

Richmondshire District
Council

Upper Dales Study

Final Report

ARUP

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Council

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Final Report

July 2008

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Executive Summary

Introduction

This project was commissioned to inform the development of a forward economic development and funding strategy for the Upper dales area beyond 2009, and to make recommendations on future interventions to support business development, improve the provision of business space, and enhance community facilities in the Upper Dales.

Background and Context

The Upper Dales area comprises Upper Wensleydale, Upper Swaledale, and the main settlements of Hawes and Reeth. It is an upland area, part of the Yorkshire Dales National Park, with a sparse population and geographically remote from major settlements and strategic transport links. There has been positive change in recent years, including the development of business space and vibrant business areas at the Upper Wensleydale Business Park at Hawes and Silver Street at Reeth, and community and recreation facilities at the Yorebridge Centre in Askrigg, and the Sports Centre at Reeth. However economic challenges in the Upper Dales still remain:

- **Remote rural location** - the geography of the Upper Dales, issues of accessibility and dispersed population means business and community facilities face challenges of viability.
- **Changing population** - environmental assets and quality of life has attracted newcomers seeking a change in lifestyle, including people who are semi-retired or retired. These demographic changes mean trends towards an older rural population. Young people have continued to move out of the Upper Dales to access affordable housing, jobs or education.
- **Pressures on farming incomes** - changes in subsidies and market price for produce means agricultural workers are seeking additional employment to supplement incomes. The economic performance of the agricultural sector is predicted to decline affecting up to 40% of the Upper Dales workforce employed in farming and agriculture.
- **Economic structure** – the business space is comprised mainly of small businesses in the tourism, land-based, and food sectors. Planning constraints, poor communications, and high costs make it difficult to attract business development and foster entrepreneurship
- **Changing markets** – changing markets and customer perceptions in key sectors, including food, leisure and tourism, meaning the Upper Dales needs to modernise and improve its offer and brand
- **Planning constraints** – the Yorkshire Dales National Park Authority is responsible for preserving the special environmental qualities. This results in significant constraints on new development and re-development, making it difficult to respond to changing business needs and market conditions
- **Economic development funding** – significant changes to funding programmes means a shift in emphasis from needs-based interventions to criteria focused on demand and potential. Reductions in European funding mean greater competition for funding from 2009.

There are also a number of drivers for change providing opportunities for the area:

- **Expansion of Catterick Garrison and Richmond Renaissance:** In the last few years there has been significant investment in Catterick Garrison and Richmond. Economic opportunities associated with this could provide Upper Dales residents with new jobs and leisure facilities. It is important to continue to develop strong links between Richmond and Catterick and the Upper Dales.
- **New rural economy:** The move away from predominantly farming based economy has meant the Upper Dales has seen growth in sectors such as tourism, creative industry and construction. This has tended to be through the development of micro-businesses operating with less than 10 employees and sole traders.
- **Working practices:** There has been a change in the relationship between where people live and work. Home working is viable due to ICT services and connectivity, with the emergence of

sole trader and micro-businesses operating from home. This change in practice is supported by local planning policy which accommodates home working.

- **Sustainable development and carbon reduction initiatives:** The possible impact of climate change on the area means that there is an increased need to encourage sustainable development. The adoption and integration of carbon reduction initiatives into the Upper Dales will be an essential way of mitigating climate change.
- **Connection of the Wensleydale Railway:** Through the expansion of this railway line to the main East Coast line at Northallerton and extensions westward to Bolton Castle and Aysgarth the Upper Dales will have significantly improved connectivity. Such a transport link will increase the permeability of the area's economy and facilitate the development of the tourist industry.

Towards a Strategy for the Upper Dales

A coherent economic strategy is required for the area, based on economic opportunities and potential rather than need. This approach aligns with changes to funding and the wider policy drivers. An economic strategy for the Upper Dales should be outcome focused rather than project led. It should be evidence based and reflect the changing dynamics of the Upper Dales economy. The value of the strategy is it can be used to inform preparation for future rounds of rural funding and enable an integrated approach to investment in the area.

There is a need to adopt a more strategic view of how intervention in the Upper Dales should be delivered. A broad ranging strategy will address the significant challenges facing the area, of which growth in business units and improved community facilities are an important aspect. Part of this requires further work to demonstrate demand in order to meet funding criteria for future interventions. The potential of the Upper Dales is based on the area's locational assets, but these assets also lead to serious constraints in terms of planning and market failure.

There is a need for an economic strategy that sets the overall direction for the Upper Dales with a view to achieving successful dynamic economy, making the area sustainable in economic and community terms whilst recognising its interdependence with the surrounding area, and protecting and enhancing the area's unique landscape and built heritage and quality.

Vision

By 2021 the Upper Dales will be a successful and competitive rural business location based on its natural and built environment assets and its links to Richmond and Catterick Garrison. The area's economic strengths will be based on its continued popularity as a tourist destination based on a modern tourist offer and forward looking brand for the area, a vibrant creative and cultural industries sector, and integrating the land-based sector more closely with the wider economy. The Upper Dales' natural environmental assets will be complemented by quality business and community facilities to meet the diverse needs of a modern economy. This will be supported by modern communications infrastructure and investment in a skilled local workforce making the Upper Dales an attractive place to live and work for residents of all ages. The potential for the area has been realised based on a new approach to planning policy providing a balance between the needs of the economy and conservation.

Areas for action

- **Developing small business space and live/work units** to meet the needs of expanding firms or firms seeking to move into the area, by undertaking work to demonstrate demand, identifying the right type and quality of space that is needed, and planning to secure its long term viability.
- **Updating and improving the tourism brand and product, based on outdoor activities and a high quality sustainable transport network, and through changing perceptions of tourism as an attractive career option.**
- **Ensuring that a sustainable development perspective is implemented that incorporates carbon reduction strategy.**
- **Developing creative and cultural industries.**
- **Exploiting the wider economic opportunities for integrating the land-based sector (including farming and rural estates) within the wider economy.**

- **Improving the quality of internet services for remote working**, by working with existing providers such as Reeth Radio Net and exploring the possibilities for community broadband.
- **Ensuring young people and adults have access to training and skills development** to meet the needs of businesses and strengthen the Upper Dales economy, including promoting and supporting entrepreneurship by young people.
- **Facilitating the connection of Wensleydale Railway to the East Coast Mainline and westward to Bolton Castle and Aysgarth.**
- **Maintaining and diversifying the use of community facilities, including developing proposals for other activities including a swimming pool**, including developing recreation facilities to complement existing provision, investigating the potential for a swimming pool, and promoting facilities for dual use by the community and tourism visitors.; and
- **Reviewing the approach to implementing and developing planning policy**, working with the YDNPA to consider how planning policy could be implemented in a flexible way that provides greater clarity to businesses recognising their needs, and how policy might be updated in the future.

1 Introduction

1.1 Responding to the challenge

The provision of quality and sustainable business and community facilities are important to meet local business and community needs in the Upper Dales area. These facilities support the local economy and provide communities with social and cultural services.

The Richmondshire Draft Economic Development Strategy (2005 – 2010) identifies that rural and deeply rural areas, such as the Upper Dales, require focused regeneration and assistance to ensure their continued viability. Within this context, the purpose of the study is to recognise how the Upper Dales is changing and understand future needs. The study aims to identify where investment is required to realise the full potential of the Upper Dales.

The timing of this study presents an opportunity for Richmondshire District Council and the Yorkshire Dales National Park to adopt a proactive approach towards future intervention and funding in the Upper Dales. Changes to funding regimes means it is important to consider the agenda for action and funding beyond 2009, recognising the potential of the Upper Dales.

Within this wider context the project brief specifies three areas for investigation. These are:

- The future demand for business units in the Upper Dales (specifically Upper Wensleydale Business Park);
- Proposals relating to the ongoing sustainability of the Askrigg Centre; and
- Consideration of business and cultural development in Reeth and Arkengarthdale.

The brief also requires the consideration of wider aspects of business infrastructure and specific business support requirements. Overall, the brief specifies the aim for the study is to identify areas for intervention and investment in order to realise the full potential of business and cultural needs in the Upper Dales.

1.2 Methodology

The evidence and analysis used to inform the recommendations for this study were gained using the following approach:

- Desk based analysis of funding, planning and economic policy;
- Extensive interviews with stakeholders in the Upper Dales; and
- Public events held in Reeth and Hawes to test the recommendations.

1.3 This report

This report sets the context for the study and explores the current socio-economic issues impacting the Upper Dales. It then examines how funding and policy based drivers of change are influencing the future direction for the area.

Within this context, the report reviews existing and proposed business and community facilities in the Upper Dales; focusing on the Richmondshire District Council serviced business parks and the community run leisure facilities in Hawes and Reeth.

The report examines how these facilities have met business and community requirements and explores the areas of potential for future change and intervention. Chapter 6 sets out recommendations for shaping the future of the Upper Dales based on an appreciation of the issues and drivers of change.

Finally the report proposes how these recommendations for change could be taken forward by the public sector in order to realise the potential for positive change in the Upper Dales.

2 The Upper Dales

2.1 Introduction

This chapter sets out the context for the study, detailing the spatial and socio-economic characteristics of the Upper Dales.

Main findings:

Despite positive change in recent years, economic challenges in the Upper Dales still remain including:

- **Remote rural location:** The geography of the Upper Dales, issues of accessibility and dispersed population means business and community facilities face challenges of sustainability and viability. Distances to the city regions of the Tees Valley and Leeds means the Upper Dales falls outside city region areas which are the focus for strategic planning and investment.
- **Planning Context:** The Yorkshire Dales National Park Authority is responsible for preserving the special environmental qualities. This means constraints on new development and re-development in the Upper Dales are more significant compared to locations outside the National Park
- **Changing population:** Environmental assets and quality of life has attracted newcomers seeking a change in lifestyle, including people who are semi-retired or retired. These demographic changes mean trends towards an older rural population. Young people have continued to move out of the Upper Dales to access affordable housing, jobs or higher education.
- **Pressures on farming incomes:** Changes in subsidies and market price for produce means agricultural workers are seeking additional employment to supplement incomes. The economic performance of the agricultural sector is predicted to decline affecting up to 40% of the Upper Dales workforce employed in farming and agriculture.

2.2 The study area

2.2.1 Upper Dales geography

The Upper Dales is located in the western part of Richmondshire district and falls within the Yorkshire Dales National Park Boundary. The extent of the study area is shown in Figure 2.1. It covers the wards listed in Table 2.1 and focuses on the following settlements located within these wards.

The Upper Dales is characterised by its remote rural location with extensive moorland areas and upland farming. To the north of the Upper Dales are the two dales of Arkengarthdale and Swaledale. The settlement of Reeth functions as the local service centre and is located at the crossroads to the two dales. Wensleydale is located to the south west of the Upper Dales, with the local service centre of Hawes situated towards the western end of the dale, and Leyburn as a local service centre in mid Wensleydale.

Access by road is limited with major routes running east to west along Swaledale and Upper Wensleydale. The fells form a natural divide between Swaledale and Upper Wensleydale with only minor roads linking the settlements in these two dales. This is emphasised by Figure 2.2 which shows catchments for 15 minute and 40 minute travel times by car. The maps show the 15 minute drive time areas do not include Hawes and Reeth within the same catchment.

Figure 2.1 Map of the Upper Dales

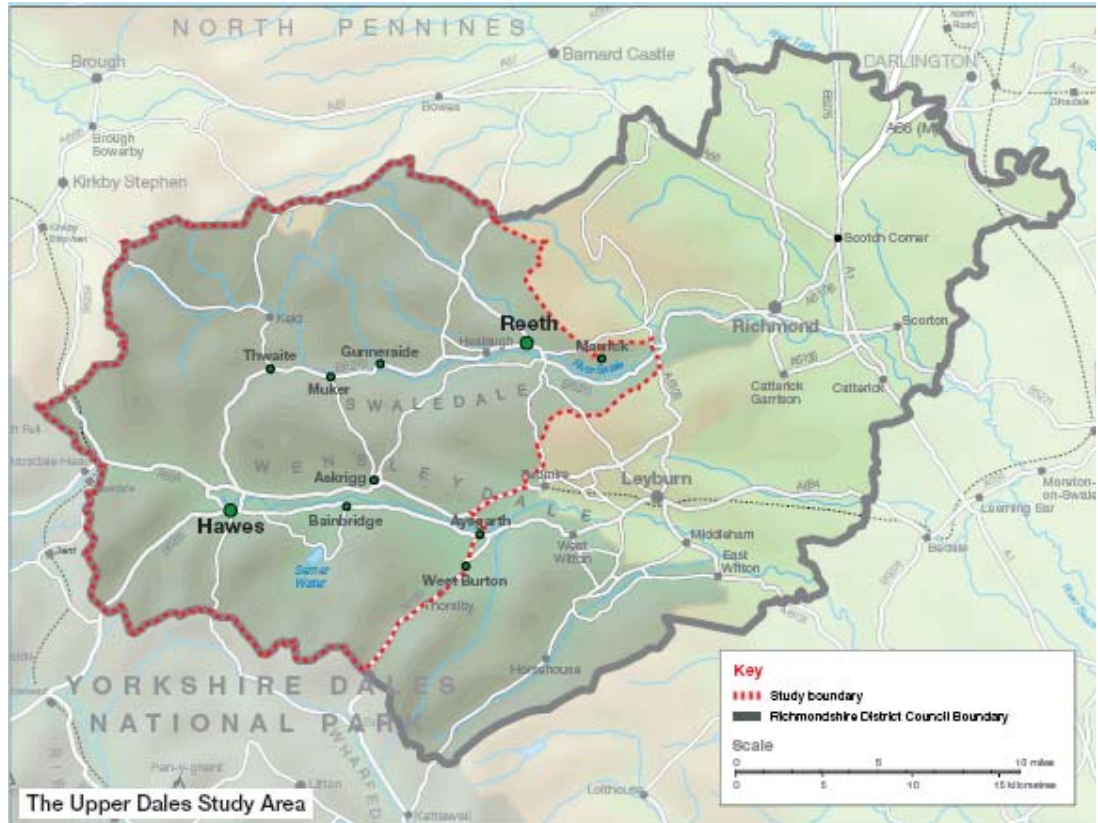


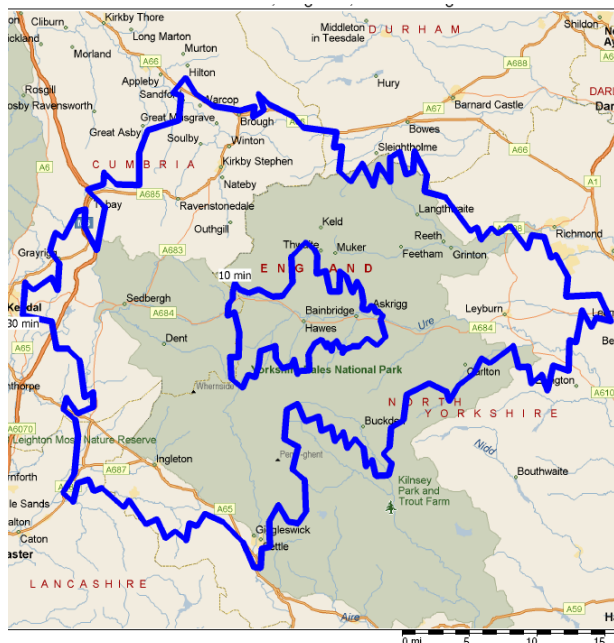
Table 2.1 Wards and settlements in the Upper Dales

Ward	Settlement
Reeth and Arkengarthdale	Reeth
Swaledale	Grinton, Gunnerside and Muker
Hawes and High Abbotside	Hawes
Addlebrough	Bainbridge, Askrigg and Aysgarth
Bolton Castle	Carperby and Bolton Castle
Penhill	West Burton

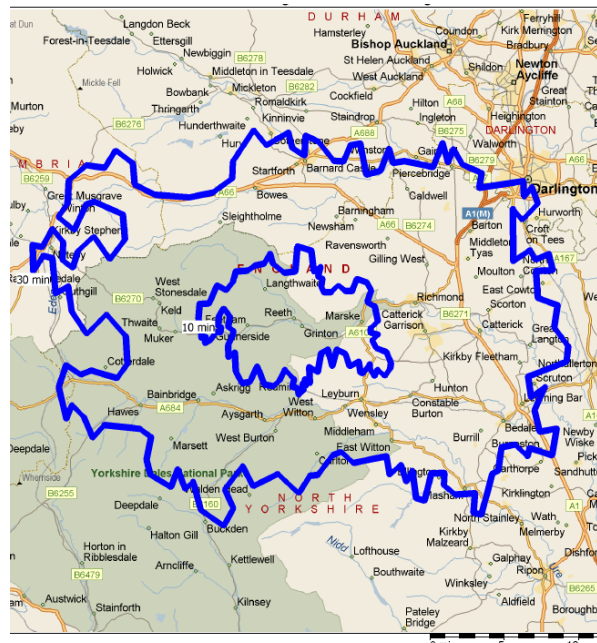
The 40 minute drive time catchments also show the relationship Upper Wensleydale, and Swaledale and Arkengarthdale have with the surrounding area. For Upper Wensleydale the 40 minute drive time means commuters can access parts of Cumbria and Lancashire, while residents in Swaledale and Arkengarthdale are more likely to access parts of Tees Valley.

