



**Integrated
Development Plan
2000 - 2006**

October 2003

Yorkshire and the Humber Objective 2 Programme

An

INTEGRATED DEVELOPMENT PLAN

for the MARKET TOWNS AND THEIR HINTERLANDS

WITHIN RICHMONDSHIRE

CONTENTS

Executive Summary	2
Introduction	5
The Vision	6
Some Background	6
The Local Outlook	11
IDP Key Facts	15
The Market Failures	17
The IDP Objectives	23
10 Year Strategy	24
Making Links	26
How the IDP was Born	32
Implementation	34
Indicative Projects	35
Milestones	43
Financial Resources	44
Delivery Monitoring & Review	45
End User Strategy	47
Exit Strategy	47
Endorsement Letters (hard copy only)	49 onwards

EXECUTIVE SUMMARY

This is the first Integrated Development Plan (IDP) for Richmondshire's Market Towns formulated under Priority 4 of the Objective 2 Programme. We anticipate that much will be achieved over the next 8 years to make this IDP vision a reality.

The key features of the IDP include:

- 1 actions to create wealth which help build a robust and sustainable economy in the district which will benefit all communities and citizens
- 2 actions to consolidate and retain key services in the IDP area and make them accessible to all
- 3 actions which conserve local and long term environment quality

The main outcomes which will be achieved under measure 4.2 include:

Outputs

Area of land developed (hectares)	13.3
Area of derelict/contaminated land developed (hectares)	6.3
Area of refurbished business space provided (sq.m.)	3443

Results

Increased business sales £m	22.0
Gross direct new jobs created	370

Gross jobs accommodated	968
-------------------------	-----

Impacts

New business space provided without support (sq. m.)	465
Net jobs accommodated	585
Net jobs created	225
Net additional value added	14.63m

The main outcomes which will be achieved under Measure 4.4 include

Outputs

SMEs assisted	35
SMEs receiving financial support to introduce environmental technologies	5

Results

Increased business sales £m	4.8
Gross direct new jobs created	81

Impacts

Net direct new jobs created	36
Net additional value added	£0.9m
Net additional R & D Spend	£1.85m

ANTICIPATED FINANCIAL RESOURCES ASSOCIATED WITH THE DELIVERY OF THE IDP MEASURE 4.2

TOTAL SPEND:(£)	target expenditure £14.7m
TOTAL EU SUPPORT:	£2.3 million over an 8 year period 2001 - 2008
TOTAL NATIONAL	a target of £6.3 m total (other public) expenditure
TOTAL PRIVATE	a target of £6.1m private sector investment over the 8 year period
TOTAL ERDF (£)	£2.3 m total ERDF grant applied for
TOTAL ESF (£)	none

ANTICIPATED FINANCIAL RESOURCES ASSOCIATED WITH THE DELIVERY OF THE IDP MEASURE 4.4

TOTAL SPEND:(£)	target expenditure of £3.2 m
TOTAL EU SUPPORT:	£0.5 million over an 8 year period 2001 - 2008
TOTAL NATIONAL	a target of £4.4 m total (other public) expenditure
TOTAL PRIVATE	a target of £1.33 m private sector investment over the 8 year period
TOTAL ERDF (£)	£0.5 m total ERDF grant applied for

The Indicative Programme for Years 1, 2 and 3 (and the arrangements for sustaining the IDPs progress in future years) are set out in Part 2 – Delivery Plan.

The projects contained in this IDP have been developed through partnerships at all levels and local communities within Market Towns have worked hard to develop a bottom up approach. This has resulted in the formation of a number of Community Partnerships.

The projects ultimately selected for implementation should ensure the delivery of the vision within the time-scales of the Objective 2 period. This will be achieved by: (i) the packaging of projects as far as practicable into discrete project bundles in order to maximise the availability of match funding (ii) delivering these projects in an integrated way within the following IDP Objectives:

- (a) Economic Development
- (b) Social and Community Development
- (c) Conserving Environmental Quality

In terms of Programme Management:

The overall management of the IDP Programme will be coordinated through the Richmondshire Funding Partnership Group (to become a Management Board) which will be chaired by the District Council and have total responsibility for:

- Programme and Project appraisal
- Monitoring
- Evaluation

INTRODUCTION

1 This Integrated Development Plan is the result of excellent partnership work. The District Council has strong links with the private sector at many levels including Business Forum and Associations and with the area's community and voluntary group networks.

2 These links have a proven track record of delivery and achievement through the public, private and voluntary sector partnerships that have come together to produce the Community Investment Prospectuses (CIPs). A series of community based action plans for the social and economic regeneration of the four market towns and the surrounding Dales:

Richmond, Catterick Garrison and Colburn
(The Richmond Partnership Ltd)

Swaledale and Arkengarthdale - including Reeth Market Town
(The Two Dales Partnership)

Upper Wensleydale - including Hawes Market Town
(Upper Wensleydale Community Partnership Ltd)

Mid Wensleydale - including Leyburn Market Town
(Mid Wensleydale Community Partnership Ltd)

3 Richmondshire has built its prosperity on agriculture and tourism and the relationship between these two sectors in terms of economic development is almost inseparable -

because it is the quality of the farmed landscape and the market towns and villages within it, which form the primary tourism attraction.

4 Now the relationship is faltering (decline in the agricultural sector, BSE and of course the currently ongoing "foot and mouth" epidemic are readily apparent testimonies to this) and the prosperity has to be rebuilt.

5 And yet even though these problems are serious, the potential for recovery is great. Partners in the CIP areas already believe in Richmondshire's future and by working together we know the problems can be tackled. The need to prepare this Integrated Development Plan under the Objective 2 Programme has only served to intensify the commitment to achieving economic prosperity through partnership working.

6 This submission is a united bid from the private, voluntary and public sectors that have all participated in the production of Community Investment Prospectuses.

7 It is a bid to help all our futures.

MISSION STATEMENT

8 The partners involved in the preparation of this IDP have agreed the following mission for the market towns and their hinterlands within Richmondshire

For all sectors to work in partnership to build on existing assets to help achieve economic and social regeneration for the market towns, their hinterlands and the communities within. To create a robust and sustainable economy which reaches down to all its citizens, gives them equitable access to the majority of their day-to-day needs without having to travel far afield, but which leaves intact the exceptional quality of environment we have inherited from our forebears.

THE VISION

9 Our vision is to capitalise on the economic potential of the market towns and their hinterlands within Richmondshire by:

- attracting more investment for job creation purposes through the provision of key sites, premises and services
- retaining employment uses which already exist within the area
- ensuring the working population is better trained to take advantage of the opportunities for prosperity
- countering social exclusion, most particularly for the 9,130 residents within the six designated Priority 3 areas
- promoting the market towns and their hinterlands within Richmondshire as quality locations for business development
- making the best possible use of the IDP areas superb cultural and environmental assets to achieve economic and social regeneration

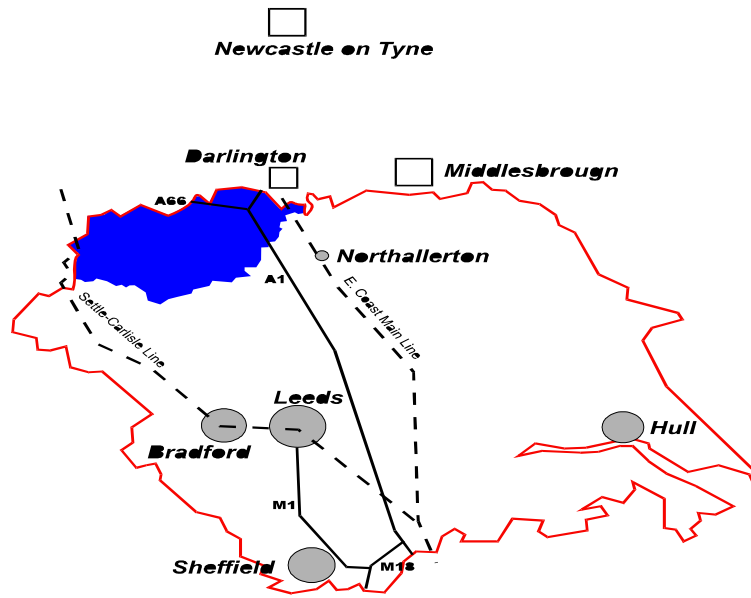
SOME BACKGROUND

¹ Richmondshire occupies the north-western extremity of Yorkshire and the Humber Region. It is easier to reach Newcastle on Tyne in the Northern Region, than Leeds, about 70km to the south, whilst Middlesborough, also in the Northern Region, is far closer than Hull, 120km to the south east. Darlington, with 100,000 population, lies just across the District's north-east boundary, and exerts a strong influence on shopping patterns, though otherwise its catchment is limited to a few nearby parishes in Richmondshire. Key parts of the

national transport infrastructure that pass through or close to Richmondshire are the A1, the East Coast Main Line (this corridor is a Trans-European Network), the A66, and the Settle-Carlisle Railway.

² Though distant from the main economic hub of the region, Richmondshire will share in the delivery of regional objectives. Regional Planning Guidance recognises that the geographical divisions within Yorkshire and the Humber are linked by a web of economic and social interdependencies. "Both the diversity and the interdependence are important to the region's economic future and to the quality of life it can offer"¹.

¹GOYH, Proposed Changes to RPG, March 2001, para 2.30



3 Much of the landscape is of national importance for its beauty and biodiversity value, and falls within the boundary of the Yorkshire Dales National Park. Turner and Girtin both painted in Richmondshire, and many visitors have followed in their wake, underpinning a tourism industry which is now one of the main employers and money earners for the District.

4 The Pennine Chain, cut through by the valleys of the Swale and the Ure, has greatly limited communications in the western part of Richmondshire, where there is a distinct feeling of remoteness. Here improving, or just maintaining, accessibility is a key factor in people's lives. By contrast, the eastern third of the District, where the great majority of Richmondshire's people live, opens to the Vale of York and is in a position to exploit much better road and railway links. Releasing that economic potential is an important challenge.

5 These influences have helped to shape the settlement pattern which lies at the heart of this IDP.

6 Swaledale, with its offshoot, Arkengarthdale, is a network of narrow valleys with very limited fertile land, where hill farming has been the mainstay of the local economy since lead mining ceased over a century ago. Reeth, a village of about 750 residents, is the most accessible service centre for a catchment population of, at most, another 1250 people², living in 13 outlying villages and hamlets. With a handful of shops, 3

²The parishes of Arkengarthdale, Ellerton Abbey, Grinton, Marrick, Melbecks, half of Muker, and outlying parts of Reeth

pubs, two garages, a small weekly market, and services such as a hairdresser, Reeth has a limited capacity to draw customers, but lacks basic commercial facilities such as a bank. The village is, however, important as a centre for other services, including a primary school (about 50 pupils), a modern doctor's surgery, a police house, volunteer fire station, and sheltered housing. It hopes to have a community office, which will become a key facility for information and as a local business resource centre but will need ERDF intervention to bring the project to reality. Cultural activities tend to be village-based, and as such are scattered throughout the Dale rather than being concentrated in Reeth.

7 With the recent development of workshop units in the 1990's, Reeth is now a valuable launching pad for diversified economic activity in Swaledale, and can offer local job options which previously did not exist, however there will be a need for ERDF intervention to bring this scheme to fruition. Broadly speaking, the housing supply in Swaledale is good.

8 Further south, upper Wensleydale is broader and more expansive, with fertile land in the valley bottom, except in the extreme west, but the Dale is still hemmed in by high land where hill farming is predominant and the population is thinly spread. Tourism has long played an important role, and Aysgarth Falls was heavily influential in its development. Hawes is the Dale's service centre, cemented by the presence of an active community office, and with considerably greater commercial strength than Reeth, though its residents number no more than 1200. The town serves a surrounding population

of about another 1150³, limited by the stronger competitive effect of Leyburn further to the east. Hawes offers most essential facilities, and has the valuable asset of an auction mart, which in normal times supports a wide range of other businesses, except modern shops. It does have a well established industrial area, which was expanded with the assistance of the earlier Objective 5b Programme, which has had the effect of promoting local business and diversifying the local employment base and now gives scope for more businesses to develop in a quality environment and attract further inward investment from environmental and ICT technologies (see paragraph 47). However, given the high development costs including the need for high specification buildings given its location in the National Park, there will be a need for ERDF intervention.

⁹ With its strong local character, a busy National Park Centre, plentiful car parking, and a good range of facilities in the town, Hawes is firmly geared to catering for visitors. The line of the former Wensleydale Railway passes through, and, though the track has long been removed, the route survives from Garsdale to the west, where it connects to the Settle-Carlisle line. Eastwards lies Redmire, where the track remains, connecting to Northallerton and the East Coast Main line.

