

For example, if an action requires the development of a physical structure, the planning department at the district council would need to be consulted and the link to that department would come from the leadership group’s district council representative. Similarly, if an action requires buy in from the accommodation sector of the town, the leadership group’s business association representative would provide the necessary link. Relevant persons from with the business association who would be key in the delivery of an action which required the backing of the accommodation sector would be drafted in to carry out that particular action.

At a minimum therefore, the leadership group is expected to comprise the following:

Figure 34 Leadership Group Core Composition

Organisation	Number of Representatives
Business Association	1 – 2
Town Council	1 - 2
Interest Groups	1 – 2
District Council	1
Total	4 – 7

Source: Miller Research (UK) Ltd. 2009.

Once established, the core leadership group should arrange to meet on a regular basis to arrange the delivery of the action plan. Action sub-groups will be established by recruiting the necessary persons to ensure the delivery of the action.

Figure 35 Delivery Mechanism Structure



Source: Miller Research (UK) Ltd. 2009.

7. Appendix – Example of Town Branding – Draft Concept for Guisborough



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Alternative Straplines

- Much Moor
- Do moor, much moor
- So much moor to enjoy
- So much moor to do
- So much moor on your doorstep
- Be moor active
- Moor active breaks
- A moor convenient base
- A moor convenient location
- Because you want moor from your break!
- Enjoy it moor often
- Treat yourself moor often
- More than you can squeeze into one day/break
- What moor do you want?

Positional statements

- Gateway to the North York Moors
- Springboard to the North York Moors
- Your route to the North York Moors
- The big heart of the North York Moors

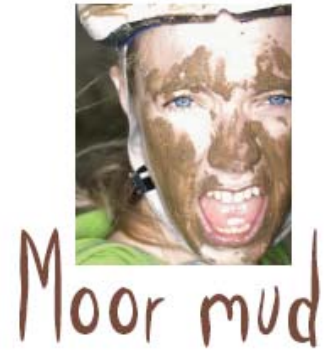
Copyline concept

- Get the Guisborough goose bumps
- Just thinking about it!
- Get the Guisborough goose bumps
- Guess where? Guisborough!
- Topping the bill (Roseberry Topping)
- Get fast tracked to the top! (Roseberry Topping)
- Walk, rest and play

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Moor thrills and spills
For the moor adventurous
For those with moor get up and go
Because there's moor to life



020 2061 4064 mud@cpdcreative.co.uk



Moor to offer diners

Be moor pampered
Be moor relaxed
Moor to savour
Moor indulgence



Moor me-time!



020 2061 4064 mud@cpdcreative.co.uk

Promotional concept
The Guisborough guest list



Moor cream?
Moor cake?
Moor time to enjoy



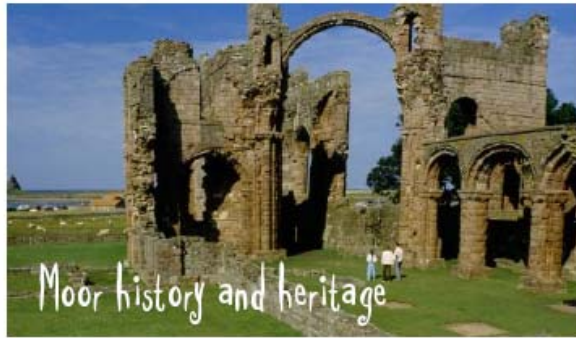
Moor pubs



020 2061 4004 studio@capellcreative.co.uk



A moor friendly welcome
Moor for the family
Moor leisurely walks
Moor to offer culture vultures



020 2061 4004 info@cpdcreatives.co.uk



Moor culture
Expect moor

Moor choice