Figure 2.2 15 minute and 40 minute drive time isochrones for Hawes and Reeth

Hawes



Reeth



2.2.2 Governance and planning

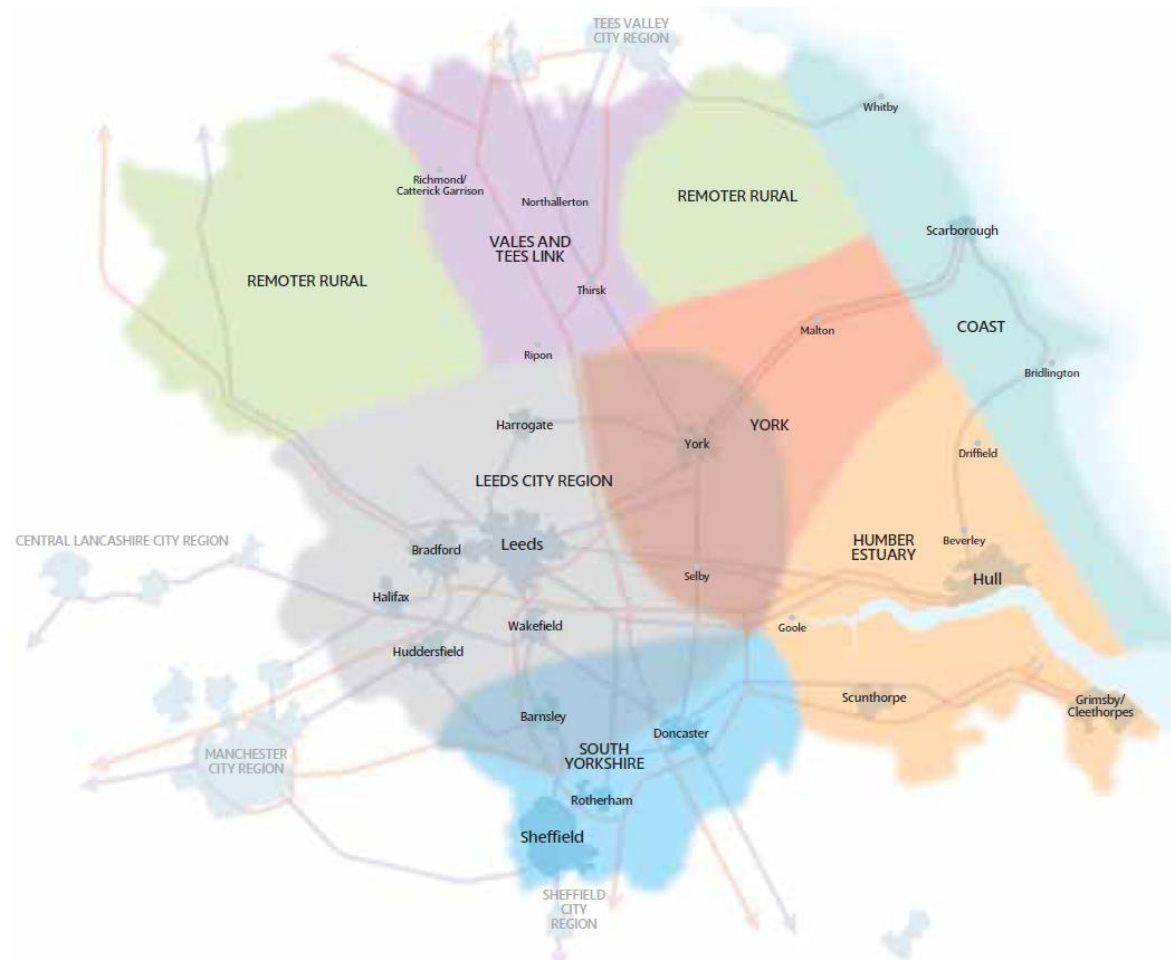
As the Upper Dales is within the National Park Boundary, the Yorkshire Dales National Park Authority is the Local Planning Body. The statutory duties of the National Park Authority is to conserve and enhance the natural beauty, wildlife and cultural heritage of the Yorkshire Dales National Park, and promote opportunities for the understanding and enjoyment of its special qualities by the public, paying due regard to the social and economic well being of the park’s communities.

Richmondshire District Council provides all other local authority services and is responsible for local governance, whilst North Yorkshire County Council provides highways and education services.

2.2.3 Link to the city regions

The remote rural location of the Upper Dales means it falls outside the boundaries of adjacent city regions. Figure 2.3 shows within Yorkshire and the Humber, the Upper Dales is included in the remote rural area and remains outside the sphere of influence of Leeds City Region. However; within the North East the draft RSS (2005) recognised the relationship between the Upper Dales and the Tees Valley City Region, in particular the links to Darlington. Distances to the cities of Middlesbrough and Leeds means the Upper Dales falls outside the city region areas which are the focus for regional strategic planning and investment.

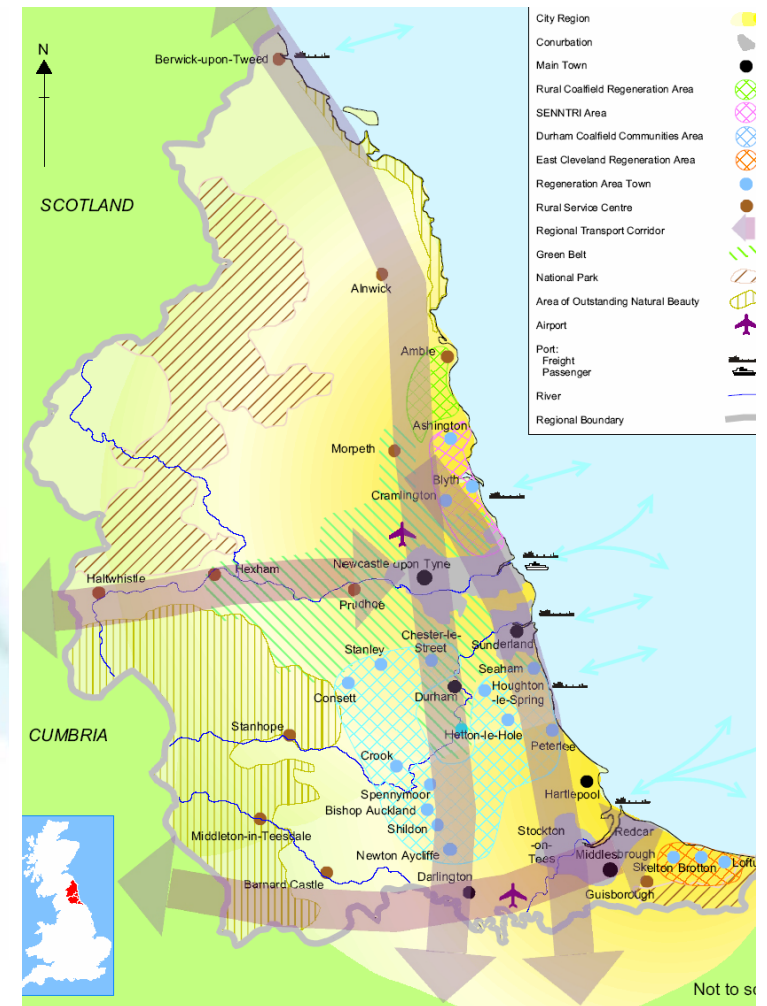
Figure 2.3 Spatial strategies for Yorkshire and the Humber and the North East



Source: GOYH Proposed Changes (2007)

Yorkshire and Humber sub area map

(The Upper Dales is located in the remoter rural sub area, adjacent to the Vales and Tees Link)



Source: North East Assembly

North East locational strategy (from draft RSS 2005)

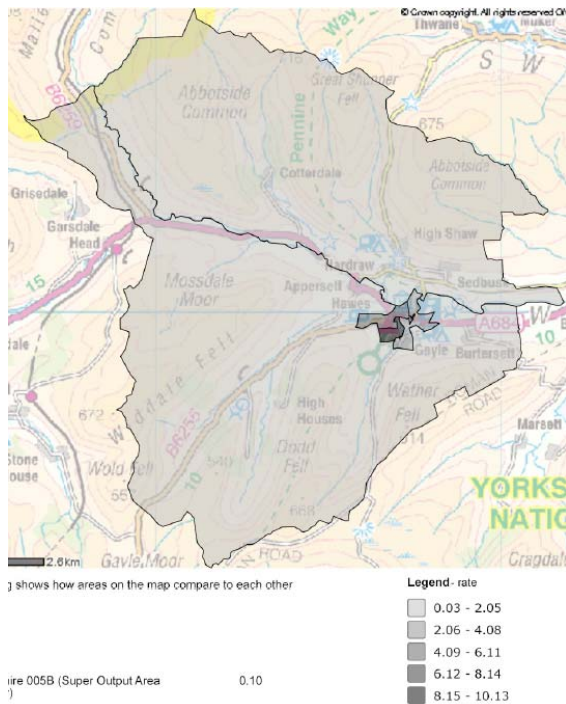
2.3 Social characteristics

2.3.1 Population density

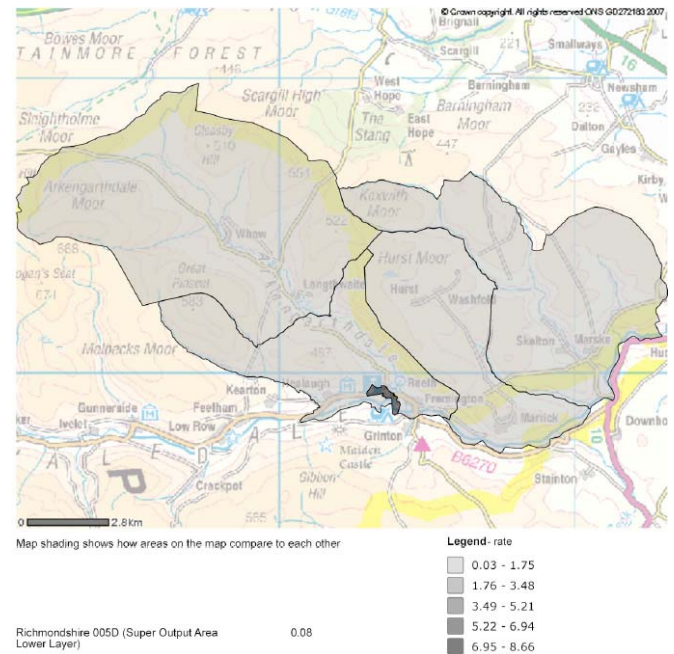
One of the issues in the Upper Dales is the population density and the critical mass needed to support services and community facilities. Figure 2.4 shows population density within the Reeth and Arkengarthdale, and Hawes and High Abbotside wards. These maps show a concentration of population within the local service centres and a sparsely distributed population in the surrounding hinterland.

Figure 2.4 Population density surrounding Hawes and Reeth

Hawes and High Abbotside



Reeth and Arkengarthdale

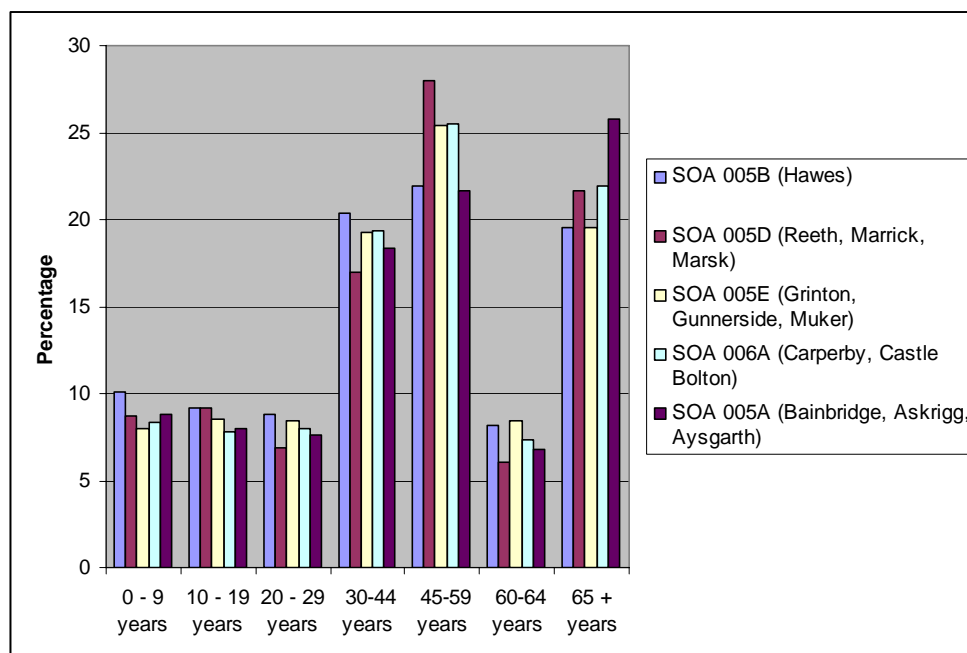


2.3.2 Age profile

Figure 2.5 shows the age profile of residents living in the Upper Dales area. The trend is towards an older population with the majority of residents in the 30 – 44, 45 – 59 and 65 + age ranges. In each of the Super Output Areas (SOA) in the Upper Dales, the percentage of younger residents for 0 – 9, 10 – 19, and 20 – 29 age ranges is less than 10%. The notable absence of residents from 20 – 29 years could be explained by younger people moving out of the area to access higher education, employment opportunities or lower cost housing.

The greatest percentage of residents are in the 45 – 59 age range which is probably due to semi-retired and retired people moving into the Upper Dales attracted by the lifestyle offer. Figure 2.5 emphasises the importance of this age group in supporting the Upper Dales economy, as they account for around 25% of the Upper Dales total population.

Figure 2.5 Age profile of the Upper Dales population (April 2001)



Source: Adapted from ONS (2001 Census data)

Note: the percentage of population aged 60-64 reflects the narrow range of that band (5 years), in contrast to the 10 – 15 years plus range of the other bands.

2.4 Economic characteristics

2.4.1 Employment Sectors

Agriculture and tourism form the main sectors of the Upper Dales economy. Farming is a major employer with between 20% and 40% of the Upper Dales workforce employed in this sector in 2001¹. Despite decline of around 12% in total employment in the agricultural sector between 1990 and 2004², Figure 2.6 shows agriculture still accounted for 32% of the Richmondshire SOA005 workforce (this includes Reeth and Arkengarthdale, and Hawes and High Abbotside wards).

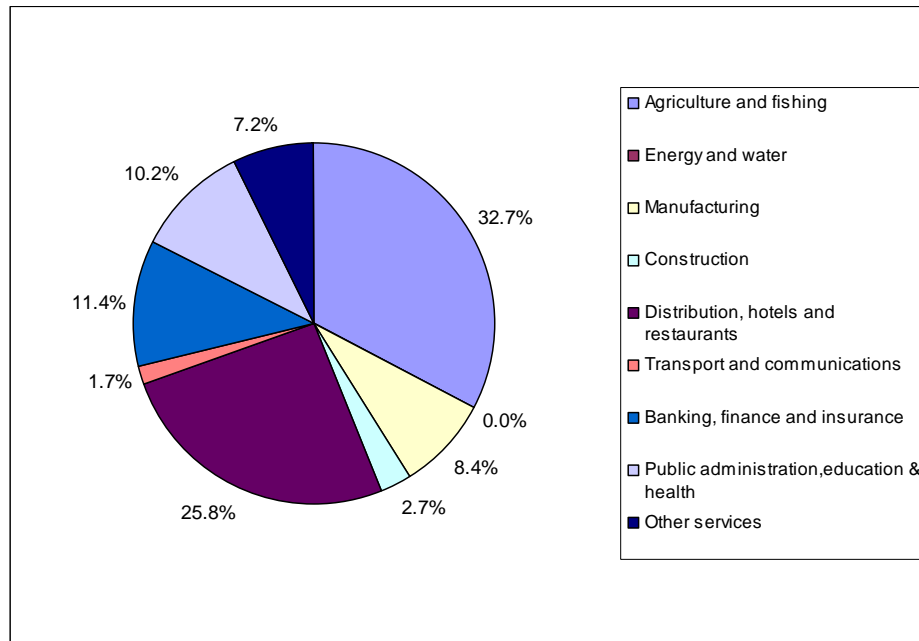
Within the agricultural sector the Upper Dales is characterised by family owned businesses and land based assets rather than revenue that can be re-invested into the economy. Changing policy and decreasing farm subsidies are putting increasing pressures on hill farmers. As a result agricultural workers are seeking employment in other sectors to supplement incomes. Farm diversification schemes and off farm income generation have become increasingly important to support the agricultural sector.

The decline in the agricultural sector means facilities such as the Hawes auction mart are under-utilised. The auction mart has the challenge of supporting the farming sector at a period when operating costs are increasing and sources of revenue are being squeezed.