¹⁰ The road route, the A684, is of a variable standard, and movement can be hampered by heavy vehicles. As a result, when journeys further down the Dale have to be made, they

³The parishes of High and Low Abbotside, Askrigg, Bainbridge, and half of Muker

can be slow and inconvenient. This is especially true of the 80km trip to Northallerton, the nearest hospital, and it may also be a factor in the town's poor education score, as revealed by the Index of Deprivation, which also revealed the general disadvantage faced by the area due to its relative inaccessibility.

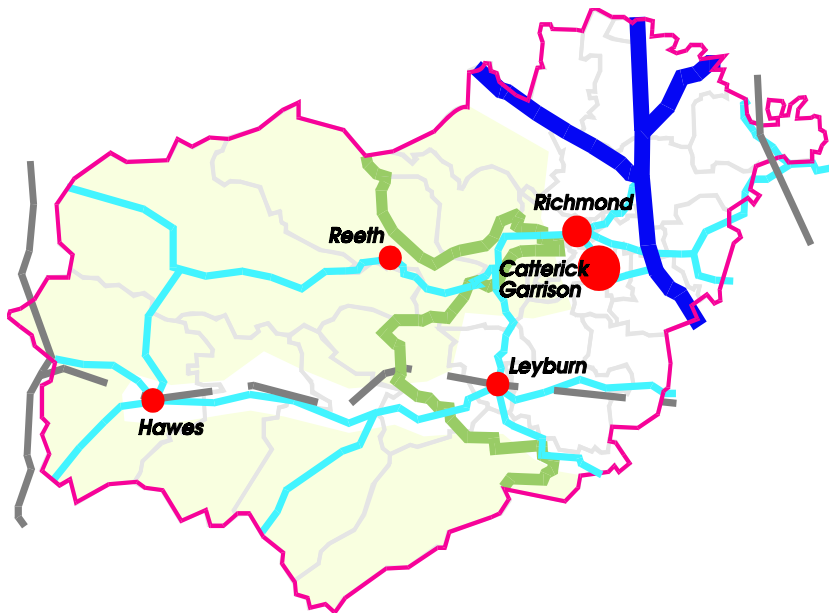
[See tables on the I.D.P key facts paragraph 38]

¹¹ Leyburn is the market town for mid Wensleydale, and the high level of local business activity belies its modest size of 1900 residents. The town is a genuine focus for shopping, and has two supermarkets and a good level of car parking. As a result, it attracts customers from much of Wensleydale, and even penetrates into Reeth's catchment area, enjoying a potential catchment population of about 6,000⁴, though modern shopping developments in Richmond and Catterick Garrison will be putting pressure on the easternmost limits of that catchment. Leyburn is the centre for secondary education in Wensleydale, has a modern community office, supports Richmondshire's only cinema, and has a successful rugby club with good facilities close by. It is a prime example of how the








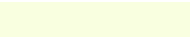
⁴including the parishes of Akebar, Arrathorne, Aysgarth, Barden, Bellerby, Bishopdale, Burton-cum-Walden, Caldbergh with East Scafton, Carlton Highdale, Carlton Town, Carperby-cum-Thoresby, Castle Bolton with East and West Bolton, Constable Burton, Coverham with Agglethorpe, East Hauxwell, East Witton Town, Finghall with Hutton Hang, Garriston, Hamby, Hunton, Hutton Hang, Melmerby, Middleham, Muker, Newton le Willows, Patrick Brompton, Preston-under-Scar
Redmire, Spennithorne, Thoraby, Thornton Rust, Wensley, West Hauxwell, West Scafton, and West Witton

small rural market town can cater for most sectors of need, as

long as its catchment population remains faithful.



Key

-  District Boundary
-  Boundary of the Yorkshire Dales N P
-  Trunk Road Network
-  Key District Road Network
-  Main Rail Lines
-  Route of the Wensleydale Line
-  Key Service Centres
-  Very Sparsely Populated Area

Ward Boundaries are shown as a grey underlay

¹² Developments at the Leyburn Business Park have given an impetus to the local economy since a decline in local quarrying, and created more diverse employment opportunities, but the town is too remote to attract firms with a national or regional profile, and the scope for long term expansion are limited, at least on the current site. There is scope to expand the use of the Park by bringing into use areas of employment land which have high servicing costs, but these will require ERDF interventions (see paragraph 47). Like Hawes, Leyburn has an important auction mart, which bolsters trade across most sectors. Agriculture in mid Wensleydale is more mixed than further west, with less hill farming, some arable, generally bigger farm units, and an important infusion of racehorse training. Tourism is also more diverse. As a pleasant historic town, Leyburn itself is a visitor attraction, but the area has important heritage sites at Middleham, Castle Bolton, and Jervaulx. At Leyburn, the Wensleydale Railway retains its station and tracks, though not its passenger service. Road access is good, with A roads and public transport leading to Richmond, Northallerton, Ripon and Hawes.

¹³ North east of Leyburn lies Richmond, and about 4km to the south of the town is Catterick Garrison. The two are, in effect, twin service centres, providing market town facilities to the most populous part of Richmondshire. With 13,000 residents⁵, the Garrison is much bigger than Richmond, with 8500, but historically it has almost wholly depended on Richmond for services and facilities, other than those designed to meet soldiers' immediate needs. Together, the two towns cater for a total potential catchment population of between 30,000 and 35,000.

⁵taking in the parishes of Colburn, Hipswell and Scotton

¹⁴ Richmond's share of this catchment had been declining until the development of a new supermarket in 1999, although overall the town remains robust and has usually found willing investors, despite little commercial pressure for expansion. Opportunities are limited due to the historic character of the town centre and its setting, so the focus is on consolidation. Catterick Garrison is where there are opportunities to expand, and the area is gradually being released from its previous purely military role. In fact, Catterick Garrison (including Colburn) has the capacity for balanced development of housing, employment and town centre facilities, making sustainable use of brownfield land and the comprehensive network of cycleways recently laid out. In Richmond and Catterick Garrison we have two competing towns with differing advantages, for whom a symbiotic relationship is both realistic and desirable.

¹⁵ As an ancient borough, Richmond is the seat of local government for Richmondshire, and provides a wide range of social and commercial facilities, though the relationship with its surrounding area possibly has less strength of tradition than is the case at Leyburn, Hawes and Reeth. There is no longer an auction mart, though a centuries-old outdoor market continues. The historic town centre and riverside attract large numbers of visitors, but the town as a whole is not overtly tourism dependent.

¹⁶ Although this part of Richmondshire benefits hugely from the presence of the A1, only 5km to the east, and Richmond has generated both economic strength and new jobs through the development of the Gallowfields Trading Estate, the town's overall capacity for further development is now very limited indeed. It depends on the outlying Catterick Bridge area, and the prospect of development at Scotch Corner, if growth is to continue. Growth of opportunity is important, because Richmond West is the second most deprived ward in the District.

17 Colburn, which is closely linked to Catterick Garrison, is the District's most deprived ward, with an especially poor education score. This, plus a preponderance of low paid employment and limited opportunities for women, especially those with children, signal the social challenge facing the area. Fortunately, there is a very positive climate of regeneration, underpinned by the Ministry of Defence's long term development strategy for the Garrison, and expressed in recent SRB bids. These will see new employment coming on stream and a gradual improvement in leisure and recreational opportunities. Catterick Garrison as a whole, has by far the strongest sustainable development prospects in Richmondshire District.

18 Taken together, the market towns of Hawes, Leyburn, Reeth and Richmond, in combination with Catterick Garrison, provide a focus for the economic and social structure of the total IDP area. This does not include 20 parishes⁶ on the north-east fringe of the District, which look towards Barnard Castle and Darlington. A widely spread, mainly rural population depends on, and benefits from this structure of 'parent' towns for jobs, services, education, shopping and culture. In many ways, the future of the market towns will shape the future of the District as a whole.

19 The extent and disposition of the four hinterlands merge at the edges, but are drawn from survey work and local knowledge. Hinterlands that are extensive in size, but embrace only small numbers of residents, are indicative of the sparsity of population in most of the IDP area. Sparsity tends to

undermine the cohesion of market towns and their hinterlands, as does the limited drawing power of Leyburn, Hawes and Reeth. Nevertheless, the social and economic compact between these towns and their hinterlands is real, and is fundamental to our understanding of the dynamics of the IDP area. Our priority is to reach out to and improve the lives of residents as a whole, even though the developments stimulated by this IDP may be limited to locations in and around the market towns.

20 The IDP target areas and their wider area of influence are shown below.

⁶Newsham, Dalton, Gayles, Ravensworth, W. Layton, E. Layton, Forcett with Carkin, Caldwell, Eppleby, Cliffe, Stanwick St John, Aldbrough St John, Manfield, Cleasby, Stapleton, Newton Morrell, Barton, Croft on Tees, Dalton on Tees, Eryholme.

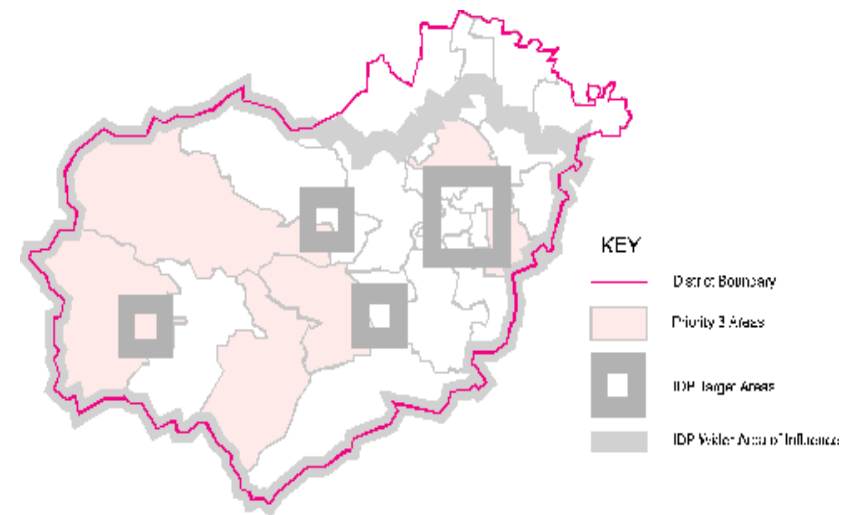
The local outlook

1 Long established, and backed by strong strong traditions, there are still bonds of loyalty between the market towns and the populations they serve. Those bonds are, however, showing signs of weakening due to the centralisation of some key services, and the wider choices now readily available further afield. The resulting instability is emerging as a significant threat within the IDP area, and it is clear that the market towns need to step up their efforts to regenerate, by building-in greater capacity and choice in jobs, services and facilities, and building on the area's fundamental strengths of environmental quality and wider quality of life.

2 The barriers to progress can be broken down if a stronger culture of entrepreneurship can be fostered, better quality jobs become available, and the poor accessibility of parts of the area can be overcome. Tackling these issues will involve making best use of the stock of investment already present in market towns, and seizing other development opportunities, which may take the form of available brownfield land, or the strong basic profile of the area in the tourism and related sectors. Training and skills development are already in place to underpin these efforts. If improvements to the A1 come forward, this will boost business prospects, particularly for the eastern part of the IDP area, but also further to the west.

3 Fortunately, there is a solid and positive institutional framework on which to base these expectations - strong partnerships, a record of success, and positive planning policies provide the essential tools.

4 With four Community Investment Prospectuses completed⁷, and Local Development and Employment Pacts for six wards⁸,



⁷Upper Wensleydale, Mid Wensleydale, 2 Dales and Richmond and Catterick Garrison

⁸Hawes and High Abbotside, Grinton and Upper Swaledale, Aysgarth, Bolton Manor, St Agathas, and Catterick with Tunstall

together with adopted Local Plans for those parts of the District inside and outside the National Park, the IDP area is establishing a clear local direction for future development. Further work on community planning, which is in the pipeline, will draw together health, education and crime prevention issues at the local level, and strengthen co-ordination across these various sectors.

⁵ We recognise the importance to our local communities of many of the themes which have emerged from regional work in Yorkshire and the Humber. Richmondshire scores strongly on its quality of environment, but the District's economic position remains vulnerable, despite its links to the national road network - an example of the 'two-speed economy' syndrome highlighted by the Regional Economic Strategy. Each of the objectives on which the Strategy is based is relevant to the IDP area, but we are especially conscious of the need to attract investment by making best use of the local physical and environmental assets, ranging from the A1 trunk road to the magnificent landscapes of the Dales. As the Regional Economic Strategy suggests, this will be achieved most effectively by making available the right sort of development opportunities, and effective marketing of the area's assets. We appreciate the Strategy's emphasis that action on the skills front and in supporting business creation and growth are vital to underpin these efforts. E-businesses will have a pivotal role in the IDP area.

⁶ A strong driving force behind the Richmondshire Local Plan⁹ is the clear need to attract more investment, to retain what we have, and to stimulate higher business birth and survival rates, but this will only flow from long term growth, and demands sustained marketing in a highly competitive climate. From this point of view, a vital asset will be the new Linear Park Learning

⁹Covering the area outside the National Park

Centre at Catterick Garrison, which offers training for knowledge-based business, and will equip residents with the up to date skills. New skills are important, even where consolidation is a priority, as in the hard pressed farming sector, and they can support a more diverse local business/employment base in the more remote parts of the District.

⁷ The Yorkshire Dales Local Plan is more strongly focused on conservation, but it provides for development which will allow balanced growth on a suitable scale for the National Park. It is currently close to the end of its plan period, and is being reviewed.

⁸ Careful planning has enabled Richmondshire to advance economically without harming our precious environment, by making the best possible use of cultural and environmental assets, and targeting new investment in locations which are sensitive to them. We see this as a key step towards the type of sustainable community envisaged in Regional Planning Guidance, so that economic advantages are linked to social progress, but in ways which will maintain quality of life and lead to a caring approach to local environments. Investment in services supports all these processes, and, in the face of recent losses¹⁰, it is vitally important for all the building blocks to be in place to give investors the confidence they need. These themes lie at the heart of RPG.

⁹ Better accessibility is part of the answer to the remoteness of both Richmondshire in the Region, and some communities within the District. There are two prongs to the regional and county strategies for transport¹¹. First is the future location of

¹⁰An important example being the transfer of secondary health care from Catterick Garrison to Northallerton

¹¹Regional Planning Guidance (including the Regional Transport Strategy) and the North Yorkshire Local Transport Plan

development, so that as many people as possible have quick and easy access to their daily needs - jobs, schools, shops and services, etc.. The Regional Transport Strategy leans heavily on development focused on local service centres in rural areas¹², and articulates the need for enhanced public transport links, the key objective being to reduce the need to travel¹³. Secondly, improvements to transport infrastructure, from the trunk road network down to rural bus stops. The most accessible locations are town centres, but these are also places where space is usually at a premium¹⁴, and in reality alternatives have to be considered, where they are not dependent on the use of the private car. The outcome of the A1 Safety Study will be crucial to the future of the District as a whole, as will improvements to rail services on the East Coast Main Line and the Settle-Carlisle Line, which has a dual role catering for tourism. Penetration into the IDP area by rail would meet one of the principles for tourism development enshrined in Regional Planning Guidance and the Regional Transport Strategy¹⁵.

¹⁰ However, better accessibility within Richmondshire will depend equally on improving bus services, and exploiting the full potential of the Wensleydale Line. Key corridors recognised by North Yorkshire County Council's Local Transport Plan are those running down Wensleydale and Swaledale, and that connecting Catterick Garrison, Richmond, and Darlington (via Scotch Corner). Public transport in these corridors must better meet the needs of both residents and visitors, with effective town centre interchanges, integrated

¹²Regional Planning Guidance, March 2001, para 7.16

¹³Ibid., Policy T0

¹⁴Catterick Garrison is an exception

¹⁵RTS, Policy T5A

traffic and parking strategies, and links with areas outside the corridors, where community minibuses or car schemes are likely to be the main alternative to the private car. Concessionary fares are capable of playing a strong role in support of public transport.

¹¹ In Yorkshire and the Humber, market towns and the areas they serve are a focus for efforts to build sustainability in rural areas¹⁶. Regional Planning Guidance makes it clear that their regeneration is essential, both to secure their future, and act as a catalyst for enterprise and social progress in those more remote communities that are dependent on them. If market towns fail, there is every possibility that problems of rural isolation and deprivation will persist and get worse in the areas they serve, as business and personal services migrate to ever larger and more distant centres. It is not a case of 'one size fits all', but a common approach needs to be pursued in ways which best suit local circumstances.

¹² An investment concept based on sustained growth, coupled to need and opportunity, and underpinned by additional housing and gradual rise in population, is the best way forward for the IDP area. Different parts of the area will have different roles to play.

¹³ The area closest to the A1 has innate economic advantages and the greatest density of population and concentration of business activity, clustered in Richmond, Catterick Garrison, and the A1 Corridor. Richmond is the established market town, and this role must be safeguarded, but where larger formats and more modern facilities are required, these are better located in Catterick Garrison and Colburn, where investment is still needed to achieve greater

¹⁶Regional Planning Guidance

social balance and equity, there is a supply of previously developed land, and accessibility is exceptionally good. Accepting that Richmond's historic character sets strict limits to its own growth, Scotch Corner and Catterick Bridge can meet much of the town's need for business expansion, provided good bus access is secured.

14 Leyburn has long been regarded as the 'anchor point' for employment in mid-Wensleydale, and the town is a focus for growth of a scale that it can absorb without sacrificing either its townscape character or landscape setting. Leyburn stands to benefit very directly from the reopening of the Wensleydale Line, which would strengthen its visitor role and increase the 'carrying capacity' of the area. The town has seen solid investment over the last 20 years, but more remains to be done by way of renewal and updating if it is to maintain its competitive position, and adequately serve its extensive catchment. Hawes has a similar role in upper Wensleydale, with a track record of small scale employment development and a strong focus on tourism, but the town is small and its growth has been limited, partly by its outstanding landscape setting. Against that background, its market town status is vulnerable, and further investment is needed to safeguard the town's position. Like Leyburn, Hawes could benefit from train services on the Wensleydale Line, possibly starting at the Garsdale end. A traffic study is in the pipeline to improve conditions within the town, and safety measures are planned to the east along the A684, which should improve journeys to Leyburn. The Community Office could become a focus for community transport serving the surrounding area and offering better ways of accessing distant facilities such as the hospital at Northallerton.

15 Reeth is of a different order to the other market towns, with too few facilities to act as a powerful draw and compete with its easily accessible and larger neighbour, Richmond. The role

it needs to hold onto is one of meeting the day to day needs of its own people, offering outlying residents an alternative to travelling further afield, and accommodating a steady flow-through of visitors. Like Hawes, Reeth needs continuing investment, and positive growth, even at a low level, if this role is to be sustained.

16 The widely dispersed population outside these market towns has varying levels of dependency on their 'parent' town. Travel patterns such as shopping in Darlington and Middlebrough, and commuting beyond the District boundary, are far from uncommon, but not sustainable. However, residents who are able to do so, are entitled to exercise choice. In a situation where market forces have reduced services in villages to a bare minimum, it is important that those residents should be given reasons for using their nearest market town whenever possible - a simple case of meeting local needs locally. Those who are less mobile deserve transport services which will give them better access to their market towns. Those who are economically disadvantaged need expanded, and better quality employment opportunities, which may be created in the countryside, but may enjoy enhanced prospects in a town setting, or in strategic locations out of town.

17 Stabilising and then consolidating this vital relationship between market towns and the areas they serve will be the central challenge for the next 10 years.

18 IDP AREA KEY FACTS

DISTRICT POPULATION:	49,700
IDP Area Population	45,280
Working population	30,100

(18 retirement)

Priority 3 Population 9,130

People in employment 13,159

No of non domestic ratepayers 2,147

A SWOT analysis for the IDP area follows:

SWOT ANALYSIS

³⁹ Strengths

- Established network of historic market towns
- Age-old links between towns and their hinterland
- Stability brought about by strong public sector presence, and confidence in the future of Catterick Garrison
- Good basic road networks radiating out from market towns
- Traditional economic loyalties
- The Dales 'identity' as a selling point
- Strong tourism sector, focused on the innate character of the area

- Closeness of parts of the IDP Area to the A1 and the East Coast Main Line
- Good supply of housing, both existing and planned
- High quality of life
- High quality natural and built environments (eg. YDNP, Richmond Conservation Area, Bolton Castle, etc)
- Strong record of partnership working
- Pro-active approach to improvement on the part of communities and public authorities
- Planning strongly focused on meeting the area's needs whilst safeguarding its environment

40 **Weaknesses**

- Small, highly dispersed, population base leaves towns short on critical mass
- Limited local choice
- Traditional loyalties increasingly fragile. Links between towns and hinterlands need to be nurtured
- Inadequate infrastructure, especially in support of modern communications and transport
- Traditional economies no longer secure, with agriculture under threat in the uplands
- Tourism subject to wildly fluctuating fortunes
- Entrepreneurship inadequately developed, and lack of backing in the form of private investment
- Dominance of vulnerable micro-businesses in the area's economy
- Too high a proportion of low paid, low skilled jobs and under-employment outside the main centres
- Indifferent record of business survivals
- Limited capacity for future development in the most environmentally sensitive parts of the area
- Low achievement in terms of area GDP
- Incidence of out-migration, especially by young and better qualified local people
- Incidences of social exclusion, mostly dispersed and hard to reach
- Shortage of affordable and accessible child care

- High levels of car dependency in the face of public transport shortfalls
- Accessibility, except in Richmond, Catterick Garrison, and the surrounding area, hampered by distance, cost and inconvenience of travel

41 **Opportunities**

- Investment focused on market towns
- Good availability of land and buildings for development
- Development of brownfield sites, especially at Catterick Garrison
- Arresting the high levels of business deregistration
- Building a global profile for the area's tourism sector
- Local branding for local products
- Some entrepreneurs have a proven track record - could be champions for others
- Quality of life a unique selling point which attracts investors
- Framework of centres for learning - scope for expansion
- Prospective improvements to the A1
- Economic spin-off from a superb local environment
- Partnership working going from strength to strength
- Planning designed to promote the right types of development

42 **Threats**

- Traditional loyalties may dissipate further if the market towns are not regenerated
- Continued centralisation of investment
- Tourism's vulnerability to changes in fashion, weather, and events (eg F&M, exchange rate)
- Affordability of housing in a general sense

The Market Failures

43 In preparing this IDP the various partnerships identified failures within their own communities. The evidence in the CIP documents reinforces the market failures which have been identified within the Regional, County and District Economic strategies. These include the dominance of a narrow based economy which offers limited opportunities for wealth and job creation and is vulnerable to market forces.

Land – The need for public sector intervention for the provision of serviced development land in Richmondshire's Market Towns was recognised by the North Yorkshire Workspace Study of September 1997, undertaken on behalf of the North Yorkshire Economic Development Forum by 'Business Environments'. Land has been zoned in the Local Plans serving the Market Towns, but the high development costs set against the market value of serviced plots has discouraged private sector investors, from taking up the land allocations. The two most recent examples which demonstrate this position clearly were in 2000 when a public sector partnership secured land at Hawes to extend the Upper Wensleydale Business Park. The total project costs of acquisition and servicing the 0.894 hectares site was approximately £500,000 and the estimated return from sales of the serviced plots is £100,000, thereby requiring a net subsidy by the public sector of £400,000. This picture is to be repeated in Colburn where a public sector project led by the Regional Development Agency to acquire and service 9.4 hectares of former army barracks (brownfield) land is estimated to cost £2.5 million, with the expected return from sales of plots at £1.5 million (based on 6.3 hectares of development land), thereby requiring a subsidy of £1.0 million. Each of these projects have been brought

forward following extensive feasibility work commissioned by the Partners using Independent Consultants (eg David Lyons Associates, Donaldsons, EPA, Bullen and RSP) and copies of this local research is available. The 1997 Workspace Study identified a number of sites in the A1 Corridor area (ie the hinterland of Richmond) at Catterick Bridge/Scotch Corner that could be brought forward. This Integrated Development Plan includes one such scheme at Scotch Corner.

Premises – The need for public sector intervention in terms of workspace provision is similar, but different to the serviced land position referred to earlier. The 1997 North Yorkshire Workspace Study identified that in the A1 Corridor Area (ie the hinterland of Richmond), there was a large amount of derelict/empty workspace particularly at Catterick Bridge/Gatherley Road. Whilst this position has improved since 1997, the private sector have shown a reluctance to invest in speculative workspace developments particularly in the deep rural settlements of Hawes and Reeth. The former Rural Development Commission built Units in Reeth for rent/lease in the early 1990's and the new owners, the Regional Development Agency are currently in negotiations with a tenant of one of the Units to sell the remainder of the land to enable a public/private sector scheme to be developed for specialist workspace aimed at E Commerce businesses which will require ERDF funding to be brought to fruition. More recently a public/private sector partnership led by the District Council has developed 10,000 square foot of workspace and 4,000 square foot of office space on a derelict (brownfield) site at the Gallowfields Trading Estate in Richmond. This scheme required a large public sector

investment (with some ERDF funding under the Objective 5B Programme) to encourage the private sector to invest in the Project.