¹ York and North Yorkshire Rural Evidence Base (2007)

² Agricultural Survey, Defra (June 2004)

Figure 2.6 Analysis of employment in Richmondshire SOA005, 2004



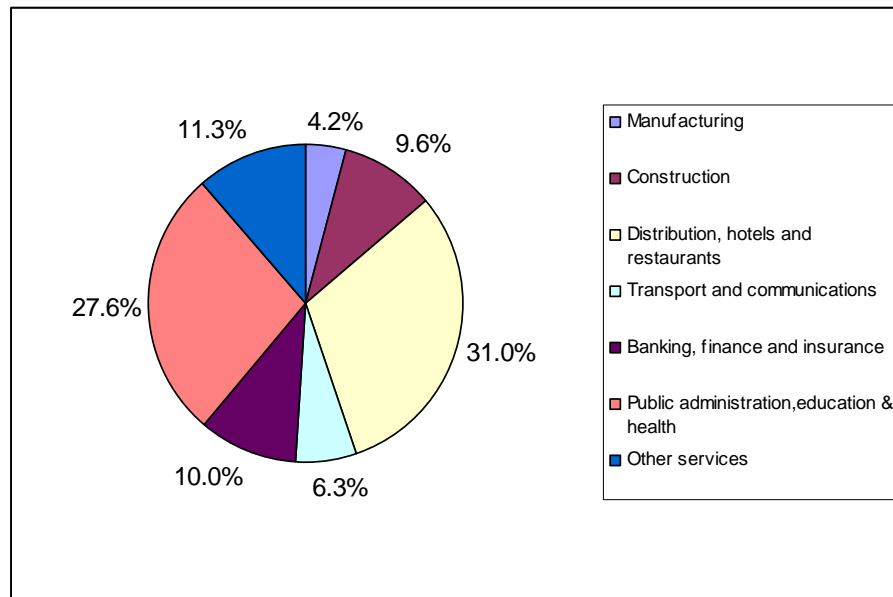
Source: ABI and June Agricultural Survey, Defra

(Note: Half of the wards for Richmondshire SOA005 are outside the Upper Dales)

Examination of Annual Business Inquiry (ABI) data provides a picture of the industrial composition of the main settlements of Reeth and Hawes (excluding the agricultural sector). Tourism is an important sector for the district and underpins the rural economy. In 2004 the tourism sector accounted for 17.2% of total employment in Richmondshire³. The ABI analysis shows that tourism accounts for around a third of total employment in the Upper Dales, although employment in this sector is characterised by seasonal working, part time work and low wages.

Figure 2.7 shows the composition of employee jobs for Reeth based on data for the Reeth and Arkengarthdale ward by broad industrial group. The Distribution, Hotels and Restaurants (31.0%) and Public Administration, Education and Health (27.6%) sectors dominate, together accounting for almost 60% of all employment. Other important sectors are Banking, Finance and Insurance and Construction. The creative industries (mainly located on Silver Street business park) fall within the *Other Services* category.

³ York and North Yorkshire Strategic Economic Assessment (XX) EKOS

Figure 2.7 Industrial Composition (employee jobs) – Reeth, 2006

Source: ABI 2006.

Table 2.2 shows recent trends in employment in Reeth. Over the period 2004-2006, overall employment contracted by 5.5%. However, there are significant differences in employment trends between different sectors. Employment in Banking, Finance and Insurance doubled between 2004 and 2006, albeit from a low base. Strong growth in employment in the construction sector was also experienced. In contrast, contractions in employment of around one-third occurred in the Distribution, Hotels and Restaurants sector (which accounts for the largest proportion of total employment in Reeth) and Other Services sector.

It is not clear why there was a decline in employment in these sectors. The small number of total employees in these sectors mean that the percentage change in employment could be highly sensitive to the closure of one or two businesses. There could also be sensitivity in terms of data categorisation between sectors and in terms of the balance between part-time and full time jobs.

The vulnerability of hotels and restaurants to economic downturns and recessions may explain this change. As a constituent part of the tourism sector these industries are vulnerable to factors such as petrol price increases and reductions in public spending. This activity after all can be considered to be a luxury and therefore in difficult financial times people will focus on the necessities. Hence, such vulnerability may explain the fluctuations in employment in this sector. The expansion of the Wensleydale Railway, with interconnecting bus links, may help to address this vulnerability by making the region more accessible and permeable to visitors.

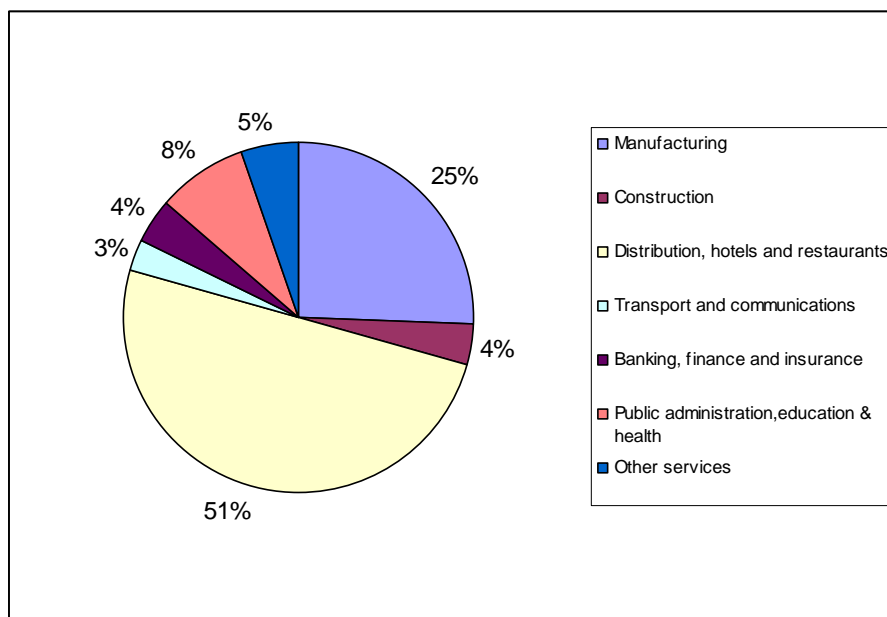
Figure 2.8 shows the composition of employee jobs for Hawes based on data for the Hawes and High Abbotside ward by broad industrial group. In similarity with Reeth, the Distribution, Hotels and Restaurants sector accounts for the largest proportion of total employment – at around 51%. The manufacturing sector also accounts for approximately one quarter of employment. The balance of total employment is split fairly evenly between other sectors, albeit with a stronger Public Administration, Education and Health presence.

Table 2.2 Industrial Composition (employee jobs) – Reeth, 2004-2006⁴

Industry	2004	2005	2006	% change 2004 -2006
Manufacturing	9	14	10	+11.1%
Construction	17	21	23	+35.3%
Distribution, hotels and restaurants	102	81	74	-27.5%
Transport and communications	16	18	15	-6.3%
Banking, finance and insurance	12	26	24	+100.0%
Public administration, education & health	59	61	66	+11.9%
Other services	38	33	27	-28.9%
Total	253	255	239	-5.5%

Source: ABI data.

Figure 2.8 Industrial Composition (employee jobs) – Hawes, 2006



Source: ABI 2006.

Table 2.3 shows recent trends in employment in Hawes. Over the period 2004-2006, overall employment grew by 4.4% (although there was a small drop in 2005-2006). Over the period, all sectors experienced growth in employment except the Distribution, Hotels and Restaurants sector which declined by 2.2%. Again this fluctuation may be a consequence of the sectors vulnerability to economic conditions. The highest employment growth was observed in Construction (52.6%) and Public Administration, Education and Health Sectors (15.7%). The Banking, Finance and Insurance and Manufacturing sectors also achieved good growth.

⁴ This table does not include data relating to the agricultural sector and the self employed

Table 2.3 Industrial Composition (employee jobs) – Hawes, 2004-2006⁵

Industry	2004	2005	2006	% Change 2004-2006
Manufacturing	166	194	180	+8.4%
Construction	19	25	29	+52.6%
Distribution, hotels and restaurants	361	366	353	-2.2%
Transport and communications	19	18	20	+5.3%
Banking, finance and insurance	28	34	30	+7.1%
Public administration, education & health	51	54	59	+15.7%
Other services	36	30	37	+2.8%
Total	678	723	708	+4.4%

Source: ABI data.

Summary of the main employment sectors in the Upper Dales:

- Generally there is a small number of jobs in the Upper Dales;
- Distribution, hotels and restaurants account for between a third and half of total employment;
- Between 2004 and 2006 there has been a decline in employment in distribution hotels and restaurants (in Reeth and Arkengarthdale this has been around 30%); and
- Between 2004 and 2006 the construction sector has experienced growth of around 30 – 50%.

2.4.2 Entrepreneurship and business startups

A picture of the health of business and enterprise can be gained by examination of new VAT registrations and business stock. Data on VAT registrations, de-registrations and net change is sourced from the Office of National Statistics (ONS). To enable meaningful comparison across different geographical areas this has been combined with data on population to generate a variable expressed per 10,000 population.

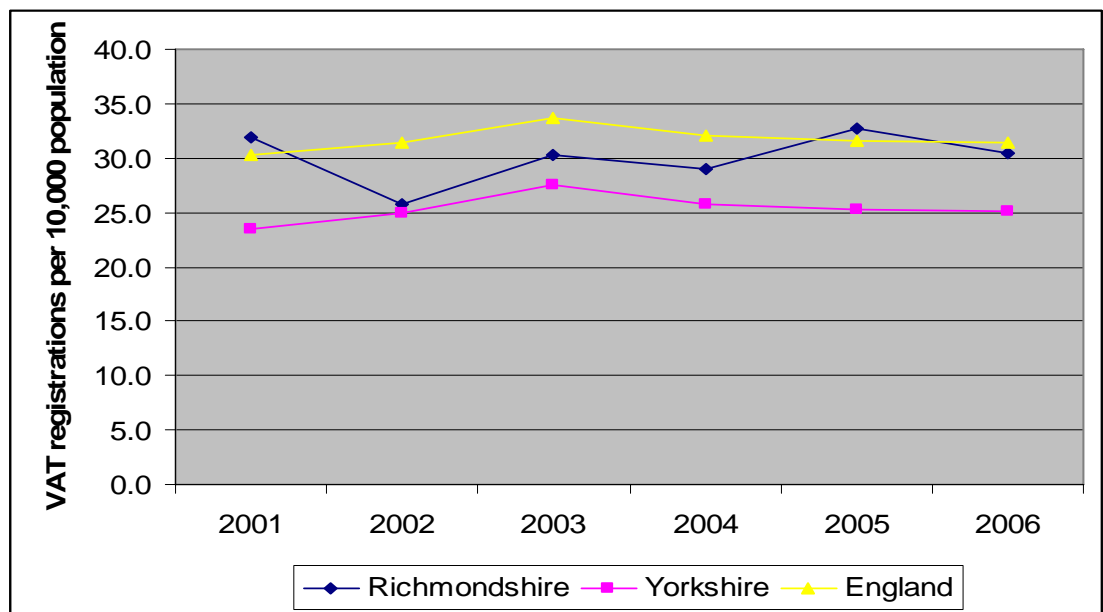
Figure 2.9 shows the number of new VAT registrations per 10,000 working age population for Richmondshire, the Yorkshire and Humber region and England over the period 2001-2006.

After an initial drop in 2001-2002, this shows steady growth in new registrations in Richmondshire. Richmondshire also performs well against the regional average throughout the period. However, the levels of new business registrations in Richmondshire in 2006 were below those at the start of the period in 2001 – in contrast to those for the regional and nationally which ended higher. The trends in Richmondshire also exhibit greater volatility

⁵ This table does not include data relating to the agricultural sector and the self employed

than regionally or nationally. This might reflect an increased vulnerability to macro-economic factors.

Figure 2.9 New VAT registrations per 10,000 population, 2001-2006



Source: ABI.

Overall, Richmondshire has achieved an increase in new VAT registrations between 2002 and 2006 and performs well against the regional average. However, its new registration is less stable than observed for the Yorkshire and Humber and England.

The Upper Dales economy is dependent on small scale entrepreneurial activity. A review of the indicators of entrepreneurship highlighted that Hawes has one of the highest rates of entrepreneurs thinking about starting a new business, and residents who are self-employed. This is in comparison to 30 other rural capitals in the Yorkshire and Humber region⁶.

2.5 Conclusions

Despite positive change in recent years, socio-economic challenges in the Upper Dales still remain. The Upper Dales location within the Yorkshire Dales National Park boundary means conservation and preservation of environmental quality are a priority and key opportunity. The areas remote rural nature and limited accessibility has led to the Upper Dales main service centres of Hawes and Reeth functioning on a largely independent basis. Issues of accessibility also separate the northern and southern parts of the Upper Dales. Therefore, the distinct geographical catchments of Arkengarthdale and Swaledale, and Upper Wensleydale should be recognised.

The challenge for the Upper Dales also extends to governance, policy and planning. There are a number of public bodies which have different responsibilities for service delivery and policy making. This includes the National Park Authority, Richmondshire District Council and North Yorkshire County Council. It is important these agencies recognise the issues facing the Upper Dales and work together to direct positive intervention and change. This is of particular importance for the Upper Dales as the area falls outside strategic planning and investment taking place in the city regions.

The changing demography of the Upper Dales also has direct implications for the areas economy. Outside the main service centres, the population tends to be dispersed over an extensive rural hinterland. The age profile of residents shows an aging population with a

⁶ Assessing the economic performance of rural capitals in Yorkshire and the Humber (February 2008) SQW

noticeable absence of residents between 20 and 29 years old. Therefore, the economy is dependent on a low percentage of semi retired and working age residents dispersed through the Upper Dales. This leads to challenges of sustainability and continued viability for businesses and community facilities located in the area. Any initiatives in the Upper Dales will need to be able to accommodate the issues of demography and critical mass.

It is important that future interventions address the current challenges facing the Upper Dales economy and recognise the opportunities for growth. As this chapter shows, the main economic sectors of agriculture and tourism are both experiencing a decline in numbers employed. Therefore, initiatives need to support these sectors through transitional change. The Upper Dales is also characterised by growth in small scale and micro-businesses as demonstrated by the number of VAT registrations within Richmondshire. These businesses are vulnerable to macro-economic factors and require initiatives to strengthen their position within the economy.

In summary, there is a range of socio-economic issues that are specific to the Upper Dales which will need to be recognised and overcome by future interventions. The Upper Dales environmental assets combined with quality of life offer mean the area is an attractive location to live and work. However, there are underlying challenges that need to be managed in order for future initiatives to be successful and support economic growth.

3 Drivers for change

3.1 Introduction

This chapter sets out the drivers influencing the direction of change in the Upper Dales. It considers previous investment in the Upper Dales, changes in the funding environment and implications arising for the Upper Dales. The chapter also examines the strategic direction set out by planning and economic policy to direct future change in the Upper Dales.

Main findings:

- **Expansion of Catterick Garrison and Richmond Renaissance:** In the last few years there has been significant investment in Catterick Garrison and Richmond. Economic opportunities associated with this could provide Upper Dales residents with new jobs and leisure facilities. It is important to continue to develop strong links between Richmond and Catterick and the Upper Dales.
- **New rural economy:** The move away from predominantly farming based economy has meant the Upper Dales has seen growth in sectors such as tourism, creative industry and construction. This has tended to be through the development of micro-businesses operating with less than 10 employees and sole traders.
- **Working practices:** There has been a change in the relationship between where people live and work. Home working is viable due to ICT services and connectivity, with the emergence of sole trader and micro-businesses operating from home. This change in practice is supported by local planning policy. This has the potential to reduce the need to travel and therefore use of the private car.
- **Economic Development Funding:** Significant changes to funding programmes means a shift in emphasis from needs based interventions to criteria focused on demand and potential. Reductions in European funding mean greater competition between rural areas for funding from 2009.
- **Sustainable development and carbon reduction initiatives:** The possible impact of climate change on the area means that there is an increased need to encourage sustainable development. The adoption and integration of carbon reduction initiatives into the Upper Dales will be an essential way of mitigating climate change.
- **Connection of the Wensleydale Railway:** Through the expansion of this railway line to the main East Coast line at Northallerton and extensions westward to Bolton Castle and Aysgarth the Upper Dales will have significantly improved connectivity. Such a transport link will increase the permeability of the area's economy and facilitate the development of the tourist industry.

3.2 Planning and economic policy

3.2.1 New rural economy

Rural strategy aims to achieve sustainable rural communities, with policy focusing on the protection and enhancement of the natural environment. To achieve sustainable rural communities, policy supports the diversification of the local economy through the growth of small scale local businesses.

Economic policy recognises that future growth will originate from a knowledge based economy focused on value rather than volume based business. Within the rural context, whilst tourism and agriculture are important sectors they are undergoing transition. Therefore, the new rural economy is about a more diverse offer incorporating a range of sectors such as creative, cultural and environmental businesses within a high quality environment. Having up to date technology and a local skills base in place are important to support these changes. This will ensure rural areas can realise the potential offered by a new rural economy.

In order to position the Upper Dales to support a wide range of economic activity and take advantage of small scale business growth, there needs to be the quality business space in the right location. There also needs to be intervention to support the sectors which provide a significant contribution to the Upper Dales economy.

3.2.2 Economic policy and target sectors

Two of the main objectives in the Regional Economic Strategy are for 'more businesses that last' and 'competitive business'. The focus is on achieving growth in new business and enterprise through support in the early stages of development. This aligns with York and North Yorkshire's transformational theme to stimulate and support enterprise and an enterprising culture⁷. The Investment Plan Review also aims to build a sustainable rural economy by:

- Encouraging the growth of creative industries;
- Promoting the growth of social enterprises;
- Achieving international recognition for Outdoor Adventure; and
- Creating a high quality '21st Century' visitor experience.

The National Park Authority's objective is to target priority economic sectors that use and reinforce the National Park's assets including creative industries, culture, food and drink, education, health, heritage and eco-tourism in order to diversify the local economy⁸. Within the Upper Dales the following sectors are forecast to support future economic growth.

Tourism:

For the Yorkshire Dales and Harrogate tourism is predicted to be the fastest growing industry over the next five years to 2012. The continued demand for visitor related development in the National Park helps to support local employment in a wide range of interdependent activities such as accommodation, catering and visitor attractions.

In order for tourism to continue playing a key role in the Upper Dales economy it is important for visitors and customers to have a high quality experience that encourages repeat visits. This could be achieved through a varied tourist offer ranging from outdoor activities to ecological and heritage based tourism. The tourism offer is also dependent on the success of food and drink and cultural industry sectors.

Agriculture:

Income from agricultural diversification is becoming increasingly important. The rural capitals economic assessment identifies Hawes ongoing role as a centre for value adding and retailing of land based products⁹. This links back into the tourism offer and production of local produce.

Direct sale of local produce means there is potential for growth with brands such as Wensleydale Cheese and Macintyre Meats adding value to local produce through regional branding. Supply and marketing of local produce delivers economic benefits, raises quality and promotes local supply chains between food producers and consumers.

Cultural and creative industries:

Employment has grown in the past four years concentrated in visual arts sectors. There is considerable competition from other sub regions for opportunities arising from creative and digital industries; however the quality of life offer means the Upper Dales is an attractive location for this sector.

Environmental technologies:

The growth in eco-tourism combined with a wider policy drive towards a low carbon economy means the Upper Dales has the potential to attract and support environmental technology businesses. This is linked to the capacity for renewable energy generation in the

⁷ The York and North Yorkshire Investment Plan Review 2007, YNYPU

⁸ The Yorkshire Dales Today and Tomorrow 2007 – 2012: The Yorkshire Dales National Park Management Plan, YDNPA

⁹ Assessing the economic performance of rural capitals in Yorkshire and the Humber (2007) SQW

Upper Dales and the strategic importance of land management techniques to respond to environmental and climate challenges. Whilst the environmental technologies cluster is identified as a major strength for the York and North Yorkshire sub region it is still relatively under-developed and has potential to grow¹⁰. Existing businesses in the area though, are currently undertaking training in this sector to develop their skills base, and the sub regions offer as a centre of expertise.

Construction:

The ABI analysis in Chapter 2 shows the construction sector in Hawes and High Abbotside, and Reeth and Arkengarthdale have experienced growth between 2004 and 2006. This sector is important to maintain the quality of the built environment in the Upper Dales through use of traditional skills. It also supports lifestyle businesses and holiday home owners looking to refurbish property. Therefore, a locally based workforce with construction skills is important to support future change in the tourism sector.

3.2.3 Employment and training opportunities

One of the objectives of the National Park Management Plan (2007 – 2012) is to improve access to further education and training to support the development of the priority sectors. This includes support for local training in countryside skills, traditional construction, environmental conservation and sustainable land management; with the development of a local centre in the National Park to provide training opportunities by 2011.

Having a workforce with the appropriate range of skills is essential to support change and growth in the Upper Dales economy. The right type of training would improve the quality of jobs for young people and raise income levels. This would also give residents access to employment opportunities outside the Upper Dales.

3.2.4 Employment land allocation and business space

The Yorkshire Dales Local Plan (2006) supports the creation of new and diverse employment opportunities situated in sustainable locations, in addition to protect existing employment land. However, industrial and business development should be based on the special qualities and assets of the National Park.

The National Park Management Plan (2007 – 2012) safeguards existing sites and buildings, with an employment use, to retain a mix of available workspace and reduce pressure for development to replace premises lost to other uses. In addition to minimising the loss of existing employment land and premises, the Management Plan makes provision for additional employment land for sustainable, high quality economic development.

The Yorkshire Dales National Park Local Plan in June 2002 stated that there were 3.04 ha of allocated employment land in the following locations:

- Upper Wensleydale Business Park, Hawes – 2.23 ha (1.5 ha remaining to be developed);
- Silver Street, Reeth – 0.65 ha (still 0.32 ha to be developed); and
- Askrigg – 0.16 ha.

Richmondshire District Council Employment Land Review (2007) predicts an additional 3.09ha of employment land is required within Richmondshire, in the Yorkshire Dales National Park area up to 2021. This is distributed across the following classifications as defined in the Town and Country Planning (Use Classes) order 1987 (as amended):

- B1a (office) and B1b (R&D) – 1.64 ha;
- B1c / B2 (Industrial) – 0.98 ha; and
- B8 (Storage and distribution) – 0.47 ha.

¹⁰ York and North Yorkshire Strategic Economic Assessment EKOS

The Local Plan advocates the supply of employment land within or near the key service centres of Hawes and Reeth. The expansion of existing employment sites is supported as long as this is in keeping with the surrounding area. The Local Plan also permits the development of small scale uses if the employment site is within or adjacent to key service centres, villages and conversion buildings. Small scale uses should also be appropriate to the National Park and its specific location.

3.2.5 Community, cultural and leisure facilities

National and local policy acknowledges the value of having a range of services and facilities to meet the needs of local communities, to sustain rural life and avoid social exclusion. This is important to ensure quality of life for communities living in the Upper Dales. The difficulty of accessing facilities in the Upper Dales is acknowledged by local policy with the National Park Authority supporting the general need to improve community facilities in the National Park.

The Local Plan (2006) seeks to ensure that all new or improved sport and recreation facilities are designed primarily to meet the needs of local communities rather than visitors. It encourages opportunities to extend, enhance or provide new community facilities where needs are identified. Whilst no specific sites have been allocated in the Local Plan for new community facilities, the NPA supports proposals for new facilities located within or adjacent to settlements, taking advantage of existing buildings.

3.3 Changes to funding

3.3.1 Previous funding initiatives

In recent years investment has been primarily focused in Richmond and Catterick Garrison. Yorkshire Forward, Richmondshire District Council and other partners have planned a programme of significant intervention as part of the Renaissance Market Towns Initiative. An estimated £1.5 million has been allocated to maximise the potential of Richmond and Catterick Garrison through regeneration and economic development projects.

In the Upper Dales a range of partners have invested in heritage, conservation and agricultural projects. For example, the Yorkshire Dales Millennium Trust has delivered projects worth £14m in the Dales since 1996. The trust works to support the environmental, social and economic well-being of the Dales. Much of its project work is heritage or community related. Since its inception, the trust has led two important projects – the “EnviroNet” and “Dales Living Landscape” schemes, which were funded by the Millennium Commission and Heritage Lottery Fund. Upper Wensleydale has been identified as a P3 area, with investment of over £350,000 in Dalesplay, the community led nursery in Hawes. As well as investment of £35,000 in the Wensleydale Wheels 2 Work Scheme, which is a moped leasing scheme aimed at helping people get over the initial problem of getting to work or training where no suitable alternative transport exists in the Hambleton & Richmondshire Districts of North Yorkshire.

There was further potential funding for the Upper Dales area in the form of delivery of the ‘Rejuvenate Wensleydale’ project. Rejuvenate Wensleydale was a community group which emerged in 2001 to help mitigate the impacts arising from the foot and mouth crisis. The project proposed to develop the Hawes Farmers Auction Mart to deliver market led training, research and development, leisure, exhibition and conferencing, local arts and community led activities. Feasibility studies were funded from the Single Regeneration Budget, Barclays Bank PLC and the Sustainable Development fund. Funding to cover the costs of phase 1 (training facility and offices), a total of approximately £550,000, was secured (£250,000 from the Single Regeneration Budget, £15,000 from Richmondshire District Council, and funding from the European Regional Development Fund Objective 2 Priority 3 Central Pot). Unfortunately, the project did not come to fruition as the funding window closed before the partnership could cement.

3.3.2 Future changes

In looking ahead, there are a number of recent changes to the funding environment which should be a relevant consideration in developing rural economic development interventions in the Upper Dales. In terms of scale of funds, the main potential sources of funding for rural economic development projects are European funds and the Single Pot, both distributed through the RDAs.

The key strategic priorities and in particular approach to rural development adopted by the RDA is therefore an important consideration in terms of what kind of projects are likely to be funded in the future. There has been significant change in this area in recent years. In the past, rural funding has typically been allocated on a needs basis and spatially targeted. More recently there has been a move away from this and toward allocation based upon economic potential. In addition, there has been a shifting emphasis away from land and property based interventions toward an approach more focussed on business, enterprise and innovation – and developing the ‘rural capitals’ of the region.

In its Corporate Plan¹¹, Yorkshire Forward outlines the five key objectives that will guide its £300m per year investment. These are: (i) Championing RES delivery, (ii) Helping people to access good jobs, skills and transport (iii) Helping businesses to start up, grow and compete through innovation, (iv) Regenerating cities, towns and rural communities and (v) Improving Yorkshire Forward’s capacity.

Through its ‘rural renaissance’ policy, Yorkshire Forward focuses on enterprise, competitiveness, utilising unique assets and key sectors. This approach is comprised of four policy products which make up the agency’s intervention package:

1. Renaissance Market Towns Programme (RMT) - until 2009

Taking the form of an integrated approach to intervening in a market town, driven by business and community engagement and visioning process, followed by planning and delivery phases.

2. Rural Capital Programme – 2009 onwards

Focussing on creating the conditions for enterprise and growth within specific communities. This includes the development of business incubator space, local business networks and mentoring programmes or supporting towns to realise the value of renewable energy technologies, distinctive local produce or tourist assets.

It may also provide support to develop skills, capacity and confidence for the local businesses and communities to actively engage in developing thriving towns.

3. Promoting sustainable rural economic development

Providing support to rural businesses that deliver quantifiable economic, social and/or environmental benefits. There are three elements: rural services, low emissions agriculture and rural estates.

4. Rural Development Programme (RDPE) – European Funded

Seeking growth of existing rural businesses and encouraging diversification of rural economies. Within this, Yorkshire Forward is running four programmes of support:

- i. LEADER – a community led approach to rural development that focuses on generating stronger communities, capitalising on its environment and promoting economic growth and employment.

¹¹ ‘Draft Corporate Plan 2008-11’, Consultation Draft December 2007, Yorkshire Forward.

- ii. Rural Enterprise Investment Programme – a package of support for rural businesses wanting to start up or expand;
- iii. Rural Business Start-up Programme - part of the support accessed through Business Link, for new enterprises and young businesses (less than 3 years old); and
- iv. Land Skills – for the development of the technical skills of the region’s agricultural, horticultural and forestry sectors.

In accessing funding through these channels, projects will need to demonstrate outcomes such as improved rural productivity, enterprise culture and quality of life, sustainable rural communities and the management and mitigation of change, jobs created, business start-ups and private sector investment.

Changes to the European Regional Development Fund (ERDF) and the Single Pot – which form a substantial amount of Yorkshire Forward’s resources - are discussed in the boxes below.

ERDF 2007-13

The new round of ERDF funding for the period 2007-2013 will provide investment in England of a further €3.2 billion. There is a new development from the previous round of ERDF programmes in 2000-06. The RDAs have taken over administration of the 2007-13 programmes from the regional Government Offices (GOs). This gives them responsibility within their regions for setting priorities with local partners and ensuring programmes and their objectives are implemented effectively.

The 2007-13 ERDF programmes in England have been developed in line with existing regional strategies (e.g. Regional Economic and Spatial Strategies). There is a greater emphasis in this new round of programmes on concentrating and targeting funding towards city regions and fewer and bigger transformational regeneration projects at regional and sub-regional level. This also fits with the UK’s National Strategic Reference Framework, which aims to: (i) Increase growth via employment and productivity, (ii) Despite good macroeconomic performance, address any regional disparities and low employment and skills, and (iii) Reduce gaps in growth rates between regions and stretch employment and skills targets.

A Regional Competitiveness and Employment programme will operate in each of the English regions – aimed at strengthening a region’s competitiveness and attractiveness. The objectives of this programme are to:

- Promote innovation and knowledge transfer
- Stimulate enterprise and support successful business
- Ensure sustainable development, production and consumption
- Build sustainable communities

Approximately, £394 million has been allocated to the Competitiveness and Employment programme in Yorkshire & Humberside for 2007-2013. This represents a significant reduction in the amount of ERDF funds available to the region when compared with the previous Objective 1 and 2 programmes.

ERDF is directed at projects offering substantial benefits which meet the needs of an area and would not take place without a grant. It is used to provide help towards the project costs with grants set at a minimum level required to allow the project to go ahead. As a general rule, the EU contributes no more than 50% of the eligible cost. The rest of the funding comes from the RDA and other partners.

Single Pot Programme

The Single Pot funding comes from central government departments including BERR, CLG, DCMS, DEFRA and DFES. It is available to RDAs to spend as they see fit to achieve their regional priorities as identified in their Regional Economic Strategies and Corporate Plans.

The Comprehensive Spending Review (CSR) settlement sets out a reduction for Yorkshire Forward of programme funding of £30m in real terms over three years and administration reductions of £2.308m over the period to 2011. Alongside this reduced budget, the CSR settlement also set out additional roles for RDAs including Train to Gain brokerage and a more formal role in responding to economic shocks.

Accordingly, competition for funding coming from the single pot will be increased as funds are reduced. Projects will need to demonstrate good performance against the key output indicators set.

There are also changes to the LEADER programme. The LEADER programme was previously a separate programme funded from EU structural funds but has now become an integrated element in the RDPE 2007-13¹² and led by the RDAs.

LEADER Programme

LEADER is a community based 'bottom up' approach that provides opportunities for local communities to identify their needs and devise appropriate, sustainable solutions. This approach reflects the Government's commitment to devolving decision-making and resources locally, as set out in the Rural Strategy 2004.

Following changes, LEADER will now be led by the RDAs. In line with EU requirements the following is proposed:

- An emphasis on integrated development
- Not to specify geographical targets
- An emphasis on innovation
- Locally driven private/public partnerships

The stage 2 submission of The Yorkshire Dales Leader Area Local Development Strategy covers the period 2008 to 2013 and has been approved by Yorkshire Forward. This area covered within this policy includes the majority of the Yorkshire Dales National Park to the west and extends eastwards to the A1 trunk road including the Nidderdale area of Outstanding Natural Beauty to the south. It is anticipated that for every year of the strategies operation around £300,000 of funding will be available to support the process.

3.3.3 Implications for the Upper Dales

The changes to the funding environment outlined in the previous discussion have a number of implications for the approach to economic development interventions in the Upper Dales:

- At a broad level, 'rural' designation is now less of a policy driver in its own right than previously. Proposed interventions need to fit more into the mainstream policy context - performance and outcomes will be assessed against a set of national indicators, none of which is specifically rural.
- There is a need to become smarter in bringing together funding sources to finance interventions. For example, EU streams such as Leader and rural programmes as well as other more general sources of support (e.g. lottery programmes).
- Business led interventions and interventions that encourage innovation and entrepreneurship are well aligned with current funding objectives.

¹² 'Rural Development Programme for England 2007-13' Consultation, DEFRA.

3.4 Conclusions

Changes in funding, planning and economic policy has a direct influence on the future of the Upper Dales. Historically, rural funding has been determined on a needs basis with previous intervention in the Upper Dales focused on conservation, landscape protection and investment in land and property. Revised Regional and European funding criteria means from 2009 rural funding will be assessed against level of demand and potential. This is to achieve the wider objective of realising rural capitals through strong business development, entrepreneurship and innovation.

The focus of new rural programmes is on the development of enterprise, economic growth and diversification. Measures of success have a strong economic focus and include productivity, levels of enterprise, job creation and number of new start-ups. Overall, there is a reduction on funding from previous years which means the Upper Dales faces increased competition for resources. Therefore, any applications for funding need to demonstrate performance against the previously stated measures of success.

Planning and economic policy focuses on the delivery of sustainable rural communities through small scale growth and economic diversification. The revised rural funding programme aligns with these objectives as the performance measures are based on economic criteria. Both policy and funding emphasise the importance of realising potential in rural areas and the ability to meet recognised demand for business and community facilities and services.

The challenge facing the Upper Dales is for economic growth to align with National Park local plan objectives as well as wider policy and funding criteria. This means that future development should be centred in the main service centres with businesses complementing the special qualities and assets of the National Park. This is required to achieve a balance between the National Park environmental objectives and the rural objectives for economic sustainability.