Demand for workspace is currently buoyant in parts of the area with the District Council and Partner based projects having occupancy levels of 80%. This demand has encouraged the private sector to carryout some speculative workspace developments in the Richmond hinterland and has resulted in the conversion of two former historic stable premises to provide office space for micro- e-commerce business users, with financial support by the Regional Development Agency under its Redundant Buildings Programme. Further employment growth is predicted in this specialised area of development given the high quality of the built and natural environment which has an attraction for small inward investors from outside the Region.

Land Availability	Total No of Plots	Total Size
Richmond	3	16.52 ha
Leyburn		
Hawes	1	0.894 ha
Reeth	1	0.22 ha

Vacant Premises		Total No of Units	Total Sq Ft
INDUSTRIAL	Richmond	16	227,838
	Leyburn	3	5,818
	Hawes	1	1,130
	Reeth	2	1,602
OFFICE	Richmond	2	3,264
	Leyburn	2	1,400
	Hawes	1	500
	Reeth	-	-
RETAIL	Richmond	8	8,821
	Leyburn	1	1,484
	Hawes	-	-
	Reeth	-	-
OTHER	Richmond	1	1,194
	Leyburn	1	1,100
	Hawes	-	-
	Reeth	-	-
TOTAL		38	254,151

44 But the weak manufacturing sector has dampened the take up of larger and secondary units. Richmondshire does not have an over reliance on such stock and as such is not severely affected by this trend. There has been growth in the service sector bolstered slightly by warehousing and distribution.

The market is also very sensitive to the size of individual units. The rent per square foot reduces as the area of the unit increases effectively giving rise to a quantum discount. Analysis indicates that premium rents are paid for small units with tenants not analysing the cost of units by a rate per square foot, but by the weekly charge. This can result in individual transactions analysing to a very high rate per square foot therefore clouding judgement and adding to the portfolio of vacant units.

45 **Inward Investment**

It is intended to encourage businesses into the district by using the Inward Investment Mechanisms already in existence. This is via a pyramid of organisations starting with the Invest in Britain Bureau cascading through the Regional Development Agency and County Council before reaching the District Council. Enquiries are individually assessed to ascertain whether or not there is suitable land/premises available. This will be supported by pro-active marketing of the economic and environmental assets of the IDP area.

Tourist Attractions/Business Technology Centres – The previous European Objective 5B Programme supported the

development of key tourist attractions, most notably an extension to the Dales Countryside Museum in Hawes and a major visitor centre at Richmond Castle which in turn were able to access funding from the Heritage Lottery Fund and English Heritage. This Development Plan envisages a continuation of the need for investment in the Market Town tourism attractions and highlights a major replacement and extension of the historically important Georgian Theatre which contributes significantly to the visitor experience and evening economy of Richmond which will require ERDF support to be able to implement its development proposals.

The £1 million scheme has attracted investment from outside the Region via the Heritage Lottery Fund and a private sector supporter but will require further public sector intervention to make the scheme achievable.

Other major tourism attractions are planned to be developed within the period of the programme in other Market Towns especially in Leyburn to build on the specialist craft and cultural clusters that exist within the Town and in Hawes where a Social Enterprise organisation wishes to provide a major 'wet-weather' tourism attraction. In each case the large infrastructure development costs will require ERDF Intervention.

There is also an exciting proposal of the National Army Museum to create a Northern outpost in Catterick which will bring with it a major injection of external funding from outside the Region and if able to proceed will act as a major economic catalyst for Richmond and its hinterland.

Furthermore, it is essential to promote the IDP area to clearly identified target markets as a means of ensuring potential

visitors are aware of the benefits of the market towns and their hinterlands and to encourage an increase in the number of visitors. The best way of promoting the areas however, is not through the proliferation of numerous and modest marketing initiatives from geographical areas or markets which are too small to be recognised by potential visitors in the target segments, and with a marketing campaign which is too modest to make an impact. The way forward is to increase the awareness of the region to potential visitors through the promotion of the region, with a strong emphasis on the benefits to visitors of the attraction of the Objective 2 area. Projects are therefore also envisaged that combine with those of the other IDP's situated within the Yorkshire Dales Joint Promotions Initiative area to ensure the marketing of the market towns and their hinterlands within Richmondshire takes place in a cost effective manner.

46 **Labour Market**

Although unemployment in the area is relatively low, the quality of available jobs is a concern. Young people leave the area to access further education opportunities but are discouraged from returning by the lack of quality employment. There is also a considerable daily out migration to access better quality jobs.

There is also evidence of both under employment and a substantial black economy. This has been highlighted in the CIP's as a counter productive poor role model which results in a self generating negative spiral leading to low wages, a depressed economy and low expectations. The TEC Household Survey (March 2001) recognised that employment in Richmondshire and especially in the more remoter parts of the Dales is characterised by people having a number of part-

time jobs. It concludes that the local population has developed the skills to juggle 2/3 jobs but also has an expectation of being without work during part of the year. However, it summarises that the issue is not a lack of employment but a lack of quality employment. The Rural Uplands Survey also confirms significant levels of hidden unemployment in a district such as Richmondshire.

The IDP area has suffered from an under investment in training and a mismatch of skills. The TEC's Economic and Labour Market Assessment for Richmondshire (2000) asked local employers to identify skill gaps and the following featured most prominently: computer literacy/application of new technologies, customer service skills, practical, personal and communication skills.

50% of businesses contacted by the TEC believed that there were current skill shortages and the same proportion had experienced recruitment difficulties.

Skill shortages were perceived as due to:

- not enough skilled people in the areas of professional skills and industrial craftwork
- not enough interested people in areas of general assistant and industrial craftwork
- not paying enough especially for associate professional and technical recruits
- poor transport

Key skills identified for the future by businesses were: computer literacy, job specific skills, ability to fit in and motivation and communication.

In terms of staff training Richmondshire businesses are well below the North Yorkshire County average (52%) with only 44% having a training plan in place. In fact within the hotel and restaurant sector in the IDP area only 24% of businesses have any formal training plan.

Sectoral distribution of businesses using the Standard Industrial Classification code in general mirrors the County. However, the area is hugely over represented in the hotel and restaurant sector and under represented in wholesale/retail and business and professional services. The Annual Employment Survey also indicates an under representation in manufacturing and a heavy over representation in the hotel and restaurant sector and Public administration/defence/social security.

Since 1994 there has been an overall decline in the number of VAT registered businesses leading to a reduction in the stock of businesses. The only areas to see growth have been manufacturing, hotels and restaurants and public administration/defence/social security.

VAT REGISTERED BUSINESS 1999						
	Stock		Registrations		De-registration	
	No	Rate*	No	Rate*	No	Rate*
Richmondshire	1,950	510	125	33	160	42

Source: DTI SME Statistics Unit

*Rate per 10,000
resident adults

The Market Towns also benefited under the previous European Programme of 5B by ERDF cash, supported by ESF cash to develop skills programmes within the Learning Centres at Catterick Garrison, Middleham and Askrigg. These Centres support the local business communities both in terms of training centres, and with regard to business support such as the 'Business Oasis' in the Telematics Learning Centre operated by Darlington College at Catterick. The Centres will be some of the key delivery points of skills development both in tourism and food industries and in the developing ICT requirements to serve the new inwards investment companies that will be attracted to the specialised workspace and land that is envisaged at key sites within this Plan. Some limited investment will be required to complete this provision and projects being brought forward by Leyburn Town Council and a Social Economy Enterprise in Reeth to provide Community Resource Centres will complete the infrastructure. Outreach programmes of learning based around these 'local hubs' will build on the infrastructure that has been developed by previous and proposed public interventions.

47 Business Support Activities

Richmondshire District Council has been involved from the outset, in working with Business Solutions - Bedale Ltd and other Enterprise Agencies, to form one of three sub-franchises for SBS York and North Yorkshire. The agency in Bedale is working jointly with the Council to stimulate innovation, particularly relevant in the area. The Council has representation on the new sub-franchise board and are long

standing members of the Agency Board. Joint projects and bids are being formulated, particularly to promote Innovation within the CIP areas.

48 Issues of remoteness particularly in the western part of the IDP area may have hindered business development. However, with modern technology and a change of attitudes to where people work, there are opportunities for lifestyle business development in one of the most beautiful parts of the country.

The market alone however will not provide the required investment because of demographics, ie. the low levels of population with the area.

49 **Foot and Mouth and its Impact upon the Economy**

Richmondshire is also suffering traumatic down turns in its economy because of the impact of foot and mouth disease and the economy will take years to recover. Much of this economic impact is reflected in a major reduction of self-employed income and the loss of part-time jobs. Furthermore, as a result, many businesses will not be employing seasonal workers.

To date, a total of 74 businesses have applied for Hardship Rate Relief as a result of the foot and mouth disease. An analysis of applications indicates that 50% are dependant upon tourism, 11% of businesses have suffered because of direct access problems, 24% provide services to either agriculture or horseracing and 15% provide services such as local shops. Businesses affected include holiday cottages, caravan sites, cattle breeding services, filling stations, cafés, public houses, and animal feed merchants.

There is a general reluctance in rural areas to seek social security assistance because of a combination of traditional self reliance and lack of information on what is available, particularly for the self-employed.

The bulk of the impact has not been in relation to full-time workers but by loss of part-time employment and a reduction in self-employed income.

The foot and mouth crisis is having a devastating impact upon the tourism industry within market towns and their hinterlands. It has affected the whole of the District, not just the areas reporting cases of FMD. Whilst approximately 90 per cent of the attractions are open visitors have been slow to come back into the countryside as advocated by Government.

The immediate effect has been a massive reduction in income for tourism businesses during March and April creating serious cash-flow problems for self-employed people. The longer term picture is also very worrying with most accommodation proprietors reporting a lack of bookings into the summer months. The subsidiary spending is also dramatically down with fewer visitors in the area and this impacts upon local shops, attractions, craft workshops and even the filling stations and shops selling walking gear.

It is likely to take years rather than months for visitors to regain confidence in the English countryside and awareness raising and marketing campaigns will need to be introduced if the District is to compete in the national arena.

The Tourism Industry supports approximately 2,500 jobs in Richmondshire peaking to over 3,500 at the height of the season. It is likely that this year this seasonal employment will

not exist depriving local people of local jobs which are frequently taken to subsidise farm and other low income families. Based on previous years it is estimated that already the District has lost £8 million in tourism spending as a result of FMD and unless something is done could be reporting losses of approximately £6 million per month for the foreseeable future. (statistics based on STEAM 1999 Richmondshire Report)

The IDP Objectives

⁵⁰ Our overarching aim is to build a robust and sustainable economy in the area's Market Towns, which reaches down to all its citizens, gives them equitable access to the majority of their day to day needs without having to travel far afield, and leaves intact the exceptional quality of environment we have inherited from our forebears.

In seeking to achieve our mission and vision for the IDP area we have embraced the following objectives which will help address the market futures. These Objectives have been formulated to reflect the policy framework provided by the Regional Economic Strategy, Sub-Regional Action Plan, Regional Planning Guidance, and also the framework for Action in North Yorkshire, and Economic Development Programme for Richmondshire.

⁵¹ The first objective, and key driving force, will be economic development in its broadest sense, supported by housing to

strengthen selected centres. The components of **Objective A** will include:

- promoting development where a good balance of jobs, services and housing is most likely to be viable
- finding brownfield sites for development wherever possible
- maintaining a portfolio of employment sites that can be easily accessed by public transport
- equipping residents to take advantage of higher quality employment opportunities
- focusing on making available low cost premises
- nurturing small and medium scale enterprises
- expanding the prospects for the tourism industry, especially 'green tourism'
- developing ICT services, and their potential to break down the barriers of remoteness
- accommodating gradual population growth through new housing sufficient to ensure a rural renaissance
- including affordable housing, so that residents are not obliged to leave the Market Towns in search of a home

⁵² Reversing the drift of services away from Market Towns, securing their future, and making them more accessible to the whole community is **Objective B**. Its main components include:

- strengthening the role of town centres as providers of shopping, cultural, social, leisure and business services
- finding ways of taking essential services, especially health and education, back out to remoter communities
- improving local sport and recreation opportunities in all sizes of community
- simplifying access to facilities, especially for people without cars, by building up the public transport network
- using community transport and similar innovative schemes more widely to meet the needs of people outside the range of public transport
- taking advantage of transport that can meet the needs of both visitors and residents

⁵³ **Objective C** focuses on conserving both local and long term environmental quality. Its components include:

- raising the profile of farming and especially its contribution to the landscape, and to biodiversity
- ensuring that the important historic and cultural assets of the area have a viable future
- supporting the farming sector, and in particular, diversification through sustainable agricultural land management (not eligible under EU Objective 2 but projects will be pursued through the MAFF England Rural Development Programme)

- giving residents and visitors genuine opportunities to travel by means other than the private car
- securing new development of the best possible design quality.

IDP 10 YEAR STRATEGY

⁵⁴ Our objectives translate into the following strategy for delivery.

⁵⁵ In its widest sense the strategy envisages a 'booster' role for the Richmond, Catterick Garrison and A1 Corridor area, to power the development of the District as a whole. Leyburn has the capacity to be more than simply self-sufficient, carrying forward its established 'anchor' role for the Mid-Wensleydale area. Hawes' future lies first and foremost in consolidating its current functions, then building onto them added strength to ensure their sustainability. Reeth needs to stabilise its current service base, and set in place the conditions that will help them to prosper. Linking all will be a transport network that is geared to community needs

⁵⁶ The Richmond, Catterick Garrison and A1 Corridor area features strongly in the Richmondshire Local Plan, and given the right conditions will readily attract new investment, in employment, services, and housing.

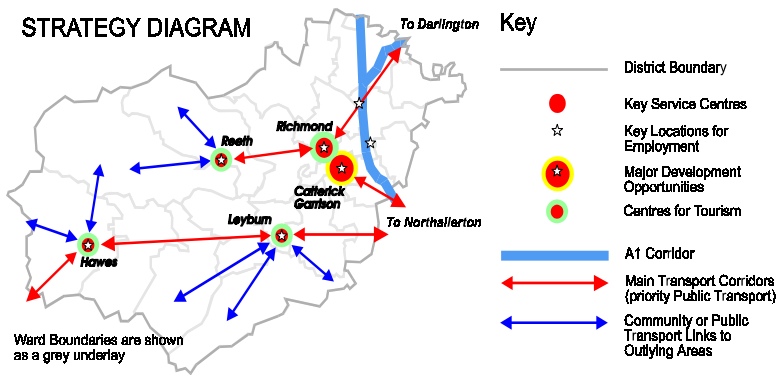
57 In Richmond there is a delicate balance between the town's need to retain its vibrancy, and the impact development of the wrong type, and in the wrong location, could have on its exceptional historic character. There are brownfield opportunities in and around the town centre, and they will be exploited to the full, but they are not numerous. Consequently the priority option is to build up existing businesses, amalgamating where necessary, to achieve greater strength and competitiveness. This includes the business and community services which traditionally underpin the prosperity of the town centre. Equally important is better town centre management, so that parking works more effectively, bus services are optimised, and the urban environment is improved. Tourism promotion and new forms of leisure are essential parts of the package.

58 What Richmond cannot offer is a type of shopping that requires large and modern formats, large employment sites, and significant housing opportunities. Catterick Garrison, on the other hand, has exceptional capacity to grow in a complete and sustainable way, following a long term Vision and Development Concept prepared by the MoD. These advantages will be fully exploited, making best use of brownfield sites. Colburn is a very close neighbour of Catterick Garrison, with parallel potential, but also problems of relative deprivation, especially in the education field. Here also, an infusion of easily accessible new community facilities, coupled with modern housing and employment opportunities, as well as advanced IT support, will help to address some of the social exclusion issues in the area. Easy accessibility across Catterick Garrison will spread the social and economic benefits of the development process.

59 The A1 Corridor is an area requiring renewal of its older industrial infrastructure, whilst at the same time offering innovative development opportunities. The established employment area at Catterick Bridge is well located but not fully used, and investment will be directed to key sites in order to kick start the regeneration of the whole. New housing development (including affordable housing) is taking place within walking distance, and over the next 5 years social facilities will follow. Catterick Bridge will absorb the growth which Richmond cannot, whilst being sufficiently closely linked to support the town's core functions. Scotch Corner, a short distance to the north, but equally close to Richmond, is a prestige employment location held back by infrastructure costs. It will be developed to strengthen Richmond's economic position and consolidate employment in the town's wider sphere of influence.

60 Leyburn, Hawes, and Reeth will each have a crucial and continuing role, anchoring the economic future of the countryside they serve. To combat the threat of decline, all three will achieve a level of growth in housing, jobs and services which they can comfortably accommodate, without harm to their special character, or the quality of the surrounding landscape. Attractiveness, easy access, and the widest possible 'offer' are key priorities. Promotion of farming and tourism will be high on the agenda, and better transport links (using both public and community transport) will be the cement that binds the centre to its hinterland. It is essentially a matter of putting in place the building blocks of rural

sustainability, by providing residents with reasons to support their local centre rather than choosing to travel further afield.



61 We are confident that this strategy is consistent with the fundamental principle of sustainability. We believe that it will mesh with the aspirations of the Regional Economic Strategy for the betterment of local economies, dealing with pockets of rural deprivation through better accessibility. It takes due account of the Regional Transport Strategy and the opportunities set out in The Local Transport Plan. It gives expression to core themes of Regional Planning Guidance, economic regeneration and growth, conserving and enhancing social capital, 'urban' and rural renaissance, and conserving and enhancing natural resources. Most particularly, it knits seamlessly into the planning framework set by the Richmondshire and the Yorkshire Dales Local Plans. Actions

taken under the auspices of the IDP will be crucial to the implementation of these plans.

Making Links

62 If presenting this Integrated Delivery Plan as a diagram it would be a spiders web, with all aspects of life in Richmondshire woven together, linked directly and indirectly, through many layers and connections; each supporting many others – sometimes imperceptibly, creating a rich and vibrant whole.

63 The exciting projects which the Communities and Businesses in Richmondshire have developed alongside many partners in the public and private sector, link to many strategies not only regionally but also at county and district level and build on the achievements of past activity.

Links to other Programme Priorities:

64 **Priorities 1 & 2 Business Support Activities** The North Yorkshire Objective 2 Business Support Strategy emphasises the need to target support to high value added and adaptive businesses. There are particular opportunities to build on the successes of traditional business activities or clusters to help these existing businesses to grow and sustain competitive

advantage for example in the Food and Drink Sector – Wensleydale Creamery, the Swaledale Cheese Company, and Brymoor Ice cream. By focussing support at these businesses, a positive impact on the economy at large will be delivered whilst simultaneously creating high quality, sustainable employment opportunities for the area. Partners in the IDP area will seek to attract high growth start ups and work with the Small Business Service for North Yorkshire to ensure that survival rates are high and full advantages taken of the opportunities offered by Priorities 1 and 2.

65 Through discussions between the Intermediate and Lead Bodies, North Yorkshire County Council and Business Link (Small Business Service for North Yorkshire), it has been agreed that there is a need to develop a core Objective 2 programme to be funded under priorities 1 & 2, enhancing current Business Link delivered advisory and support services.

66 It is expected that these core activities will include establishing a Diagnostic/Account Management Service which will be fundamental to the delivery of the Objective 2 Programme and is at the heart of the Business Support Strategy.

67 This Team will provide a proactive gateway to ensure the full suite of services is accessible to all eligible businesses within the Objective 2 areas.

68 Other services will look to support businesses both new and existing in the Objective 2 areas in developing new market opportunities, adapting to changing markets and exploiting business opportunities through export and ICT related activities and through the introduction of product and process innovation.

69 Where Workspace Developments funded under Priority 4 are proposed formal linkages between the lead Agency and SBS will be established to ensure developments are linked to long-term Advisory support.

70 This will ensure that the services offered through the SBS Diagnostic and Account Management Team and Advisory Services will be readily accessible by accommodated businesses and that on-going support can be delivered locally, to these businesses throughout the lifetime of the programme.

71 Community Offices funded under Priority 4 offer the opportunity for SBS kiosks part funded under Priority 2 to be hosted and for Advisory services, funded through Priorities 1 and 2 to be accessed at discrete locations, at local level.

72 **Priority 3:** The designated Priority 3 Wards are shown on the Map at page 11 and, as will be observed are each located directly in, or co-terminus with, the four Market Town settlements of the Plan area. The development of the approved LDEP's has been by the same local Community Partnerships which represent the four Market Town settlements of Hawes (Upper Wensleydale Community Partnership), Leyburn (Mid Wensleydale Partnership) Richmond/Catterick Garrison (Richmond Partnership) and Reeth (Two Dales Partnership), in recognition of the needs identified locally by the 'bottom up' approach of the 'Community Investment Prospectuses' which each Partnership produced. In turn each of these will have representation on the proposed Management Board.

73 The development of the IDP has been in full recognition of the issues identified by the Pact areas and will be

complimentary to each other. The Pact areas identified the need for localised and co-ordinated skills development and training, supported by multi-functional local 'community offices' which will be the hosts for local training and business advice provided by partner agencies such as Darlington and Craven Colleges, Business Link and Dales Action for Local Enterprise. These 'kiosk' facilities will also house outreach services for community advice and counselling and provide local information points with the latest technology links to public support bodies.

74 The IDP will provide opportunities for the Pact areas to considerably benefit because of the same membership, location and parallel development linked to the common document of the local 'Community Investment Prospectus'.

75 This inter-dependency is best demonstrated by the need to provide local animateurs/development workers for both the Priority 3 Pact areas and the Market Towns. The co-financing from Priority 3 and 4 will be required for such posts to be deliverable and sustainable through the lifetime of the Programme.

76 The IDP recognises that new employment opportunities, particularly requiring ICT skills will be concentrated in the key Market Towns and the Local Groups recognise that there is a need to improve the skill levels of the residents of these area to enable them to take up the quality employment opportunities to be delivered in the adjacent Market Towns. These will be achieved in partnership with delivery agencies such as Darlington and Craven Colleges and in consultation with the Local Small Business Service agency; currently Business Solutions - Bedale.

77 Monitoring of the joint targets will be both at a local level via the Community Partnerships and at Board level via initially the Funding Support Group and then the IDP Management Board. The monitoring will be every 6 months at a local level and quarterly at Board level, with progress reports submitted by the Board Secretariat, provided by the District Council.

78 District wide impact Local Development and Employment Pact projects will be considered by the IDP Management Board to ensure that the linkages with Market Towns outputs are achieved.

79 Current agencies operating within the Market Towns and Local Pact areas to support target groups, eg young people, such as the DALE project (Dales Action for Local Enterprise) will support the delivery and the 'hidden employed' particularly spouses of military personnel and persons employed in the agricultural sector.

80 It is estimated the net employment accessed from these targeted disadvantaged groups will represent approximately 20% of the total net jobs created ie 50 jobs.

81 **Priority 4** projects have a strong focus on stimulating business dynamism and improving the competitive performance of existing businesses through offering opportunities for expansion. There will also be opportunities for inward investment and the volume of jobs generated will help

combat deprivation with job opportunities ranging across the board from low skill, to the more highly skilled in new technology organisations.

⁸² A number of projects feature the development of new sites including brownfield, former military sites, some Greenfield and others which build on previous investment. All are seeking to utilise the key locational assets of our region. Other projects will seek to develop new roles for our market towns, reinvigorating them as centres. Inevitably in a beautiful locality such as the Yorkshire Dales there are opportunities not only to develop the tourist potential but also life style businesses. The area is already benefiting from people who came as visitors and decide to start up or relocate their businesses in order to enjoy the quality of life this area offers. e.g. the Ropeworks in Hawes, Ecoscope in Swaledale and Biomedical business at Aske Stables.

⁸³ **European Objective 3 Programme:** Colleges within the IDP have accessed funding from this objective to implement a number of projects e.g. Craven College is to run a Women's Rural Business Network and ICT programmes. They are also to introduce a healthcare training network in the Dales and are keen to introduce a young people's multi media project. Darlington College is following a number of themes including Women Returning to Work, Encouraging Life Long Learning – Basic IT and Advice on e-commerce. The work of these partner agencies will complement this IDP Strategy and, in particular will support disadvantaged groups eg. women. The work of the colleges will complement the known skill deficiencies in ICT and develop a local workforce that is able

to compete for quality jobs in the proposed employment growth sectors.