4 Existing business and community facilities in the Upper Dales

4.1 Introduction

The provision of a range of business and community facilities is important to meet the needs of residents and businesses located in the Upper Dales. This is essential to support economic growth and contribute towards the areas sustainability as a location to live and work. This chapter provides an overview of business and community facilities currently in place in the Upper Dales.

4.2 Business space and allocated employment sites

4.2.1 Introduction

A diverse range of businesses are located in the Upper Dales including local crafts, food and drink production, agriculture and tourism. Production is an important sector within the local economy providing highly specialised services. For example, businesses such as W R Outhwaites, who produce ropes, and Hilco, who work in optical manufacturing and distribution. In 2004 the Upper Wensleydale Business Park in Hawes and Silver Street in Reeth were developed using Richmondshire District Council, Yorkshire Forward (single pot) and European Objective 2 funding. These developments provide modern accommodation for a range of businesses such as Kudu Mountain Bikes, and Gluten Free Kitchen in Hawes, and arts and crafts businesses in Reeth. Rural funding also supported the development of small scale quality office space at Hudson House.

4.2.2 Upper Wensleydale Business Park, Hawes

Public sector intervention has already developed some of the 2.23 ha of allocated employment land adjacent to Brunt Acres Industrial Estate. The development, known as Upper Wensleydale Business Park includes 7 units for rent by Richmondshire District Council on one plot and 7 other plots for sale (4 of which are owned by RDC).

Most of the units and plots are currently let or have been sold for development for retail and B2 uses. The business park provides accommodation for a range of successful and growing businesses, which could have struggled to find suitable premises elsewhere within the Upper Dales area. The remaining allocated employment land, referred to as 'expansion' land has not been developed and is under private ownership.

4.2.3 Silver Street, Reeth

The Reeth Dales Centre comprises of 5 workshops / studio units located on the 0.65 ha allocated site. Arts and crafts based industries have naturally gravitated towards this location, developing a vibrant arts and crafts cluster, that has broadened the business base of the area, and strengthened its tourism product. The units are occupied by a furniture maker, a joiner and cabinet maker, a gallery, a jewellery maker, and pendangles arts and crafts.

The Property Grant Scheme Strategic Review (2005) identified that the Silver Street site would be able to meet current and future demand for quality workspace in Reeth.

Hudson House, Reeth:

Demand for Hudson House originated from the Reeth and Arkengarthdale CIP. Hudson House Limited, a community group, were formed and bought the Barclays Bank building using a range of grants. Four major partners were engaged to provide services from Hudson House including North Yorkshire County Council and the National Parks Authority. The multi-functional nature of Hudson House has ensured its sustainability with all major partners signing up to five year licence agreements. The licence fees take into account set up, grants and capital for refurbishment of the

enterprise centre.

Hudson House is fully networked with broadband and wireless facilities, with public access to computers on a drop in basis. An equipment loan scheme is also in operation with loans of projectors and laptops. The enterprise centre is the local access point for Business Link and operates as a learning centre. The office space is also shared with the Community Office and National Park Ranger. The top floors have been used for affordable accommodation with the lease for the 3 flats sold to the Housing Association. This has provided another source of revenue for the company.

The Barn was opened in 2007 following community consultation on the preferred use for the building. The site was already owned by Hudson House with the refurbishment funded by Defra under the Rural Enterprise Scheme. Funding from Defra was 86% of the total (£106,000) with £15,000 matched by Hudson House Ltd. The Barn has been developed to provide serviced office space with IT facilities and meeting space. The main meeting room is in use at least 4 times a week, with the office space accommodating overspill from the enterprise centre. The Citizen Advice Bureau operates from the centre on a weekly basis.

Hudson House has received recognition and is a Countryside Agency National Demonstration Project.

4.3 Community facilities

4.3.1 Introduction

For residents living in the Upper Dales church and village halls are an important location for social and leisure activities. There are gym facilities and a Multi Use Games Area at the Yorebridge Centre run by the Yorebridge Sports Development Association. While in Reeth there are proposals for a new sports pavilion and Multi Use Games Area.

4.3.2 Yorebridge Centre, Askrigg

The Yorebridge Centre comprises of a primary school, playgroup, gym and changing facilities, class room / computer room space (which is currently vacant), sports fields and a Multi Use Games Area (MUGA). The site is owned by Yorebridge education foundation, with part of the site leased by Yorebridge Sports Development Association, a not for profit company. The central part of the site is leased by North Yorkshire County Council for the primary school.

The leisure facilities include fitness classes and football, cricket, bowling, and basket ball clubs. The centre employs one full time person and many part time coaches, instructors and volunteers. The catchment for the centre extends into Swaledale and Upper Wensleydale (including Aysgarth, West Burton and Hawes). The gym has around 80 members and charges £20 for induction fees, then £18 per month over a 6 month contract. The contract may extend to one year to encourage people to continue use of the gym.

The Yorebridge Centre also works on an informal basis with Low Mill Outdoor Centre (adjacent to the site) and has informal arrangements for shared use of facilities and cross promotions.

Funding: The MUGA was funded by Sport England with part of the funding including revenue over 3 years. North Yorkshire County Council has invested £50,000 for remedial work for the prefab building and is in discussion regarding funding for a children's centre. The education foundation subsidises the maintenance of the building.

Sustainability: The revenue streams for the centre are from the fitness classes and MUGA hire for sports clubs. The centre has not been fully utilised since the loss of Craven College and income from their use of the centre. There have been issues with financial sustainability as the operating costs exceed revenue levels. The Yorebridge Centre is also run by the voluntary based Yorebridge Sports Development Association. This is dependent on volunteer time to continue the running of the centre.

The Future: The Yorebridge Centre is currently in discussions with North Yorkshire County Council to take on the lease of the site and provide education facilities in the vacant rooms previously used by Craven College. Support from North Yorkshire County Council is essential to ensure the continued sustainability of the centre.

4.3.3 Sports Pavilion, Reeth

The sport ground is owned by Reeth Athletics Club and currently caters for football and cricket on a single sports field. Proposals are being taken forward to replace the existing sports pavilion with a modern facility and install a MUGA to allow for a wider variety of sports. Need for the sports facility was identified through the Community Investment Prospectus (CIP) in 2000 and supported by questionnaires and letters in 2006 endorsing the proposals. Additional land will also be purchased from the adjacent land owner.

Funding: The total capital expenditure costs are estimated at £600,000. The intention is to seek capital funding from the Football Foundation and Sport England. This would be match funded through other sources. For revenue funding the plans are for self-financing using a combination of membership subscriptions, match fees, pay as you play and fund raising activities. Charges would be based on the costs of annual maintenance, with ground and equipment maintenance provided on a voluntary basis.

Sustainability: A charitable company limited by guarantee has been established to secure funding and implement the project. The needs assessment showed that support from the local community for additional sports will contribute to the long term viability of the scheme.

4.4 Conclusions

The provision of business and community facilities are reliant on public intervention and funding. There are fewer incentives for private developers to refurbish or develop new sites due to a combination of planning policy and demand for such schemes originating from within the Upper Dales.

Over the last few years, take-up and utilisation of existing business and community facilities has increased, with Upper Wensleydale Business Park accommodating a wide range of growing businesses and Silver Street nearing capacity. There are also a number of vacant buildings and plots on existing developments and within areas allocated for employment uses in the National Park local plan. This is due to businesses re-locating or closing down. Focus should be on how to better utilise these buildings in conjunction with planning for new development.

The operation of business and community facilities is dependent on public or community intervention. In order to be sustainable, business and community facilities require a degree of ongoing public sector and community support. It is unrealistic to assume such facilities can operate on an independent basis in the short to medium term, within a remote rural location.

In order to achieve long term viability it is important for business and community facilities to identify sources of revenue to support operational costs. Practice within the Upper Dales shows sustainability is best achieved by securing a range of revenue sources from multiple agencies and activities. In addition, revenue agreements should ideally cover longer time periods to ensure a more stable financial position.

The evidence from the discussions and analysis to inform this study does point to the need for interventions to improve the supply of business space to meet the needs of businesses and support proposals for strengthening the economy in the Upper Dales. Currently, the limited availability of particular types of good quality business space, the land-use planning context, and the nature of business demand and rental levels, means that there is qualitative and anecdotal evidence of market failure in the provision of business premises

Moving forward, there is a challenge of demonstrating to funders that there is the demand and potential for business space to be commercially viable in the future. Funding restrictions do appear to have influenced this initial slow take-up of available space. However in recent years existing space has been taken up with current pressure on land availability.

It is however important to consider a range of particular factors and issues in relation to the Upper Dales.

First, there is a need to complement the provision of business space with a range of business support and enterprise interventions to stimulate enterprise and support business growth (to address demand side factors), and the provision of business space (to address supply side constraints) needs to be linked to this. A strategy of *“if we build it they will come”* will not be tenable. However, without the provision of the right supply and quality of business space, wider efforts to stimulate enterprise could be undermined.

Second, there is need to supply the right type and quality of space. The type of business units provided in recent years have been suitable for general business, light industrial and storage use, but has perhaps not been fit-for-purpose for office-based knowledge-intensive creative industries and professional services, which could form a key part of the new rural economy. There could be an important role for live-work space to meet these types of business needs.

Third, it will be difficult to sustain the rental levels that are likely to stimulate commercial interest in providing high quality office space. The problem is exacerbated by planning constraints and property costs. The example of Broughton Hall shows that realising untapped value from land and property assets could point to the way forward, but this requires a supportive land-use planning regime, one which is far different to that which applies to the Upper Dales.

Fourth, there are problems of scale, both in terms of demand and the overall market supply of business space. In terms of supply, because the range and quantity of existing business space in the area is so limited, any new provision is likely to constitute a step-change in the overall supply of space (whereas in an urban area it would be a drop in the ocean), and there may be a lag between supply and take-up. In terms of demand, a main challenge for growing micro businesses in rural areas is the transition from single person businesses located *“at the kitchen table”* to taking on staff or dedicated space. If the available space is too large, the major increase in overhead costs could be unsustainable. The way forward may be to look at more flexible models of provision of work space, perhaps along a *“serviced office”* model as opposed to standalone business units.

There is a need for further work to consider these issues, and to identify the right approaches to improving the supply and choice of business space, and to make the case to funders.

5 Towards a strategy

5.1 Introduction

The previous chapters have examined the challenges, barriers and drivers of change within the Upper Dales. This chapter positions the recommendations from the study within the context of changing policy and funding structures setting out a strategic vision in order to realise the potential of the area.

5.2 Towards an economic strategy for the Upper Dales

It is clear from assessing the current economic situation and the provision of business and community facilities in the Upper Dales that a coherent economic strategy is required for the area, based on economic opportunities and potential rather than need. This approach aligns with changes to funding and the wider policy drivers.

An economic strategy for the Upper Dales should be outcome focused rather than project led. It should be evidence based and reflect the changing dynamics of the Upper Dales economy. The value of the strategy is it can be used to inform preparation for future rounds of rural funding and enable an integrated approach to investment in the area.

There is a need to adopt a more strategic view of how intervention in the Upper Dales should be delivered. A broad ranging strategy will address the significant challenges facing the area, of which growth in business units and improved community facilities are an important aspect. Part of this requires further work to demonstrate demand in order to meet funding criteria for future interventions.

The study recognises the potential of the Upper Dales due to the areas locational assets. It recognises the serious constraints in terms of planning and market failure. The study also acknowledges the challenges in dealing with significant pressures relating to the main sectors in the area; including changes to agricultural subsidy regimes and transition of the tourist offer.

An economic strategy sets the overall direction for the Upper Dales with a view to either achieving independence through a successful dynamic economy or adopting a conservationist approach which preserves the area at a specific point in time and sustains the economy based on the tradition and heritage of the Upper Dales. The strategy incorporates a vision for the area and sets a framework for policy and intervention to adopt a different approach to managing rural issues.

The value of this approach is it sets any physical interventions within a wider strategic framework. This enables a degree of flexibility supported by a broad range of funding packages, rather than a specific funding led strategy. The likelihood of projects being implemented would increase through leveraging in funding from a wide range of sources such as Yorkshire Forward, European funding, mainstream funding and other sources such as unlocking land values.

5.3 A vision and recommendations for the Upper Dales

The following vision sets out aspirations for the Upper Dales in response to the current challenges and areas of potential identified in previous chapters. The vision forms the basis for recommendations to shape the future of the Upper Dales.

Vision

By 2021 the Upper Dales will be a sustainable, successful and competitive rural business location based on its natural and built environment assets and its links to Richmond and Catterick Garrison. This will be enabled through the connection of the Wensleydale Railway to the main East Coast Line at Northallerton. The area's economic strengths will be based on its continued

popularity as a tourist destination based on a modern tourist offer and forward looking brand for the area, a vibrant creative and cultural industries sector, and integrating the land-based sector more closely with the wider economy. The natural environmental assets of the area will be complemented by quality business and community facilities to meet the diverse needs of a modern economy. This will be supported by modern communications infrastructure and investment in a skilled local workforce making the Upper Dales an attractive place to live and work for residents of all ages. The implementation of carbon reduction strategies will achieve the sustainable future development of the sub region. The potential for the area has been realised based on a new sustainable approach to planning policy providing a balance between the needs of the economy and conservation of the National Park.

Areas for action

The main actions needed to fulfil this vision are:

- Developing small business space and live/work units;
- Updating and improving the tourism brand and product, based on outdoor activities and a high quality sustainable transport network, and through changing perceptions of tourism as an attractive career option;
- Ensuring that a sustainable development perspective is implemented that incorporates carbon reduction strategies;
- Developing creative and cultural industries;
- Exploiting the wider economic opportunities for integrating the land-based sector (including farming and rural estates) within the wider economy;
- Improving the quality of internet services for remote working;
- Updating the tourist brand and improve the quality of the Upper Dales product;
- Ensuring young people and adults have access to training and skills development;
- Connecting the Wensleydale Railway to the East coast Main line and westward to Bolton Castle and Aysgarth;
- Maintaining and diversifying the use of community facilities; and
- Reviewing the approach to implementing and developing planning policy.

The justification, main deliverables and risks associated with the above recommendations are set out in more detail in the following chapters.

6 Shaping change in the Upper Dales

6.1 Introduction

In order to influence the direction of the Upper Dales economy the potential for change needs to be recognised building on the existing assets of the area (as set out in Chapters two and four). Using the issues and opportunities identified in previous chapters, this chapter details a range of recommendations to support established and growth sectors in the Upper Dales. It also suggests how the quality of life for residents can be further enhanced through the provision of locally based training and leisure facilities.

6.2 Recommendation 1: Developing Small Business Space and Live/Work Units

6.2.1 Rationale

Within the Upper Dales the business space on offer for companies starting up or moving into the area is in the locations outlined below:

Upper Wensleydale

- Upper Wensleydale Business Park;
- Weatheralds in Aysgarth (office space available to let);
- Dales Countryside Museum, Hawes (meeting space available to rent).

Swaledale and Arkengarthdale

- Silver Street; and
- The Barn, Hudson House (office space available to let).

The type of business space offered in the serviced business parks is well suited for retail, arts and crafts, storage, and small scale industrial uses. There is a notable absence of high quality, flexible office space that can be utilised by businesses seeking to move on from home based office space; or looking to set up businesses within or near Hawes and Reeth.

Live / work units are seen as a sustainable way of working, as they reduce the need to travel and can indirectly benefit the rural economy. This is dependent on the units being located near local service centres. Combining live and work space can reduce overhead costs for start up businesses and provide appropriate workspaces for creative industries. The residential space can also provide a revenue stream to support the operational costs of the work space.

Acorn Village, Crickhowell (Breacon Beacons)

This scheme was completed in 2000 and marketed for people committed to sustainable living and a better quality of life. The scheme was designed to have separate workspace with 35 out of the 39 units having dedicated workspace. The residential space includes a mix of tenures such as private ownership. The types of businesses located in Acorn Village include a ceramic artist, an internet programmer, a photographer and a sales administrator.

Small scale business space in dedicated or live / work units needs to be of the appropriate scale and quality, and offer a range of services to support a variety of business needs including:

- Internet access;
- Secretarial services;

- Loan equipment;
- Bookable meeting rooms; and
- Informal, shared meeting space.

By providing office space, equipment and back-up staff costs can be shared between businesses. The provision of small scale, flexible office space already operates at Hudson House, which has been recently extended to include serviced space in The Barn.

The value of live / work units and small scale office space is they can accommodate a variety of sectors alongside support services for home based businesses and home workers. This provides opportunity for the development of informal networks and collaboration, with businesses able to share resources, supply chains and joint marketing. Shared formal and informal meeting space can promote knowledge sharing and trading of skills and ideas, developing networks between isolated and fragmented micro-businesses.

6.2.2 Actions for the way forward

Demonstrate demand:

Within the Upper Dales demand for business space is likely to be indigenous rather than from companies seeking to re-locate to the area. Indigenous demand could originate from home based businesses looking to move to dedicated premises, commuters wanting to take advantage of opportunities for satellite working, and existing Upper Dales businesses looking to move into premises suitable for their needs.