⁸⁴ **Past Programmes:** The IDP area benefited from Objective 5b funding which was used to support a successful small Business Complex at Firby Road on the Gallowfields Trading estate. This development replaced a derelict former meat factory which was falling into a state of disrepair and creating a negative image for the rest of the trading estate. The new complex has substantially improved the environment and provides 5 industrial units and 8 small offices. The Rural Challenge developments that have brought about many improvements to the social and economic community of Middleham now offer opportunities for further development. European funds and SRB4 monies have brought about many developments at Colburn and Catterick including a substantial education and training facility complete with childcare facilities - Darlington College at Catterick. ESF programme monies helped assist training programmes to be offered in the establishments that were built with capital programme funds. Cultural and Heritage sites have benefited too; the Dales Countryside Museum at Hawes, the Georgian Theatre Museum, improvements to Visitors facilities at both Richmond and Middleham Castles. The Leader II monies offered opportunities for community capacity building which have helped in the development of the CIPs. All these past investments form building blocks to further development in this IDP. (see also paragraph 128)

⁸⁵ **Resource Realism:** Over the period of the programme the IDP is to access £2.8 million pounds of structural funds. We have developed linked packages for proposed project

development which will seek to maximise all available resources and encourage maximum partnership opportunities. Having benefited from structural funds in the past we have been able to build on these experiences and develop realistic plans for these funds.

86 **Cross cutting themes:** projects have been developed by **strong partnership** with private, public and voluntary sector involvement. These projects focus on sustainable development and by targeting growth on concentrated locations there is positive support for balanced spatial development. Projects will contribute to wider strategies and have full support of appropriate partners.

- Countryside Agency's Corporate Plan
- Yorkshire Forward's Corporate Plan
- Yorkshire Dales National Park Biodiversity Plan
- The Richmondshire Local Plan, Richmondshire DC Economic Development Programme, the NY Economic Development Framework and the Regional Economic Strategy
- Yorkshire Tourist Board, the Yorkshire Dales Joint Promotion Initiative,
- Richmondshire Arts Strategy, Richmondshire Sports Strategy,
- Richmondshire Agenda 21 Strategy
- Community Investment Prospectuses

This IDP will weave these many agencies and partners together and take an Holistic Overview of the way cross-cutting themes can be embedded into project delivery (see section on project implementation)

87 Projects will generate employment opportunities that are **open to all** and education and training organisations throughout the District will work towards providing skills that will match the opportunities offered by new and expanding businesses. With the changes in further education funding and the arrival of Learning and Skills Councils, the Area Learning Partnership have carried out research to ensure that new Partnerships can be developed to meet identified local needs that will improve education and learning skills and overcome local barriers to learning.

88 **Sustainable development** is seen as crucial with a balance being sought between high and stable levels of economic growth and employment with effective protection of the environment. This will need to link in with the YDNP Biodiversity plan which addresses issues which some of the projects will take into consideration. Similarly Yorkshire Tourist Board seek to work with areas and individual businesses to help them develop green tourism initiatives.

89 Economic activity will be promoted in the context of social progress which recognises the needs of men, women and ethnic groups whatever their circumstances and wherever they live. The IDP is supportive of a labour market that is open to all and actively pursues measures that foster an **inclusive** society. Attention to diversity in its broadest sense is vital. Projects will be expected to make provision for the needs of the disabled, ethnic minorities and other groups or individuals who may be **disadvantaged**.

90 Innovative business has been earmarked as a target to aspire to and the District Council is leading a Steering Group

that will develop an **Innovation Strategy**. Employment sites will look to provide a range of jobs. In Richmond/Catterick Garrison, Aske Stables and Colburn Business Park will offer higher quality jobs related to new technology and e-business uses, Reeth and Upper Wensleydale Business Park extensions will look to technology based businesses; this will be complemented by the availability of a large number of general jobs at Scotch Corner in sectors such as warehousing, storage and distribution.

CONTRIBUTION TO SPD OBJECTIVES

⁹¹ Richmondshire was classified as a European Objective 2 area because of the following factors:

- a GDP well below the E C average
- earnings below GB average
- a narrow based economy
- a farming industry in crisis
- the private sector reluctant to invest in workplace and industrial land due to poor returns.
- considerable under employment
- migration of younger people
- mismatch of skills with job opportunities
- remoteness

⁹² This IDP seeks to stimulate business dynamism through encouraging start up businesses, new inward investment and improving the performance of existing businesses, which will boost the areas economic growth and reduce levels of deprivation. We are conscious that skills development is crucial to the economic growth of the area and programmes will be implemented to bridge this skills gap. (see links to

other programme priorities - priorities 1 and 2 Business Support Activities)

We will also reduce levels of deprivation by targeting the designated Priority 3 Wards within the IDP area (see links to other programme priorities - Priority 3)

Contribution to the Regional Economic Strategy

⁹³ The IDP will look to make a significant contribution to the strategic objectives contained within the Regional Economic Strategy. The need for increasing business birth and survival rates is recognised because of the reducing stock of VAT registered businesses. The local learning centres at Askrigg, Middleham and Catterick Garrison will make major contributions to improving education, learning and skills levels both in businesses and the wider community and the Plan looks to target investment and activity into those places where maximum benefits can be achieved. However, the most significant contributions will be to the following objectives:

Growing the Region's Business:

⁹⁴ The IDP will benefit a significant number of local SMEs by offering sites for expansion and business growth through the development of new employment land at Scotch Corner and Colburn and the development of specialist workspace at Aske Stables and throughout the IDP area. These new employment sites and workspace will develop links with existing training providers and business support services to improve the efficiency and performance of local SMEs. For example the new Learning Centre at Catterick which is managed by

Darlington College will develop close synergistic links with businesses that set up on Colburn Business Park to offer assistance with staff training and development and provide access to a range of business support measures.

Attracting and Retaining more Investment:

⁹⁶ The provision of new employment land and modern workspace will help retain expanding businesses within the IDP area. Lack of such provision in the past has seen businesses leave the area to expand and grow. The Business Parks at Colburn and Scotch Corner will actively seek to attract businesses from outside the Yorkshire and Humber region. Aske Stables has already had success in attracting businesses from the South of England to the first phase of its specialist workspace. The Colburn site has identified a marketing budget and strategy to attract businesses and will use the website owned by Richmond Online to attract potential inward investors.

Getting the best out of the Region's Physical Attributes:

⁹⁷ Resources have been earmarked for environmental improvements that will create opportunities for economic growth whilst ensuring that the quality of the environment and areas of outstanding beauty are managed, maintained and protected. A feasibility study will be undertaken on the Swale Valley Corridor around Richmond to ascertain its potential as a major visitor attraction. The landscape along the Swale is significant in terms of its architectural, historic, wildlife and cultural importance and could form the basis of a significant visitor attraction and a major new reason to visit the area with all the economic spin offs for local businesses and

accommodation providers. The Countryside Agency has expressed interest in this project.

The IDP also highlights green tourism and cultural/environmental breaks as having potential to expand the existing tourism business. The Georgian Theatre Royal also has plans to improve its facilities that will make it the centre of a cultural cluster and give a boost to the local economy of Richmond and the surrounding areas. Further projects will building on the potential of heritage sites under the control of English Heritage at Richmond and Middleham and others throughout the area.

The area's unique physical attractions will also be exploited in terms of the promotion of activity holidays such as cycling, walking and pony trekking and arts/cultural breaks which are seen as under developed markets and ripe for growth.

HOW THE IDP WAS BORN

⁹⁸ Richmondshire has a strong tradition of Partnership Working and throughout its Market Towns and their hinterland, individuals have banded together to establish various Self Interest Groups ranging from Business and Tourism Associations to Cross Sectoral Partnerships. These Groups have included representatives of Parish Councils and Voluntary/Community Sector interests.

⁹⁹ Prior to Objective 2 designation being awarded to Richmondshire, Community Partnerships were only established and operational in *Upper Wensleydale* and in

Richmond, both of which served the key Market Towns of Hawes and Richmond, but had a wider role within the catchment area of these Settlements.

¹⁰⁰In the run up to Objective 2 designation, the existing Partnerships were replicated in new areas within the District which, although having community representation and activists, had not operated as a true Partnership. What emerged was two further Community Partnerships one in *Mid Wensleydale* based around the Market Town of Leyburn and its hinterland and a *Two Dales Partnership* serving Reeth and the two Dales of Swaledale and Arkengarthdale. **Two of the four Partnerships are fully constituted as Companies limited by Guarantee and the other two are in a position to register.** The four active Partnerships within Richmondshire have become the bedrock on which the Integrated Development Plan has emerged. Each of the Partnerships has undertaken a **Needs Assessment** of their areas and produced **“Community Investments Prospectuses”**.

This “bottom up” development has been the main focus of the emerging Plan.

¹⁰¹The community based Partnerships do however require support and co-terminous with the development of the Community Partnerships has been a Funding Support Group established by the District Council to ensure good communication flows on the ever changing information surrounding the Objective 2 designation. In addition to representatives from each of the Community Partnerships, the Funding Support Group includes representatives from

- Richmondshire District Council

- North Yorkshire County Council
- Yorkshire Dales National Park
- Richmondshire Area Learning Partnership
- Darlington College
- Craven College
- Business Solutions Bedale (Local Business Support Agency)
- Hambleton & Richmondshire Transport Partnership
- Richmondshire Volunteer Centre
- Richmondshire Community Safety Partnership
- Yorkshire Rural Community Council
- North Yorkshire Partnership Unit

¹⁰²The Funding Support Group at its meeting on 30 April, 2001 considered this Plan and endorsed the principles within it. Specific written endorsements are appended to this IDP submission.

¹⁰³The memberships of the Community Partnerships has a wide representation, but all four Partnerships have each appointed representatives from their local Business Associations (the Upper Wensleydale, the Leyburn and Mid-Wensleydale, the Richmond and District and the Swaledale and Arkengarthdale Business and Tourism Associations) and also contain numerous individual Business people within their ranks, some of which make up the Community Partnerships direct representatives on the Funding Group.

¹⁰⁴ The Support Group meets formally on a monthly basis [copies of the minutes of the meetings are available].

¹⁰⁵ The private sector have contributed to the production of the IDP via membership of localised 'Working Groups' to identify the needs of their sector and locality. Membership of the Working Groups has been both as an individual 'interested and active' local business person and as a member of the local self-help Business Association.

¹⁰⁶ The Integrated Development Plan has been prepared in the light of the needs identified by the community across the Community Investment Prospectus area which represent, in the main the geographic boundaries of the Plan. The draft IDP has been widely circulated to the members of the Funding Support Group and to the major funding partners of the area such as the Regional Development Agency and the Countryside Agency. The views and priorities of the local and Regional partners have been accommodated within the Plan.

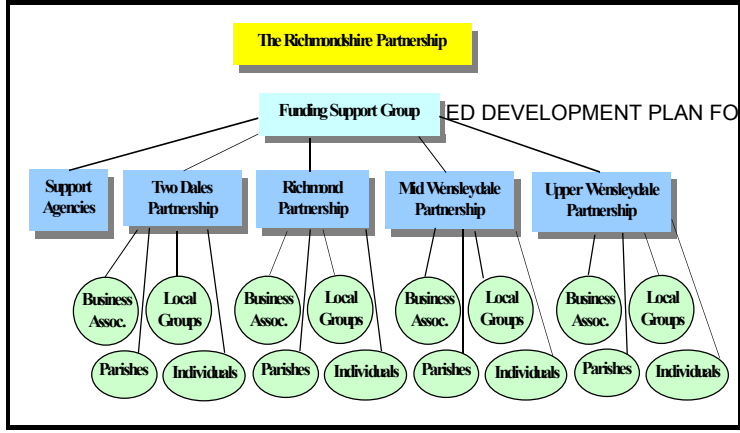
¹⁰⁷ The organisations which make up the Support Group have been actively involved in the development of the Plan. Over the last 2 years representatives of the Group have attended a range of Workshops organised initially by North Yorkshire County Council across the District (3 & 4 August 1999 and 28 February/14 March 2000 – copies of notes are available) to encourage the establishment of Partnerships and for them to conduct needs assessment/action planning work. This was further supported by a seminar in Leyburn on 12 July 2000 hosted by the County Council's Consultants, MTL, attended by a representative of all the community groups. During 2001, a Workshop hosted by the North Yorkshire Partnership held in Richmond on 9 January (for Priority 3 funding), European "Master classes" hosted by the Government Office – Workshop in Hawes and Catterick Garrison on 16 January and a Workshop hosted by the

Consultants MTL in Leyburn on 8 March, on the production of this Plan, were also attended by representatives of the Community Groups and Support Agencies.