One of the issues is the data sets commonly used to forecast demand don't capture micro-businesses, sole traders and home workers. Anecdotal evidence from stakeholder interviews shows businesses of this scale are operating across the Upper Dales, however they tend to fall under the radar. Therefore one of the first actions would be to undertake an audit of businesses operating from home. There would also be value in carrying out a survey of Upper Dales businesses and residents who are employed outside the Upper Dales but work from home.

Identify the right type of business space:

A survey of businesses and residents in the Upper Dales would provide evidence of the type of space needed to meet the requirements of local businesses. This can be used in conjunction with the Richmondshire Employment Land Review which forecasts that the majority of demand to 2021 is likely to be for B1a (offices) and B1b (research and development) uses (see Chapter 2).

Plan for viability of proposed schemes:

For live / work schemes to be brought forward by the private sector there needs to be appropriate planning policy in place to support the development of such schemes (see Recommendation 7). For live / work to be financially viable for the private sector realistic allocations are for 30% of a scheme to be work space¹³.

For a scheme to be successful, costs for provision of reliable Broadband services, and staff including a centre manager, secretarial services and IT support need to be covered. The challenge is to ensure the scheme can become self financing through the development of long term income streams. One option is to provide different levels of membership appropriate to the scale of businesses using the premises. There could also be income generation from networking events, training courses and joint use of space with public sector agencies.

6.2.3 Risks and issues

The risks associated with the provision of business space are as follows:

¹³ See www.liveworknet.com

- **Funding:** Changes in funding criteria means there is a move away from investment in land based assets and property. Therefore if business space is required the business case will need to focus on demand for the space and the economic benefits this will bring to the Upper Dales.
- **Viability:** It is essential that a robust and long term business plan is in place to ensure the sustainability of small scale business space or live / work units. Whilst grants will be required to establish the scheme there will need to be revenue streams in place to ensure its long term viability. This is required to fund staff resources including IT support and facilities management.
- **Design:** The design of the scheme will need to take into context the surrounding environment and the requirements of the Yorkshire Dales National Park Authority. Previous schemes have also demonstrated the benefit of incorporating informal meeting space and flexible space to cater for a range of businesses of different scale and with different needs.
- **Management:** To ensure live / work units continue to have the appropriate allocation of workspace it is important for the scheme to be managed supported by lease agreements. Housing Associations or Developers could provide long term management of the scheme.
- **Land ownership:** The success of schemes such as Broughton Hall and Hudson House has been aided by the land being under the respective companies' ownership. If the land is leased for the development of business space this may become challenging in terms of long term financial viability.
- **Affordability:** For business space to be attractive to indigenous companies located in the Upper Dales, it needs to be competitive and be of a high quality. The affordability of such space should be considered for it to be an attractive alternative to home working.

Broughton Hall:

The £10 million business park offers a variety of offices, workshops and homes ranging from 100 to 25,000 sq ft. The park is a popular location with 51 companies and 60 homes. The development includes a purpose built meeting place with café, restaurant and communications facilities.

All the buildings in Broughton Hall are designed to a high quality specification with leases available to suit individual requirements. The business park includes full ICT facilities, estate management and support staff and in-house courier and postal services.

The success of Broughton Hall is partly due to the estate already being in the ownership of the developers who manage the business park. This has limited the capital expenditure and enabled the development of high quality business space. The owners have also planned for a long term pay back period to support and attract businesses and build up the reputation of the scheme.

- 6.3 Recommendation 2: Updating and improving the tourism brand and product, based on outdoor activities and a high quality sustainable transport network, and through changing perceptions of tourism as an attractive career option

6.3.1 Rationale

Overview:

The Upper Dales already has elements of a world class visitor product: its landscape, natural and built environment. It also has good quality visitor attractions, and a range of accommodation and hospitality businesses that is improving in quality. However visitor market trends and visitor expectations are changing. There is increasing competition from

other rural visitor destinations in the north of England, many of which have enhanced their offer of visitor attractions, accommodation and food and drink establishments and brand identities in recent years.

Increasingly tourists are willing to spend more on high quality products, with eco, adventure, cultural and food related tourism becoming popular. For the Upper Dales to remain a popular tourist destination it is important to offer a range of accommodation, restaurants, pubs, cafés and shops to meet changing demand. Furthermore, it is also important to improve the accessibility of the area, to widen the range of potential visitors for the area. Therefore the Upper Dales needs to continue to develop and modernise its tourism brand and offer if it is to realise the economic potential.

Tourism product:

The aim of York and North Yorkshire Investment Plan Review (2007) is for visitors to have a high quality experience that promotes a positive sense of place and a desire to return. To achieve this, the sub region's plans to raise quality within the tourism sector establishing a programme of business support, identifying areas where support is needed to raise quality. The Upper Dales has seen recent changes with a higher quality accommodation offer, as well as refurbishment of pubs and restaurants which are now offering a wider choice of locally produced food. However some aspects of the area's accommodation and hospitality lag behind, and do not meet modern expectations. The value of tourism to the Upper Dales is shown in Chapter 2, with the sector accounting for 30 - 50% of total employment. Despite this, the sector is not considered as an attractive career or business option for the area's young people. Planning constraints, along with high capital start-up costs, also act as a barrier to market entry for new tourism business start-ups.

In addition to outdoors activities, the area has a range of good visitor attractions, particularly in and around Hawes. There is scope for these attractions to be packaged in a more integrated way in terms of promotional activity and potentially through joint-ticketing initiatives. The range of visitor activities suitable for bad weather days is currently limited.

Tourism brand:

Tourism relating to television and film has always been popular and the Upper Dales has benefitted in the past with the Herriot brand, however this image is becoming outdated. Visitors respond to and are attracted to places with distinct identities and brands. There is an opportunity for the Upper Dales to find a new brand to represent what it can offer tourists in the 21st century.

The future for tourism in the Upper Dales is set out in the tourism strategy managed by the Dales and Harrogate Tourism Partnership, of which Richmondshire District Council is a member. The Partnership is responsible for promoting the Yorkshire Dales through the official web site. This includes industry pages with support and advice for tourism businesses, including marketing and branding. Further work is needed to fully embed the branding and marketing principles and realise the benefits offered by the Partnership. This is reflected in the absence of the Yorkshire Dales logo on much of the tourism literature in the Upper Dales. It reinforces the sense of detachment between the Upper Dales and other parts of the Yorkshire Dales.

Tourism and outdoor activities:

The quality of the natural environment means the Upper Dales is already a popular destination for walkers, cyclists and mountain bikers. Websites already promote mountain biking and there has recently been approval for a mountain biking centre in Swaledale. The extensive network of trails and bridal ways (such as the Pennine Way and Coast-to-Coast

path) continue to be popular for walkers, equestrians and cyclists, whilst the Yorkshire Dales ranks as one of the top places in the UK to go mountain biking.

The York and North Yorkshire SRIP Review (2007) aims to develop new iconic experiences from outdoor adventure and increase the value of outdoor adventure events in the York and North Yorkshire sub region. The objective of the SRIP is to transform the image and perception of North Yorkshire and ensure outdoor adventure is a key driver to grow the visitor economy.

The York and North Yorkshire Cycle Tourism Strategy aims for the sub region to be a high quality cycle tourism destination. The strategy takes account of the Transforming Outdoor Adventure programme and is embedded within the Dales Area Tourism Plan.

Dales Mountain Biking

Dales Mountain Biking promotes mountain biking weekends and five day tours of the Dales, as well as offering a wide range of courses on skills, maintenance and leader awards. Planning permission has been granted for a cycle centre at Fremington offering 14 bed bunk accommodation, self catering facilities and an information point. The centre will also be the location for a café and the Dales Mountain Biking business. Kudu bikes (located in Upper Wensleydale Business Park) is promoted as a supplier through the Dales MB web site and provides mountain bikes for rental.

The proposed scheme has been supported by funding from Yorkshire Forward and Richmondshire District Council.

Sustainable transport:

There is an opportunity to enhance access to and around the area for visitors by building on the existing network of bus services to develop an exemplar sustainable rural transport system. This would also provide wider benefits to businesses and people in the Upper Dales. The opportunities are based on:

- Creating a link to the East Coast Mainline at Northallerton through the Wensleydale Railway; facilitating access from the North East, Teeside, the East Midlands and London;
- Extending the Wensleydale railway westward to Bolton Castle and Aysgarth Stations, with an ultimate aim to create a link with Hawes and then Garsdale; and
- Building on the existing range of bus services, with scope to consider demand-responsive services (i.e. dial-a-bus, taxi-based services) to link accommodation, main attractions and rail stations.

The proposals to further develop the Wensleydale Railway line would help to develop the economy of the Upper Dales by making the location increasingly accessible to a broader range of people. To date there are demonstrable economic benefits to the area due to the development of the railway, both in terms of Leyburn businesses as well as the area in general. This is due to the large numbers of tourists being brought into the Dales, including the specially organised weekend activities. It would also situate the Upper Dales more clearly 'on-the-map' in terms of public transport.

The Wensleydale Railway

The Wensleydale Line used to run for 40 mile between Northallerton (East Coast Main Line (ECML)) and Garsdale (Settle-Carlisle Line). The line opened in stages over a 30 year period from 1848 (carrying both passengers and goods) and closed as a passenger service in 1954. By 1964, only 22 miles of track remained between Northallerton and Redmire; this section continued to

support freight traffic (principally the movement of local quarried limestone to Teesside) until 1992. Over time, the former station sites at Aysgarth, Leeming Bar and Leyburn were acquired and in 2000 an initial agreement was reached with the former Railtrack to transfer the 22 mile residual line to Wensleydale Railway (WR) plc, a company specifically created by the Wensleydale Railway Association (WRA) to manage and operate the railway. In 2003, the line was formally handed over, enabling the commencement of construction works and ultimately the launch, on 4 July 2003, of a 12 mile passenger service from Leeming Bar to Leyburn. On 1 August 2004, coinciding with the re-opening of Bedale Station, the service was extended westwards by some 5 miles to Redmire. Finghall Station was subsequently re-opened on 23 December 2004.

The Wensleydale Railway currently runs trains between Leeming Bar (near the A1/A684 jct) and Redmire (on the edge of the Yorkshire Dales National Park), via Bedale and Leyburn. The 17 mile trip takes approximately 50 minutes. It remains the WRA's aim to support the reinstatement of the full 40 mile route between Northallerton (on the East Coast Main Line) and Garsdale (on the Settle-Carlisle Railway).

The next priority is to open the line between Leeming Bar and Northallerton, and extend westward to Bolton Castle and Aysgarth. The longer term plan will be to open the line from Aysgarth to Garsdale, which needs to be re-laid. An impact study has illustrated the benefits of the Wensleydale Railway, including special weekend events, on the businesses in Leyburn.

6.3.2 Actions

Improve the visitor product:

- Understand where the gaps are in quality offer, where support is needed and what kind of support is needed (e.g. training / grant based). This includes identifying what issues face the tourism sector and the type of intervention needed to ensure continued growth of this sector.
- Support and advise business to improve their product and market it effectively. Quality standards should be supported through the Tourism Partnership.
- Increase opportunities for overnight visits through packaging of different attractions in terms of marketing and promotion, and possibly through joint-ticketing initiatives. Establish links with festivals and events. This strengthens the image and identity of the Upper Dales and encourages tourists who may not usually visit the Upper Dales
- Support local supply chains through the promotion of local produce and developing links to local businesses for a variety of visitor experiences
- Explore the opportunities for eco-tourism through a programme of education to raise awareness and grants to make the necessary changes
- Develop a tourism network to establish a profile of Upper Dales tourism businesses and products. An Upper Dales tourism network would provide effective communication between the partnership (represented by RDC) and the Upper Dales businesses.

Develop and promote tourism as an attractive business and career option for young people in the Upper Dales:

- Develop a “seeing is believing” initiative, linked to mainstream training provision and existing good quality tourism businesses, aimed at changing perceptions of young people in the Upper Dales, encouraging them to see tourism as an attractive employment and business option.

Update the tourism brand:

- Develop a new, modern brand identity for the Upper Dales, emphasising the area's landscape and built environment assets, and also its strengths in terms of high quality accommodation and hospitality, and as a destination for outdoors activities.
- Promote an up to date brand image of the Upper Dales through different types of media, raising the local profile of the area.

Strengthen the Upper Dales offer based on outdoors activities:

- Promote adventure based outdoors sports such as mountain biking to give the Upper Dales an alternative image appealing to younger visitors and residents (this relates to Recommendation 4). This includes ensuring visitor centres and tourism web sites can promote and arrange bookings for outdoor activities.
- Develop trails, signs, tours and a skills centre and support local outdoor activity suppliers and services.

Dalby Forest

The aim of Dalby Forest (North Yorkshire) is to be a Centre of Excellence for mountain biking in England. There has been significant investment with around £140,000 from the European Rural Development Fund to build 50km of new cycle trails and 'Dixons Hollow' skills area. This was developed using local companies such as PACE Mountain Bikes and Singletraction.

- Highlight the benefit and potential for accommodation providers to offer specialist accommodation such as secure bike storage, cleaning and maintenance areas, and drying rooms for outdoor activity gear. This could include a scheme to equip traditional coaching inns for mountain bike liveries in a similar way to the New Inn at Appletreewick.

Develop a sustainable transport network to support the visitor economy:

- Investigate the options for improving bus services, re-opening of the Wensleydale Railway, and demand-responsive transport in order to support the area's tourism offer, including setting out the economic impacts of possible interventions.
- Investigate funding options for the expansions to the Wensleydale Railway Line.

6.3.3 Risks and Issues

Without a quality tourist product the Upper Dales will become increasingly vulnerable to competition elsewhere in the region and the UK. Traditional tourism businesses are less able to adapt to change and are reliant on a declining brand, these businesses should be targeted for specific support.

Planning policy and National Park management plans could be a potential barrier to outdoor activities becoming established in the Upper Dales. If the area is going to be recognised as an outdoor adventure location issues will need to be resolved with the National Park Authority.

Shooting is a specialist outdoor activity and operates through word of mouth rather than marketing. The Upper Dales offer will need to be promoted once shooting parties arrive in the Upper Dales through marketing of tourism products and services direct to the shooting estates.

Rural public transport generally requires a significant operating subsidy, so the affordability of options to improve the public transport network will need to be considered carefully.

6.4 Recommendation 3: Support the Development of Creative and Cultural Industries including live-work

6.4.1 Rationale

There are a number of artists and crafts people who work in Swaledale and Upper Wensleydale. A cluster of creative industries has naturally formed at Silver Street in Reeth, this group of artists and crafts people participate in open studio events and have gained recognition for their work outside the Upper Dales. Open studio events provide an opportunity for artists to show case their work and access wider markets, whilst also benefitting the Upper Dales visitor economy.

Support of creative and cultural industries is already provided by Chyrnalis Arts' Art Connections Project. This supports professional artists in York and North Yorkshire and provides training and marketing support services, an online image database and networking services. Arts in Richmondshire also support the development of creative and cultural industries through networking and events.

The York and North Yorkshire Partnership views creative and cultural industries as a key economic driver for the sub region. This sector is a tourism asset with the potential to develop new markets, produce high quality products and promote the area through festivals and events. Across the sub region the creative and cultural sector employs 3.2% of the total workforce. The potential of this sector is also recognised in the Regional Economic Strategy through the support for Creative and Digital Clusters.

6.4.2 Actions

- Provide training and marketing support to help businesses access UK and international markets.
- Ensure quality IT services are in place to enable creative industries to access wider markets and generate revenue from online sales.
- Develop links with the Dales tourism partnership to advertise and promote Upper Dales arts and crafts including targeting specific markets to promote arts based tourism.
- Strengthen the relationship between arts, heritage and tourism (by developing arts based trails and festival events).
- Identify suitable locations for exhibitions and events to showcase and promote creative industry in the Upper Dales. This can include under-utilised buildings and space used for other functions.
- Provide live work units that could aid the industry to develop and expand through the provision of work space catered to its needs.

Mart Theatre

The Mart Theatre in Skipton is used as a venue for commercial, arts and festival events. It has been funded by ERDF, Yorkshire Forward, Craven District Council and the Arts Council. The theatre is located within Skipton Auction Mart which also functions as a commercial auction mart.

6.4.3 Risks and Issues

Potential barriers to creative industry locating in the Upper Dales include the absence of necessary communications infrastructure and the availability of affordable workshop and gallery space.

Whilst creative industry is recognised as a growth sector there is the risk of competition within the sub region for funding. This could attract the creative industry clusters to other locations in the sub region isolating existing businesses in the Upper Dales.

6.5 Recommendation 4: Exploiting the wider economic opportunities for integrating the land-based sector (including farming and rural estates) within the wider economy

6.5.1 Rationale

Despite the forecast decline in agriculture, the sector still accounts for a significant percentage of employment and productivity in the Upper Dales. Farming has an important role to play in the Upper Dales through food production and land management activities. Farm diversification schemes also support the tourist economy as they provide visitor attractions (Hazel Brow Farm in Low Row), accommodation and high quality local produce.