¹⁰⁸ The Community Partnerships are seen to be key to the implementation of the Plan. Given that the vision and direction of this Strategy reflects what the wider community of its Market Towns considers is required, and because of the track record of well established Partnerships in implementing Plans, it is considered that the Community Partnerships with the support of the Agencies in the Support Group, will be well placed to move into implementation.

Coherence of Partnership

¹⁰⁹ Whilst the new IDP Partnership has brought together a new grouping of partners with a limited history of working together, there are several well established existing partnerships with strategies/plans operating across the Market Towns. The key non-geographic partnerships include a Community Safety Partnership with relevant strategy, the Richmondshire Training Group (which has recently become part of the Richmondshire Area Learning Partnership of the North Yorkshire Learning Partnership) and the Richmondshire Business Forum (a consultation group on issues affecting the local business communities across the area).



Implementation

110 As has been clearly demonstrated above the many partners in this IDP have the vision, expertise and desire to move this Plan into **Action**. Much of the work to date has been done by volunteers and it proposed that a salaried Project Liaison Officer be appointed to help progress the projects listed in the Indicative Schedule. In addition it is anticipated that Animateurs will be appointed to support the Priority 3 PACT and Priority 4 CIP areas.

111 These support workers will be able to identify potential sources of partnership funding, facilitate links, consolidate resources, help work up Business and Development Plans and oversee individual Project Applications.

112 The following list of projects has been identified by the partnerships and we have attempted to present them as project bundles. However this is an **Integrated** Development Plan and we are aware that as the projects are worked up they will reveal more links and indeed it is likely that some schemes may sit better in other project bundles. For instance on the face of it a Community Swimming Pool in Hawes developed by a Social Enterprise belies the fact that it will support the areas tourism and offer added value to visitors. It will also reduce the number of car journeys made (a 50 mile

round trip to the nearest pool) which helps protect the environment; it could also offer additional amenities to encourage (young) people to stay and work in the area.

113 The main thrust of the projects proposed relates to the development of employment land, new workspace and support to existing businesses, including improved access to ICT. The IDP area has no assisted area status coverage. Any gap funding schemes which come forward as a result of our proposals would be considered in relation to the new State Aid Schemes (State Aid N747/A/99 and N747/B/99 refer) and would be solely for SME's.

114 Tourism, social and community and environmental projects are also proposed as part of a co-ordinated package of measures intended to release the IDP areas economic potential. Only 'real' jobs - those springing naturally from schemes which promise sustainable growth - can form the basis of any long term prosperity. But the job creation and business support measures which feature in the IDP must be complemented by appropriate investment in the social infrastructure that produces the 'quality of life' environment which is so important to attracting businesses and investment into the area.

115 To ensure sufficient importance is attached to the delivery of cross-cutting themes a number of mechanisms will be adopted:

- Project selection criteria
- Implementation arrangements

- Targets and indicators

116 All projects will be expected to address explicitly the objectives, actions and outputs set out for each of the cross-cutting themes and this will be built into the project selection criteria. It is recognised that the nature of individual projects will determine their ability and appropriateness to contribute to each of the themes. However, the potential to contribute, either in implementation or in future management will be assessed, and higher scores awarded where this potential will be most effectively realised.

117 During project implementation, and subsequent monitoring and evaluation, we will ensure all projects integrate effectively with one another and embody best practice in meeting the requirements of the cross-cutting themes. In particular projects must demonstrate their contributions to:-

Gender Equality and Diversity:

118 In terms of their accessibility to both men and women and targets or outputs which can be disaggregated by gender and are geared towards improving participation of under-represented groups.

Sustainability:

119 In terms of their ability to achieve a quality built or landscape environment, efficient land use patterns that make good use of derelict sites, minimise travel, promote balanced development and achieve biodiversity.

Creativity, Innovation and Technology:

120 In terms of their ability to demonstrate the extent to which they bring new and distinctive activities to the IDP area, are being provided for a new target audience or have innovative

implementation arrangements including the use of new technologies.

AN INDICATIVE SCHEDULE OF PROJECTS FOLLOWS

INDICATIVE SUMMARY EXPENDITURE OF IDP DELIVERY PLAN 2000 – 2003									
IDP OBJECTIVES	Year 1 (2000 – 2001) Expenditure (£)			Year 2 (2002) Expenditure (£)			Year 3 (2003) Expenditure (£)		
	ERDF	Public	Private	ERDF	Public	Private	ERDF	Public	Private
OBJECTIVE A - Economic Projects									
Development of employment land Colburn Business Park Scotch Corner Business Park		2,450,000		17,500	17,500	15,000	450,000	450,000	2,100,000
Development of workspace Aske Stables Development Upper Wensleydale Business Park Silver Street Development, Reeth Thornborough Hall, Leyburn Gayle Mill Improve 10 buildings	87,500 140,000 3,500	87,500 140,000 3,500	75,000	62,500 87,500 87,500 7,000	62,500 87,500 87,500 7,000	1,375,000 75,000 75,000 6,000	20,000 7,000	170,000 7,000	10,000 6,000
Development of existing businesses Research/Feasibility studies Green Business Initiatives	3,500 1,750	3,500 1,750	3,000 1,500	7,000 1,750	7,000 1,750	6,000 1,500	7,000 1,750	7,000 1,750	6,000 1,500
Improved access to ICT Bus Support Offices/Kiosks Reeth Bank Project Business Kiosk (SBS) - TBC	14,000 140,000	14,000 140,000	10,000 120,000	14,000 14,000	14,000 14,000	10,000 10,000	14,000 14,000	14,000 14,000	10,000 10,000

IDP OBJECTIVES	Year 1 (2000 – 2001) Expenditure (£)			Year 2 (2002) Expenditure (£)			Year 3 (2003) Expenditure (£)		
	ERDF	Public	Private	ERDF	Public	Private	ERDF	Public	Private
Development of ‘Green Tourism’ Cultural Environmental Breaks	7,000	7,000	6,000	7,000	7,000	6,000			
Marketing of the Yorkshire Dales Branding of Yorkshire Dales Promotion of Dales in Europe	21,000 7,000	21,000 7,000	18,000 6,000	7,000	7,000	6,000			
Develop business networks Develop new business networks	10,500	10,500	9,000	10,500	10,500	9,000			
OBJECTIVE B - Social and Community Projects									
Project Liaison Officers Employment of Link Officer Employment of local Animateurs	7,045 11,666	13,455 11,666	10,000	7,045 11,666	13,455 11,666	10,000	7,045 11,666	13,455 11,666	10,000
Improve transport infrastructure YDNP Transport infrastructure Support Infrastructure of the Wensleydale Line				6,250 28,000	206,250 28,000	162,500 24,000	6,250	206,250	162,500
Accommodation and attractions Implementation of capital scheme Revenue Programme Georgian Theatre Opportunities for Culture etc.	14,000 21,000 350,000 70,000	14,000 21,000 575,000 70,000	65,333 18,000 100,000 60,000	14,000 70,000	14,000 70,000	65,333 60,000	14,000 70,000	14,000 70,000	65,333 60,000
OBJECTIVE C - Environmental Projects									
Environmental quality of Market Towns and their hinterlands Environmental Projects in CIP areas	14,000	14,000	12,000	14,000	14,000	12,000	14,000	14,000	12,000
TOTAL	772,127	3,453,537	354,833	374,627	381,672	1,689,833	1,145,127	1,152,172	1,028,833

RICHMONDSHIRE INTEGRATED DEVELOPMENT PLAN								
OBJECTIVE A - Economic Projects								
Action	Project	Outputs	Results	Lead Partner	Total Project Costs	Links to other Priorities	Links to other Strategies	Notes on Deliverability
Development of employment land	Colburn Business Park	6.3 Ha employment land brought forward	400 jobs accommodated 175 jobs created	Yorkshire Forward in lead in conjunction with local partnerships	£2,500,000	2.2 4.2	RES Objective 1 RES Objective 2 RES Objective 6	Project on-site due for completion Nov 2001. Marketing Strategy in place
	Scotch Corner Business Park	7.0 Ha employment land brought forward	400 jobs accommodated 175 jobs created	Richmondshire District Council	£3,000,000	2.2 4.2 4.4	RES Objective 2 RES Objective 6	Design brief agreed. Outline planning permission granted. Commence April 2002. Development agreement in place between Private Sector developers and landowner. Site allocated for employment use within Richmondshire Local Plan. Traffic Impact Assessment agreed with Highway Authority
Development of workspace	Aske Stables Development (Phases 2 and 3)	1,858 sq. m of workspace provided	40 jobs accommodated 20 jobs created	Rural Solutions/Aske Estate	£1,500,000	2.2 4.2	RES Objective 6	Phase 1 complete. Phases 2 & 3 require planning permission
	Upper Wensleydale Business Park	0.894 Ha serviced land available for employment purposes	30 jobs accommodated 15 jobs created	Richmondshire District Council	£250,000	4.2 4.4	RES Objective 6	Phase 1 complete. Phase 2 requires planning permission
	Silver Street Development, Reeth	465sq.m of workspace provided	10 jobs accommodated 4 jobs created	Public/Private Sector Partnership	£500,000	4.2 4.4	RES Objective 6	Planning permission granted EIA required
	Thornborough Hall, Leyburn	345sq.m of workspace provided	8-25 jobs accommodated 3 jobs created	Public Sector	£280,000	4.2 4.4	RES Objective 6 RES Objective 1	Project ready to commence
	Gayle Mill Project	500 sq.m of workspace provided	6 jobs created 1 tourist attraction created 1 building saved	NE Civic Trust	£200,000	4.2 4.4	RES Objective 6	1 Phase 2003 - 2004
	Seek to bring significant buildings into fuller and secure economic use	Schemes to conserve buildings and provide economic	10 buildings brought into economic/community use	Public/Private sector partnership	£50,000	4.2 4.4	RES Objective 6 RES Objective 1	1 Phase 2001 - 2003

		workspace						
--	--	-----------	--	--	--	--	--	--

Development of Existing Businesses	Support for research/feasibility for development of projects ¹⁷	To assist 4 research/feasibility proposals	Support 4 research/feasibility projects	Richmondshire District Council	£50,000	Priority 2 Priority 3 Priority 4	RES Objective 1	1 Phase 2001 - 2003
	Promote green business initiatives	Undertake feasibility introduction to green business network		Richmondshire District Council	£15,000	Priority 2		To be advanced within Local Agenda 21 Programme
Improved Access to ICT for business skills training and recreation	Provision of a range of initiatives including Business Support Offices and kiosks ¹⁸		Access to ICT to socially excluded groups	Richmondshire District Council in partnership with FE, Voluntary Sector and the Small Business Service.	£120,000	2.2	RES Objective 1 RES Objective 4	By December 2003
	Reeth Bank Project packaged with Community Development Workers	275 m ² of shared business workspace provided	4 jobs created	Delivery through local Enterprise Agency	£500,000	2.2	Linkages with Priority 3	By December 2002
	Business Kiosk(s)	Initially 1 SBS Kiosk in Richmondshire IDP area			TBC	2.2	RES Objectives 1/2	
Development of 'Green Tourism' initiatives	Promote cultural environmental breaks	Feasibility Study	Identify opportunities for environmental cultural breaks	Yorkshire Dales Joint Promotions Partnership	£20,000	2.2	Regional Tourism Strategy for NY RES Objective 3 NY Tourism Action Plan	1 Phase 2004 - 2006 Agreement reached between members of YDJPI on project design/implementation
To improve marketing of the Yorkshire Dales	Branding of the Yorkshire Dales - Yorkshire Dales Joint Promotions Initiative Phase V	Improve recognition of the Yorkshire Dales Brand via market research	£200,000 revenue generated by Tourism spend. 40 jobs safeguarded. 20 jobs created.	Yorkshire Dales Joint Promotions Partnership	£60,000	2.2	Regional Tourism Strategy for NY RES Objective 3 NY Tourism Action Plan	2 Phase 2001 - 2003

¹⁷ Indicative projects include Teapottery expansion Leyburn, Wensleydale Framing, Northern Select Foods, Richmond Equestrian Centre, Middleham Key Centre, YMCA Richmond, TSK Animal Health, Tennants Projects, Winstanley Plant Hire, Leyburn Auction Mart.

¹⁸ Indicative projects include Upper Wensleydale Projects, Mid Wensleydale Projects, Two Dales Projects, ICT Learning Centre Richmond.

	To promote Yorkshire Dales to key European Markets	Translation of website into 3 EU languages, presence at 3 consumer exhibitions, participation of a flyer in at least 3 EU languages	Increase visitor links to website. £200,000 revenue generated by Tourism spend 40 jobs safeguarded. 20 jobs created. 4,545 new overnight staying visitors. 5,040 new tourist days.	Yorkshire Dales Joint Promotions Partnership	£40,000	2.2	Regional Tourism Strategy for NY RES Objective 3 NY Tourism Action Plan	2 Phase 2001 - 2003
To support and develop business networks	To support existing and develop new business networks	Increased membership of local business associations	Increase business sales by £50,000	Private sector in lead in conjunction with Richmondshire District Council and the Richmondshire Business Forum	£60,000	Priority 2	RES Objective 2	1 Phase 2001 - 2003

**RICHMONDSHIRE INTEGRATED DEVELOPMENT PLAN
OBJECTIVE B - Social and Community Projects**

Action	Project	Outputs	Results	Lead Partner	Total Project Costs	Links to other Priorities	Links to other Strategies	Notes on Deliverability
Project Liaison Officers	Employment of District Development Officer who would link with all CIP Consortia and proposed partners to assist in the development of Objective 2 projects	Delivery of Objective 2 eligible projects	1 job created	Richmondshire District Council in lead in conjunction with other partners	£61,500	All Priorities		By December 2001 Match Funding committed by LA for District Officer and authority to recruit given June 2001
	Employment of locally based Project Animateurs – to work with District wide Project Officer	Delivery of Objective 2 projects in CIP areas	3 jobs created	Local Community Investment Prospectus areas	£100,000	All Priorities		By December 2002 Priority 3 applications submitted

To improve transport infrastructure for tourism employment purposes	Yorkshire Dales National Park Recreational Transport Infrastructure Project	1 arts facility created 1 tourist attraction created 1 historic building utilized	20 jobs safeguarded 8 jobs created £50,000 increased business sales	Yorkshire Dales National Park Authority (YDNPA) in conjunction with NE Civic Trust. Public/Private sector partnership	£1,500,000		Local Transport Plan RES Objective 6 RES Objective 3 Regional Cultural Strategy	1 Phase 2001 - 2003
	Wensleydale Railway Line - Support Infrastructure	Improved services for tourism industry	3 jobs safeguarded £50,000 increased business sales	WRA/SCRBDC	£80,000 (required for feasibility study)		Local Transport Plan RES Objective 6	1 Phase April 2002
To improve accommodation and attractions	Implementation of capital improvement grant scheme	10 businesses assisted	20 jobs safeguarded. 5 jobs created 8 premises adapted	Yorkshire Dales Joint Promotions Partnership	£280,000	2.2	RES Objective 3	1 Phase 2001 - 2003
	Revenue Scheme	12 businesses assisted 20 businesses assisted to accreditation of ETC's National Accessible Scheme	£40,000 private sector investment levered in 2 new products launched	Yorkshire Dales Joint Promotions Partnership	£146,200	2.2	RES Objective 3	1 Phase 2001 - 2003
	Development of Georgian Theatre as a tourist attraction	Redevelopment of the theatre including the provision of disabled facilities	3 jobs safeguarded	Georgian Theatre Fundraising Team	£1,000,000	Priority 3	RES Objective 3 Regional Cultural Strategy Richmondshire Arts Strategy Richmond Town Centre Strategy	Feasibility work Funded by Arts Council. Planning Permission applied for. Conditional grants award from National Heritage Lottery Fund. £100k committed by commercial sponsor. Regional Arts Lottery Grant submitted
	To celebrate the cultural and recreational opportunities available to the Market Towns and their hinterlands	To assist cultural/leisure and recreational projects. Support for CIP area cultural, leisure and recreational projects	5 projects assisted	Richmondshire District Council	£600,000	Priority 3	Regional Cultural Strategy Richmondshire Arts Strategy Richmondshire Sport and Recreation Strategy	1 Phase 2001 - 2003

RICHMONDHSIRE INTEGRATED DEVELOPMENT PLAN								
OBJECTIVE C – Environmental Projects								
Action	Project	Outputs	Results	Lead Partner	Total Project Costs	Links to other Priorities	Links to other Strategies	Notes on Deliverability
Opportunities to celebrate the environmental quality of Market towns and their hinterlands	To assist environmental projects within CIP areas ¹⁹	Support for CIP environmental projects	5 schemes implemented	Community led initiatives	£125,000	Priority 3	Richmond Town Centre Strategy	1 Phase 2001 - 2003

¹⁹ Indicative projects include Town & village enhancement, Woodland management, community gardens, recycling centres, river improvements, cycle paths and bus shelters & Swale Valley initiative

MILESTONES

OUTCOMES TO BE ACHIEVED UNDER MEASURE 4.2

Outputs	Dec 2001	Dec 2002	Dec 2003 onwards
Area of land developed (hectares)	6.3	-	7.0
Area of derelict/contaminated land developed (hectares)	6.3	-	-
Area of refurbished business space provided (sq.m.)	500	740	2203
Results			
Increased business sales £m	3.6	4.6	13.8
Gross direct new jobs created	59	78	233
Gross jobs accommodated	156	203	609
Area of new business space provided (sq.m.)	-	237.5	237.5

OUTCOMES TO BE ACHIEVED UNDER MEASURE 4.4

Outputs	Dec 2001	Dec 2002	Dec 2003
SMEs assisted	6	7	22
SMEs receiving financial support to introduce environmental technologies	1	1	4
Results			
Increased business sales £m	1.1	1.0	2.7
Gross direct new jobs created	13	17	51

FINANCIAL RESOURCES

Anticipated financial resources associated with the delivery of the IDP

MEASURE 4.2

TOTAL SPEND:(£)	target expenditure of £14.7 million
TOTAL EU SUPPORT:	£2.3 million over an 8 year period 2001 - 2008
TOTAL NATIONAL	a target of £6.3 million total (other public) expenditure
TOTAL PRIVATE	a target of £6.1 million private sector investment over the 8 year period
TOTAL ERDF (£)	£2.3 million total ERDF grant applied for
TOTAL ESF (£)	none

MEASURE 4.4

TOTAL SPEND:(£)	target expenditure of £3.2 million
TOTAL EU SUPPORT:	£0.5million over an 8 year period 2001 - 2008
TOTAL NATIONAL	a target of £1.37 million total (other public) expenditure
TOTAL PRIVATE	a target of £1.33 million private sector investment over the 8 year period
TOTAL ERDF (£)	£0.5 million total ERDF grant applied for
TOTAL ESF (£)	none

DELIVERY MONITORING AND REVIEW

MANAGEMENT STRUCTURE

121 The organisation with overall responsibility for the delivery of the IDP Programme will be Richmondshire District Council.

122 The management system will be based upon the already proven Funding Support Group which has developed over a considerable period of time through the CIP process as outlined in the section entitled Partnership Framework.

123 The Funding Support Group will be reconstituted and established as the IDP Management Board, with a wide cross section of partnership members.

124 The IDP Management Board will be chaired by a representative of the District Council and based initially upon existing membership from agencies within the public, private and voluntary sectors.

125 The mix of membership will develop over time, and any changes based upon the need for membership to be skill-led, high on energy, a wide cross section of disciplines, including financial and project management skills.

126 The board will be supported by the existing team of staff within the Economic, Cultural and Leisure Unit of Richmondshire District Council and other staff within the Council's Corporate and Financial Units.

127 There will also be new appointments made to the staff support team, including: -

128 Project Liaison Officer funded jointly by Richmondshire District Council and the Objective 2/SRB 6 Programmes. This Officer will carry out the duties associated with Richmondshire District Council's designation as "Intermediate Body Status" and will operate under a community development role working as Liaison Officer one day per week with each of the CIP networks.

129 Animateurs - employed within and/or on behalf of the Priority 3 and Priority 4 CIP areas in Richmondshire.

130 Systems will be put in place for both individual projects and for the overall IDP to monitor progress against targets. Partners will be encouraged to fully evaluate individual projects to ensure value for money, identify successes and failures and disseminate best practice. A Periodic Review will be carried out annually by the Project Liaison Officer.

Deliverability

131 Members of the IDP Partnership Team have had extensive experience of delivering similar schemes/programmes, in particular:-

- Rural Challenge Programme – The Middleham Key Partnership (part of the Mid-Wensleydale Partnership) supported by the District Council and North Yorkshire County Council successfully managed under Round 1 of the Programme a £1 million award which provided a catalyst for schemes to the value of £5 million between 1995 and 2000.

- Single Regeneration Budget – The Richmond Partnership supported by North Yorkshire County Council and the District Council were awarded in Round 4 of the Programme £1.1 million. The Partnership is in the 4th and final year of its Delivery Programme and is on target to deliver its Programme outputs and to achieve schemes to the value of £10 million.
- European Programmes – The District Council and its Local Partners have been active in the Objective 5B and Leader II Programmes, and over the last six years have delivered projects within the District of over £15 million.
- North Yorkshire Rural Development Programme – The District Council has over the last ten years been a key enabler in the delivery of the Programme across the designated areas of the District. It has also been the applicant to the former Rural Development Commission, the recently established Regional Development Agency, the County Council and Regional Government Office to secure a cocktail of funding for development land and workspace .

¹³²The expertise and experience obtained from the above Programmes has enabled a track record of forecasting expenditure and delivery of Programme outputs.

Development Team

¹³³ **Richmond Partnership and Upper Wensleydale Community Partnership** who have had experience of producing local development strategies, bidding for funds from Programmes and submitting individual project funding applications. The Community Partnerships brought with them

experienced Project Workers/Animateurs who have a track record in community development. They were also familiar with project monitoring and performance management.

¹³⁴ Experienced **District Council Officials** from the **Economic, Cultural and Leisure Unit** who have supported/enabled communities under previous Programmes to become established, bid for funds, establish delivery mechanisms and monitoring procedures. The Council also brings with it bidding expertise; contacts with funding partners and officials from within its **Finance Unit** who have experience of monitoring Council projects which have received funding under a range of funding programmes, especially in relation to the submission of claims. The Team also includes skilled **Policy Officers** involved with strategic land use developments and local community planning policies.

¹³⁵ **Voluntary Sector** – the Partnership has representation from established community development organisations with workers with considerable experience of working in and around the Market Towns in the District and in advising on and implementing previous European and other Programmes.

¹³⁶ **Business and Education Sector** – has been represented by key local businessmen from the Market Towns across the District and the local Business Support Agency, who have considerable experience of working with the local Business and Tourism Associations supported by representatives from the Colleges operating in the Market Towns, who have extensive experience of European programmes.

¹³⁷ **Environmental Issues** – are represented by a locally based Policy Officer from the Yorkshire Dales National Park.

End User Strategy

¹³⁸The IDP is strongly focused on three target audiences, businesses, people in employment and those people unemployed. Local businesses will be encouraged to develop and expand if they wish, new businesses will be encouraged to start up and new inward investment will be actively pursued

¹³⁹Local businesses will be encouraged to develop training plans and staff development programmes in association with the Learning and Skills Council, the Small Business Service and the Richmondshire Area Learning Partnership.

¹⁴⁰Those people currently unemployed who wish to enter the labour market will be offered, guidance and training, with opportunities to up-skill to meet labour market shortages.

Exit Strategy

¹⁴¹The success of the Integrated Development Plan for Richmondshire will be measured not only by what is achieved (in terms of outputs, results and impacts) during the 8 years of Programme Funding, but also by the ability to maintain the momentum of change through subsequent years.

¹⁴²The Exit Strategy for the initiative will therefore be revised into a Forward Strategy adopting the following broad principles: -

- Continuation of the IDP Board beyond the life of the Programme and its establishment as a partnership

committed to being involved in issues of economic, social, environmental and education/training concern.

- Demonstration to funding and other agencies of a mutual commitment to becoming involved in new opportunities.
- Show the community that all sectors and interest groups share in the vision of the continued development of the area.
- The main component of the Forward Strategy will be embedded at the very outset in terms of the way the IDP Programme is managed.
- All projects brought forward for funding will be appraised not only in accordance with criteria reflecting the appraisal criteria of the IDP Programme itself, but will also be expected to include, where relevant a specific assessment of their ability to continue beyond the life of the Programme.
- This assessment will include an indication of likely continued support from partner agencies involved in the project and alternative sources of funding.
- Projects which are approved under the IDP Programme will be required to enter into a funding agreement which requires the submission of quarterly monitoring reports on the achievement of outputs, expenditure profile predictions and Exit Strategy consideration.
- No capital projects will be approved near the end of the Programme that are unable to commence on site on

schedule to achieve fund expenditure in accordance with the principle of N + 2

- All revenue schemes requiring funding after the end of the IDP Programme will be required to submit individual Forward Strategies in relation to the project concerned outlining the intended continuing scope of their activities and identifying specific sources of funding.

LETTERS OF ENDORSEMENT