The shooting estates in Swaledale and Upper Wensleydale are another outdoor activity that makes an important contribution to the Upper Dales economy. Activity on the shooting estates results in direct employment opportunities and indirect opportunities through links to tourism.

The Economic Value of the Shooting Industry:

A survey of the Yorkshire Dales National Park suggested that gross revenue generated from grouse shooting totalled £1,710,650 per annum. Furthermore with 30% of the total area of the National Park (438,126 acres) being devoted to manage heather moorland for red grouse there is a continued capacity to develop this industry. Furthermore as a ratio of one gamekeeper for every 1,011 ha to 1,416 ha of moorland is required than this industry clearly has the potential to be a significant employer within the Upper Dales.

An example of the benefits generated through one company's participation in this market illustrates the economic benefits that can be derived from this industry. This business conducts between four and six shoots each year, which cost the clients £15,000 for a party of eight shooters. Thus this provides employment for 40 people including:

- 8 loaders;
- 25 beaters;
- 3 or 4 pickers up; and
- 2 caterers.

This generates total labour costs for a days shooting of £2,000. Additionally the eight shooters and their partners will often stay for two nights in a local hotel accommodation, generating a bill of £1,625. Of this income generated for the hotel money will filter down to benefit other local businesses, such as butcher's and grocer's, in the community.

The management of the moorland in this positive way has additional conservation benefits for the area. This management can promote bio-diversity and create healthier moorlands, which is advantageous for the wildlife in the area.

6.5.2 Actions for the way forward

Farming and food

- Review local supply chains, promoting the use of local produce in café's, pubs and restaurants in the Upper Dales and marketing specialist products.

- Support access of local produce to markets outside the Upper Dales through stronger links with established brands such as Deliciously Yorkshire, and protection of established brands through EU recognition.
- Support local 'added value' agricultural developments building on the preference for local produce, through policy initiatives and business advice for food production businesses. Firms such as McIntryre Meats abattoirs enable shorter production chains in agriculture and enhance the diversity of the local economic base.
- Extend existing food and drink trails advertised on Gourmet Yorkshire to include locations such as the Wensleydale Creamery in Hawes and Angel Chocolatiers in Reeth.

Shooting estates

- Develop links between shooting estates and the quality tourism offer emerging in the Upper Dales; with specific marketing of high quality hotels and restaurants to shooting parties.
- Recognise the economic value shooting estates bring to the rural economy and discussing opportunities for training and skills development for the local workforce to be employed in land management activities on the estates.

6.5.3 Risks and issues

One of the biggest risks facing upland farmers in the Upper Dales is cuts in production subsidies. This could lead to a change in land management activities, which would change the natural environment and the assets of the National Park. Therefore support for farm diversification and local food production schemes is important to ensure the continued integration between the agricultural sector, tourism and the environment.

Shooting estates have traditionally been run discretely, with minimal involvement with economic development initiatives, and this may act as a barrier to working with this sector.

Planned intervention should not be exclusive to the above sectors. It should also be flexible enough to support the potential of emerging sectors (such as environmental technologies and eco-tourism).

6.6 Recommendation 5: Pursuing sustainable development in the Upper Dales, including carbon reduction

6.6.1 Rationale

In the pursuit of the vision for the Upper Dales in 2021 it will be of fundamental importance to ensure that this is achieved in a sustainable manner. This approach will need to be applied in reference to economic, social and environmental development to ensure that the sub region can achieve holistic growth.

Ineffective land management in the Upper Dales, and other upland peat moorland areas, has been claimed to increase carbon emissions. Whilst naturally this peat acts as a carbon store, as a consequence of poor management this function has been lost, with the moorlands now emitting this previously stored carbon. Estimates suggest that this could total additional national emissions of 13 million tonnes of carbon¹⁴

With climate change becoming an increasingly significant problem it will be important to ensure that low carbon technologies and carbon reduction industries are developed and implemented to reduce the carbon footprint and greenhouse gas emissions. These

¹⁴ Herbert, I. (2007) 'Britain's heaths and moors hold the key to reducing carbon emissions', The Independent, 15th March, <http://www.independent.co.uk/environment/climate-change/britains-heaths-and-moors-hold-the-key-to-reducing-carbon-emissions-440267.html>

technologies offer the opportunity for innovation and entrepreneurship within the local community.

6.6.2 Actions

Sustainable Development

To ensure that development within the Upper Dales occurs in a sustainable manner to benefit both present and future generations. Thus economic initiatives should not be at the expense of the environment of the sub region.

Land Management

To manage moorlands appropriately in the Upper Dales to ensure that maximum amounts of carbon are stored and not released into the atmosphere. The successful management of these peat, heather moorlands can absorb significant amounts of carbon, while unsuccessful management can release many tonnes of carbon into the atmosphere.

Development of carbon reduction technologies

Such technologies will aim to reduce the carbon emissions and thus the Upper dales carbon footprint. The availability of natural resources within the sub region means that environmental technologies such as hydro-electric schemes are possible options for the region's low carbon development. For example, a possible hydro-electric project at Raydale has been suggested as a possible means of achieving this aim. Existing schemes such as the Settle hydro-electric project¹⁵ may prove useful reference points for this.

6.6.3 Risks and issues

There is a risk that in developing the economy of the Upper Dales, through expansions into the tourism industry for example, it may be at the expense of the environmental quality of the area. Furthermore in broadening the areas economic base there is also a risk that the areas carbon footprint may increase. It will therefore be necessary to pursue low carbon options.

6.7 Recommendation 6: Improving the quality of internet services for remote working

6.7.1 Rationale

Significant progress has already been made with the provision of basic internet services across the Upper Dales. There is scope to improve the quality of these services to meet the requirements of businesses in the Upper Dales.

The infrastructure currently uses copper cable rather than fibre which limits performance and reduces the ability of businesses to access multiple voice, data and digital services across high speed internet. The challenges are apparent in the upland parts of Swaledale and Arkengarthdale where access to the internet is via a wireless service provided and maintained by Reeth Rural Radio Net, the community provider.

The quality of ICT services is vital to support small companies, home based businesses and satellite working. Isolated businesses that support the Upper Dales economy are dependent on the internet to access goods and services outside the Dales, and access wider markets for online sales. It is essential that any investment in business space and facilities for remote working in the Upper Dales is combined with investment in communications infrastructure.

In more remote areas general improvements in infrastructure are also required to improve and facilitate communication. Within these areas the upgrading of television, telephones and radio services is required to improve the amenities available to the local population.

¹⁵ A revolution in Energy Production <http://www.greensettle.org.uk/hydro/timetable.html>

6.7.2 Actions

Working with existing providers:

Reeth Rural Radio Net has a good understanding of the issues and challenges for the Upper Dales gaining quality communications infrastructure. It is important Reeth Radio Net and other local providers are able to inform and guide future proposals for ICT services in the Upper Dales.

Understanding the current limitations:

An audit of existing business and residential users would provide evidence of the current capacity and quality issues for ICT services (this could be combined with the wider home based business audit and business survey). It would also inform understanding of the coverage and demand for ICT services in the Upper Dales.

Assessing the options:

There are a number of options for the Upper Dales based on a range of costs. The first option is to continue providing a basic service ensuring coverage is achieved across most of the Upper Dales. The second, medium cost option is to extend the network planned by NYNet for the community video link to provide improved quality services for business customers in the Upper Dales. The final, high cost option is to seek significant intervention and investment to encourage BT to upgrade the local exchanges and install fibre in the Upper Dales providing a high quality service to business and residential customers.

6.7.3 Risks and issues

The quality of ICT services becomes a major barrier for businesses and consumers wanting to access digital services, impacting operations and the ability of businesses to function effectively.

There is a risk the quality of service would not improve without significant public intervention alongside private investment. Without this intervention, ICT services and technology would become outdated, with the Upper Dales significantly lagging behind the rest of the region.

6.8 Recommendation 7: Ensuring young people and adults have access to training and skills development

6.8.1 Rationale

It is important for residents of working age have access to employment opportunities offered locally and outside the Upper Dales. There is the potential for the Upper Dales workforce to benefit from the Catterick Garrison expansion and the anticipated demand for employment. In order for residents to access these opportunities they need to have the necessary skills to meet the needs of businesses located in these areas. One of the objectives in the Richmondshire Sustainable Community Strategy is to promote local vocational learning and the provision of e-learning.

Residents either have to complete long distance, correspondence courses or travel to the following locations:

- Skipton (Craven College);
- Richmond (Richmond School);
- Catterick (Risedale Community College);
- Leyburn (Wensleydale School); and
- Darlington (Darlington College).

Hudson House in Reeth is also an established learning centre and offers courses tailored to specific demand. The schools and community colleges provide daytime and evening courses in ICT, languages and practical skills (such as first aid). However, training and skills development to equip residents to access employment opportunities is only available in Skipton and Darlington. Therefore there is a maintained need to boost the role of skills provision from Wensleydale School and Richmond School.

Discussions are currently taking place with North Yorkshire County Council to provide outreach education facilities at the Yorebridge Centre, in place of Craven College. This would give residents in Upper Wensleydale, and potentially Swaledale and Arkengarthdale the opportunity to access local courses without having to travel long distances.

In addition to supporting the skills development of young people and adults, there is also an opportunity to encourage young adults to return to the Upper Dales to set up businesses and develop entrepreneurial skills. This is necessary to reverse the trend of low levels of 20 to 29 years old in the Upper Dales.

6.8.2 Actions for the way forward

Connect young entrepreneurs with appropriate training and grant schemes would develop general business skills. This would equip young entrepreneurs with the necessary knowledge and financial support to start up and sustain new businesses.

Develop apprenticeship schemes with local employers to create opportunities for young people. This benefits local employers as they are able to access and train the local workforce.

Understand training requirements through training needs survey. This will ensure local training and education facilities are offering the right type of training to support businesses and young people. Relevant courses include general business skills, health and safety, marketing, construction and secretarial skills.

Work closely with schools, colleges and universities in the region so that young people are aware of the opportunities available to them in the Upper Dales.

Explore the opportunity for the development of a local skills centre in Hawes. This aligns with the Yorkshire Dales Management Plan (2006) which aims to develop a specialist training centre in the National Park.

6.8.3 Risks and issues

There is a risk that training young people locally means they will access jobs and move away from the Upper Dales. The realistic view is a significant part of the Upper Dales economy remains focus on low skilled and low wage employment. Therefore it is important to connect the Upper Dales workforce to skilled, higher paid employment opportunities within the local area, such as those on offer in Darlington, Richmond and Catterick.

The migration of young people from the Upper Dales can be partly explained by the limited availability of affordable housing and business premises for young entrepreneurs. Therefore, any skills programme should be combined with initiatives for housing or live / work units.

Due to issues of capacity and critical mass training will need to be targeted to meet specific needs. There also needs to be flexibility over learning methods such as having a combination of distance, e-learning and class room based activity.

6.9 Recommendation 8: Maintaining and diversifying the use of community facilities, including developing proposals for other activities including a swimming pool

6.9.1 Rationale

The Yorebridge Centre in Askrigg and the proposed sports pavilion in Reeth provide Upper Dales residents with sporting and leisure facilities. At the Yorebridge Centre the Multi-Use Games Area (MUGA) provides an outdoor facility throughout the year, as well as gym and changing facilities. In Reeth, there are proposals for a MUGA and new sports pavilion to complement the existing cricket and football pitches.

The limited range of indoor facilities in the Upper Dales means other buildings such as village and church halls are often used for sports and leisure. This issue extends to schools in Swaledale where the church by the local school is used for physical education. A combination of factors such as planning policy, funding and critical mass means it is challenging for community facilities to remain viable. The nearest public swimming pool to Upper Dales area is at Richmond, resulting in the Upper Dales being the largest community in North Yorkshire so far from a public swimming pool.

The healthy-living agenda and the needs of a changing and ageing population emphasise the importance of access to good quality sports facilities. These facilities can also be an attraction for visitors, particularly on bad weather days.

The Upper Dales community and leisure facilities are supported by voluntary and community groups. The income generated from the voluntary run clubs and leisure services is low compared to the running costs associated with managing the facilities and leasing the sites. The Askrigg and Reeth sites are dependent on public funding to remain viable, however this is not sustainable in the long term.

Sports development across the district is provided by the Richmondshire Leisure Trust. The Trust aims to provide a high quality range of activities that are affordable and accessible. The Trust is responsible for:

- Developing a toolkit for community groups to support and guide groups through the establishment of new clubs and activities or further develop existing clubs and activities including funding advice and support;
- Supporting health, sport and physical activity providers to access funding opportunities and maximise investment in health, sports & physical activity through partnership working;
- Working with local service providers to produce sports specific development plans ensuring there is correlation between local, sub regional and regional planning; and
- Liaising with all schools where practicable to achieve dual provision.

The community leisure providers in the Upper Dales are part of Active Richmondshire, a Community Sports Network (CSN). The CSN aims to consolidate existing sport and physical activity provision and develop new opportunities, widen access to opportunities and align partners existing priorities and targets within one joined up plan (Community Investment Portfolio) within the Richmondshire District based on local needs.

The relatively small and sparse population of the Upper Dales area provides a challenge in making community and recreation facilities viable. One solution would be to investigate the scope for new facilities (particularly recreation facilities) which could also attract visitors. This could improve the viability of these facilities and help strengthen the areas visitor product. Such facilities could include an indoor swimming pool.

6.9.2 Actions for the way forward

- Take forward as a priority further work to develop proposals for a swimming pool and sports centre for the Upper Dales area (likely to be in Hawes) for use by local people and visitors. This facility should be of the highest design quality, and bring together a range of sports options, without duplicating or impairing the viability of other facilities in the Upper Dales area. This work should consider a range of funding and operating profiles, including use of volunteer staff, to result in a proposal that is financially viable. This facility should complement the existing role of the Yorebridge Centre, Askrigg.

6.9.3 Risks and issues

The main risk to community facilities in the Upper Dales is long term viability due to a combination of levels of demand needed to remain financially viable and continued support from community groups to maintain and run the facilities. These risks can be mitigated through business plans which identify options for joint use, marketing facilities to tourists; and multi-functional use, incorporating education and cultural activities.

6.10 Recommendation 9: Reviewing the approach to implementing and developing planning policy

6.10.1 Rationale

It is important the implementation and development of planning policy considers and supports the need and opportunities for economic change in the Upper Dales alongside the importance of protecting the area's unique landscape and built environment.

It is important that existing planning policy is implemented in an appropriate and sufficiently flexible way. Businesses need to understand the parameters of policy, and to be guided in bringing forward planning applications that are suitable. The evidence from this study is that there is scope for improving this aspect of the planning process.

The National Park local plan is currently under review so there is an opportunity to influence policy development, with the aim of planning proactively and appropriately for modest expansion in tourism, business space and affordable housing.

The National Park is in the process of preparing the Yorkshire Dales Development Framework (YDDF). The first stage of the YDDF consists of a review of housing, minerals and waste policy and the production of procedural documents (such as the LDS and SCI). The Authority also intends to publish several Supplementary Planning Documents including a design guide for new agricultural buildings and a review of the existing National Park Design Guide. This initial review will take three years. In the interim the majority of the Yorkshire Dales Local Plan 2006 and the Minerals and Waste Local Plan 1998 have been saved.

The Authority does not intend to produce a core strategy at this stage. In the National Park it is considered that the strategy of the recently adopted Local Plan and the new National Park Management Plan 2006, adequately address the main issues and remain in general conformity with the emerging Regional Spatial Strategy and National planning policy. A review of the Local Plan and Management Plan is detailed in Chapter 3.

The Core Strategy for the Yorkshire Dales National Park together with reviews of other areas of local planning policy will wait until after the reviews of housing, minerals and waste. This includes the production of 'Action Area Plans' to address proposals for comprehensive redevelopment or regeneration. The Authority does not consider there are any locations or circumstances that would warrant the production of an AAP, so it is not proposed to prepare any during the next 3 years.

6.10.2 Actions for the way forward

- Work with the Yorkshire Dales National Park Authority to investigate and discuss the issues relating to an appropriate and flexible interpretation of policy through the

development control process. Consider what steps could be taken (i.e. through production of a guide) to improving dialogue and understanding between businesses and planning development control.

- Work in partnership with the Yorkshire Dales National Park Authority to plan for change in the Upper Dales. This includes identifying the main priorities to support economic development in the Upper Dales as part of the production of the Local Development Framework.

6.10.3 Risks and issues

The overall objective to conserve the National Park means there is a risk that planning could be a barrier to change. This could be overcome by adopting a managed approach, recognising the opportunities for economic development in the Upper Dales and managing the risks of environmental impact.

The current timetable for the preparation of the core strategy means there is a risk that policy interventions will not be in place to manage change in the Upper Dales.

7 Packaging the proposals

7.1 Introduction

In order to take the recommendations forward towards a business case for funding, the specific actions or projects within each recommendation need to be identified. An action plan is set out as an appendix to this report. This shows how the proposals could be packaged, highlighting the timescale, broad costs and the role of key agencies to take ownership of these proposals.

7.2 Aligning the recommendations to funding criteria

This report has reviewed the changes in rural funding and set out recommendations to support positive change in the Upper Dales. The conclusions to implement changes in the area are that:

- Physical interventions should be set within a wider framework for economic development in the area;
- This should be strategy, not project or funding led; and
- Funding should be levered from a wide range of sources.

It is important proposals for the Upper Dales align with the objectives and performance measures detailed in the Yorkshire Forward Corporate Plan (2007 – 2010) and Defra guidance.

From March 2009 the funding programmes that Richmondshire District Council should target for the Upper Dales are the Rural Capital Programme and the Rural Development Programme for England (RDPE). The Rural Capital Programme focuses on creating conditions for enterprise and growth through:

- Development of business incubator space;
- Formation of local business networks; and
- Supporting towns to realise the value of distinctive local produce and tourist assets.

In addition the RDPE has four programmes which relate to rural regeneration, business enterprise and development and land management. The objectives of these programmes relate to the Upper Dales proposals for business space, support for growth sectors and skills development. The community based focus of LEADER, one of the RDPE programmes, means Upper Dales package of proposals should provide opportunities for the local community, identifying needs and setting local priorities.

For the proposals to meet the performance measures and criteria for these funding programmes they need to demonstrate outcomes such as:

- Improved rural productivity;
- Enterprise culture and quality of life;
- Job creation;
- Business start-ups; and
- Private sector investment.

The proactive approach to project development under the new programme means projects need to be developed which deliver multiple outcomes. According to Defra, a more efficient approach to managing investments will be adopted by the Regional Development Agency to either meet the requirements of different local areas which have similar needs or deliver benefit to the maximum number of businesses. Therefore the programme of projects for the

Upper Dales needs to demonstrate the wider benefits for the locality and the sub region, as well as the direct benefits gained from each project.

When packaging the proposals for funding the following challenges should be addressed:

- Operating within a coherent geographical boundary;
- Offering a sufficient critical mass to support a viable development strategy; and
- For the LEADER programme the implementing regulation requires the population of a Local Action Group area to be between 5,000 and 150,000.

The Upper Dales has a strong case for intervention and funding as RDPE allocations are on the basis of socio-economic criteria aimed at areas with particular structural difficulties.

The Upper Dales is an area of national and international importance in landscape and built environment terms. However it is also an area which is facing significant pressures resulting from economic and demographic changes, changes in land management and agricultural subsidy regimes, changing customer demands, changing tourism patterns, and changing rural funding patterns. The choice for the Upper Dales area is whether it seeks to have a successful and viable economy. If it does, change will be essential – change in terms of businesses, development, branding and funding strategies. The area will need to change just to stand-still, in the face of competition from other locations.

Proposals for the Upper Dales should be focused on opportunity and potential specific to the local area. It is also important that the proposals taken forward by RDC focus on addressing the wider structural changes taking place in the Upper Dales and demonstrate leadership in overcoming the fundamental challenges facing the area. This would enable the Upper Dales to realise the opportunities for change, supporting this remote area as an attractive location for a diverse range of businesses, tourists and residents of all ages.

Appendix A

Indicative Action Plan

A1 Indicative Action Plan

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
R1: Develop small business space and live/work units	Conduct a survey of home based businesses, home workers and businesses in the Upper Dales to understand indigenous demand and requirements for business space and services.	The survey could capture current performance measures to establish the current position for funding applications. The survey would also demonstrate demand and potential within the Upper Dales economy. Funding through RDPE and the Rural Capitals Programme	RDC / Business Link	Short term	£5,000
	Assessment of potential sites (including land ownership, use, cost issues). This should consider existing allocations at Silver Street and Upper Wensleydale Business Park, as well as other potential sites.	The locations will need to take into consideration land ownership issues and potential for private funding for the purchase of land and premises. Funding through RDPE and the Rural Capitals Programme	RDC / YDNP / Landowners	Short term	£5,000
	Pilot a live/work scheme within or near the main service centres of Hawes and Reeth, using experience from the Hudson House model to inform the design and operation of the scheme.	These services could align with the criteria to support the development of entrepreneurship and innovation in rural areas, funded through RDPE and the Rural Capitals Programme.	Yorkshire Forward / RDC	Medium term	£100 - 200,000

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
R2: Updating and improving the tourism brand and product, based on outdoor activities and a high quality sustainable transport network, and through changing perceptions of tourism as an attractive career option	Understand where the gaps are in quality offer, where support is needed and what kind of support is needed (e.g. training / grant based). This includes identifying what issues face the tourism sector and the type of intervention needed to ensure continued growth of this sector.	Tourism Partnership, RDPE, Yorkshire Forward, RDC – commission a study	Tourism Partnership	Short-term	£80,000
	Support and advise business to improve their product and market it effectively. Quality standards should be supported through the Tourism Partnership. Explore the opportunities for eco-tourism through a programme of education to raise awareness and grants to make the necessary changes. Support local supply chains through the promotion of local produce and developing links to local businesses for a variety of visitor experiences	Tourism Partnership, Yorkshire Forward, RDPE, RDC	Tourism Partnership	Medium term	£250,000
	Increase opportunities for overnight visits through packaging of different attractions in terms of marketing and promotion, and possibly through joint-ticketing initiatives. Establish links with festivals and events. This strengthens the image and identity of the Upper Dales and encourages tourists who may not usually visit the Upper Dales	Tourism Partnership, Yorkshire Forward, RDPE, RDC, Tourism Businesses	Tourism Partnership	Medium term	£150,000
	Develop a tourism network to establish a profile of Upper Dales tourism businesses and products. An Upper Dales tourism network would provide effective communication between the partnership (represented by RDC) and the Upper Dales businesses.	Tourism Partnership, Yorkshire Forward, RDPE, RDC, Tourism Businesses	RDC, businesses	Medium Term	£35,000
	Develop a “seeing is believing” initiative, linked to mainstream training provision and existing good quality tourism businesses, aimed at changing perceptions of young people in the Upper Dales, encouraging them to see tourism as an attractive employment and business option.	Tourism Partnership, Yorkshire Forward, RDPE, RDC, Tourism Businesses, FE colleges	Tourism Partnership	Medium Term	£100,000

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
	Develop a new, modern brand identity for the Upper Dales, emphasising the area's landscape and built environment assets, and also its strengths in terms of high quality accommodation and hospitality, and as a destination for outdoors activities.	Tourism Partnership, Yorkshire Forward, RDPE, RDC, Tourism Businesses	Tourism Partnership	Medium Term	£200,000
	Promote an up to date brand image of the Upper Dales through different types of media, raising the local profile of the area.	Tourism Partnership, Yorkshire Forward, RDPE, RDC, Tourism Businesses	Tourism Partnership	Medium Term	Better coordination and targeting of existing work
	Promotion of outdoors activities in the Upper Dales through a programme of publicity and marketing.	RDPE and main stream funding channelled through the Tourism Partnership.	Tourism Partnership / RDC	Short term	£50,000 – £100,000
	Work with the outdoors sector to establish areas for specialist mountain bike trails / skills areas and extend existing cycling routes.	This relates to business sector development to promote growth in outdoors and adventure activities. Potential funding through private sector, Yorkshire Forward and EU Rural Development Fund.	Yorkshire Forward / RDC / YDNP	Medium term	£250,000 – £500,000
	Work with accommodation providers to establish how they can meet the demands of tourists pursuing outdoor activities. This could include a grant scheme to equip pubs and B&B's with bike storage, maintenance and drying room facilities.	Potential mainstream funding through Tourism Partnership and RDPE funding.	Tourism Partnership / RDC	Short term	£100,000
	Support the continued development of the Wensleydale Railway with connection to the main line at Northallerton and extension west through to Bolton Castle and Aysgarth, the support including setting out the economic impacts on local businesses of possible interventions as well as supporting tourism through linkages to integrated bus services into the Upper Dales'.	Tourism Partnership, Yorkshire Forward, RDC, Wensleydale Railway plc, Lead, Wensleydale Railway plc.	RDC	Medium term	Not yet known

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
R3: Support the Development of Creative and Cultural Industries	Provide training and marketing support to help creative businesses access UK and international markets. This includes the promotion of the Upper Dales as a destination for arts based tourism.	Combination of Arts Council and RDPE funding to support this growth sector.	Yorkshire Forward / RDC / Tourism Partnership	Short – medium term	£20,000
	Identify potential locations for gallery space and workshops to encourage further clustering of creative and arts based industry. Locations could include an extension to Silver Street in Reeth, or other possible sites in Hawes.	Demand for this type of space could be identified through the business survey (see R1). This could also link to the pilot live/work scheme (see R1). Potential funding through the Arts Council, RDPE and Big Lottery.	RDC / AiR	Medium term	£100,000 – £200,000

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
R4: Exploiting the wider economic opportunities for integrating the land-based sector (including farming and rural estates) within the wider economy	Review local supply chains, promoting the use of local produce in café's, pubs and restaurants in the Upper Dales and marketing specialist products.	RDC, Tourism Partnership, Yorkshire Forward, RDPE	RDC	Medium Term	£30,000
	Support access of local produce to markets outside the Upper Dales through stronger links with established brands such as Deliciously Yorkshire, and protection of established brands through EU recognition.	RDC, Tourism Partnership, Yorkshire Forward, RDPE	RDC	Medium Term	£50,000
	Extend existing food and drink trails advertised on Gourmet Yorkshire to include locations such as the Wensleydale Creamery in Hawes and Angel Chocolatiers in Reeth.	RDC, Tourism Partnership, Yorkshire Forward, RDPE – needs to be taken forward in context of wider strategy for developing the visitor product	Tourism Partnership	Medium term	£50,000
	Develop links between shooting estates and the quality tourism offer emerging in the Upper Dales; with specific marketing of high quality hotels and restaurants to shooting parties.	Tourism Partnership, RDC, Shooting Estates	Tourism Partnership	Medium Term	£15,000
	Recognise the economic value shooting estates bring to the rural economy and discussing opportunities for training and skills development for the local workforce to be employed in land management activities on the estates.	Tourism Partnership, RDC, Shooting Estates – through study on economic linkages and impacts	Tourism Partnership	Short-term	£35,000
	Explore the potential for skills sharing between gamekeepers and local farmers to support ongoing land management activities.	Funding through Yorkshire Dales Millennium Trust.	YDNP	Short term	£15,000

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
R5: Pursuing sustainable development in the Upper Dales, including carbon reduction initiatives	To manage moorlands appropriately in the Upper Dales to ensure that maximum amounts of carbon are stored and not released into the atmosphere.	Yorkshire Forward, Natural England, DEFRA	RDC/YDNP	Medium term	Not yet known
	To investigate environmental technologies and renewable energy sources that will aim to reduce the carbon emissions and thus the Upper Dales carbon footprint.	Yorkshire Forward, Carbon Trust, DEFRA	RDC	Short term	Not yet known

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Indicative Cost
R6: Improving the quality of internet services for remote working	Conduct an audit of Broadband users to understand issues with existing services (such as coverage and quality of service) and establish levels of demand.	This can be linked to the business survey. Potential funding through RDC.	RDC / NYCC	£5,000
	Evaluate options to improve services with existing providers (including local providers such as Reeth Rural Radio Net).	Infrastructure provision for remote rural areas could be an extension to existing Yorkshire and Humber Assembly research on infrastructure.	RDC / YHA	Not yet known
	Explore options to achieve optimum demand levels and increase viability of large scale investments through integration of community and service based schemes with business uses.	There could be the potential to extend NyNet to include business and residential users. Potential funding through RDPE or from S106 funds.	RDC / NYCC / YDNP	Not yet known
	Lobby government and regional agencies to invest in ICT services to support the rural economy. Without appropriate ICT infrastructure in place, rural areas are unable to attract new businesses and support growth of existing businesses.	Significant infrastructure upgrades and provision of quality ICT services cannot take place in the Upper Dales without major public sector investment.	RDC / NYCC	Not yet known

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
R7: Ensuring young people and adults have access to training and skills development	Conduct a Training Needs survey with local businesses (within and outside the Upper Dales). Work with existing training providers to discuss potential for outreach courses for the Upper Dales.	This links to the business survey (see R1). Funding through RDPE and RDC.	RDC / NYCC	Short term	£20,000
	Explore the potential to develop a local skills centre in the Upper Dales in line with the Yorkshire Dales Management Plan.	Mainstream funding through YDNP and Millennium Trust.	RDC / YDNP	Medium term	Not yet known
	Promote local training and entrepreneur grant schemes to youth groups and local schools to raise awareness for young entrepreneurs and equip them with the necessary knowledge and financial support to access local employment opportunities.	Funding through Princes Trust and mainstream education / skills funding.	RDC / NYCC / Business Link	Short – medium term	£50,000
	Identify suitable locations in the Upper Dales to provide training to young people and adults. Locations such as Hudson House in Reeth and the Yorebridge Centre in Askrigg should be considered as have been used for local learning provision.	Mainstream education and skills funding through NYCC.	RDC / NYCC	Short term	Not yet known
	Develop strong links with universities in the region to raise the profile of the Upper Dales and encourage young people to return to start up new businesses or access local employment.	This requires other business initiatives detailed in R1 and R2 to be in place first.	RDC / NYCC	Medium – long term	Not yet known
R8: Maintaining and diversifying the use of community facilities, including developing proposals for other activities including a swimming pool	Take forward as a priority further work to develop proposals for a swimming pool and sports centre for the Upper Dales area (likely to be in Hawes) for use by local people and visitors. This facility should be of the highest design quality, and bring together a range of sports options, without duplicating or impairing the viability of other facilities in the Upper Dales area. This work should consider a range of funding and operating profiles, including use of volunteer staff, to result in a proposal that is financially viable.	Funding from Big Lottery, Sport England and NYCC / RDt.	RDC / Richmondshire Leisure Trust / Tourism Partnership	Short – medium term	£30,000 for feasibility study

Recommendation	Actions / Projects	Potential funding sources & issues	Lead agencies	Timescale	Indicative Cost
R9: Reviewing the approach to implementing and developing planning policy	Work with the Yorkshire Dales National Park Authority to investigate and discuss the issues relating to an appropriate and flexible interpretation of policy through the development control process. Consider what steps could be taken (i.e. through production of a guide) to improving dialogue and understanding between businesses and planning development control.	RDC, YDNPA	RDC, YDNPA, businesses	Short-term	£10,000
	Work in partnership with the Yorkshire Dales National Park Authority to plan for change in the Upper Dales. This includes identifying the main priorities to support economic development in the Upper Dales as part of the production of the Local Development Framework.	RDC, YDNPA, NYCC	YDNPA	Medium-term	£30,000

Appendix B

**Individuals/
Organisations
Consulted as part of the
Upper Dales Feasibility
Study**

B1 Individuals/ Organisations Consulted with as part of the Upper Dales Feasibility Study

Organisation	Name
Arts in Richmondshire	Robin Battersby
Askrigg Parish Council	Alan Kirkbridge
Blue, the Design Co.	Will Daykin
Chrysalis Arts	Rick Faulkner
Dales Mountain Bike Centre	
Gayle Mill / Raygill Farm	William Lambert
Government Office Yorkshire and Humber	David Wilford / Alison Bidulph
Gunnarside Estate Office	Dick Murphey
Hawes Auction Mart	Alice Amsden
Hudson House	Graham Wilkinson
Johnson Richard and Partners (Solicitors)	Richard Johnson (Johnson Richard & Partners)
JR Hopper & Co	Brian Carlisle
Kearton Guesthouse	Mr Danton
National Park Authority	Peter Stockton
North Yorkshire County Council	Chris McGee Cllr Melva Steckles Cllr John Blackie Fran Let
North Yorkshire Economic Development Unit	Rita Lawson
Reeth & Grinton Parish Council	Derek Pollard / Margaret Porter
Reeth Physiotherapy	
Reeth Radio	
Richmondshire District Council	Cllr Yvonne Peacock Cllr Howard Thomas Cllr Martin Bearpark Cllr Raymond Alderson Lynda Powell
Ropeworks	Dr Peter Annison
Rural Action Yorkshire (formerly Yorkshire Rural Community Council)	Cath Calvert
Rural Solutions	Roger Tempest
Swaledale Business Association	Malcolm Gardener
The Punchbowl Inn / CB Inn	Charles Cody
Two Dales Partnership (Swaledale & Arkengarthdale CIP)	Gavin Graveson
Upper Dales Community Partnership Ltd	
Upper Wensleydale Business and Community Association	Rima Berry
Upper Wensleydale CIP Group	Stan Roocroft, Colin Bailey, Rima Berry
Weatherald wood works	Ron Williams
Wensleydale Creamery	David Hartley (MD) or Paul Burney (FD)
West Burton Parish Clerk	Sue Ryding
Yorebridge Eductaion Committee	Cllr Yvonne Peacock
Yorebridge Trust	Dr Peter Annison
York & North Yorkshire Partnership Unit	Andrew Leeming
Yorkshire Forward	Julie Hutton

Public Open Evenings were held at Reeth and Hawes to engage with the communities.