

THE WOOL TOWNS ASSOCIATION CIC
BUSINESS PLAN 2017

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Executive Summary

This plan has been prepared by members of the Town/Parish Councils and Business Associations of Lavenham, Long Melford, Clare and Hadleigh. It sets out proposals for a tourism strategy to promote the area known as the Wool Towns. A Community Interest Company has already been formed and it is hoped that other interested communities within the region will participate. The long term aim is to create a tourism destination to rival the Cotswolds and the objective of this plan is to set out how this might be achieved.

1. Background

1.1 The Wool Towns Association (WTA) was formed as a voluntary group in April 2016 with participation from the Business Associations and Town/Parish Councils of Lavenham, Long Melford, Clare and Hadleigh. This followed Suffolk County Council's successful bid for European funding under the EEC's LEADER Rural Development scheme. <https://www.suffolk.gov.uk/business-jobs-and-careers/funding-for-businesses-charities-and-projects/rural-development-funding/wool-towns-leader-programme/>. The attendant publicity encouraged local communities to apply (Appendix 1)

1.2 A steering group was formed comprising one member from each of the Town/Parish Councils above, one member from each town or village's business association and a representative from Babergh's business development and tourism department. Their CV's are attached at Appendix 2. A Constitution was adopted and a bank account set up. It was agreed to ask each of the participating organisations for an initial donation of £100 to fund setting up expenses.

1.3 The objectives of the group as set out in its constitution are;

- To promote the Wool Towns area (as identified in Suffolk County Council's LEADER bid document) and in particular the villages/towns of Lavenham, Long Melford, Clare and Hadleigh to a wider audience as an attractive and welcoming visitor destination.
- To identify areas of 'best practice' in the promotion and management of tourism and to encourage their adoption throughout the region.
- To identify and secure funding from whatever sources to finance the PR and Marketing campaign necessary to identify the Wool Towns as a more widely known visitor destination.
- To identify and foster the structure of organisation capable of meeting the aims of the association in the longer term.

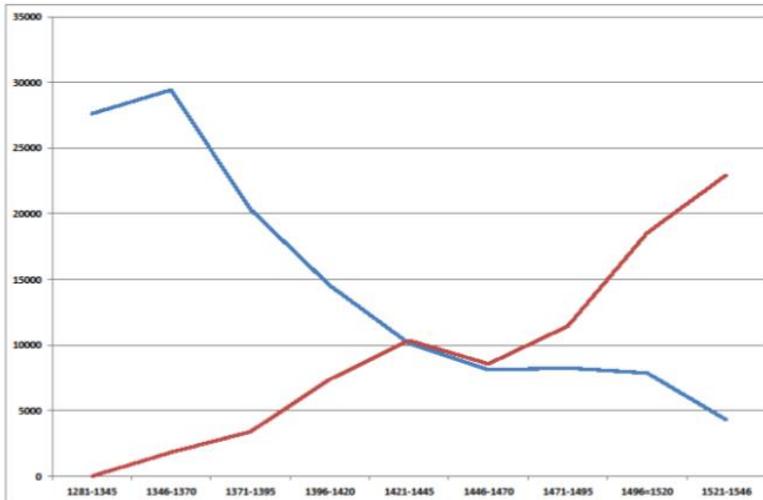
1.4 In due course an outline application for Rural Development funding was prepared and in August 2016 the group was informed this was successful and was invited to submit a full application. (See letter at Appendix 3). A number of conditions were contained in this letter (Appendix 4) which the group spent considerable time researching. A draft full application was submitted for discussion in October 2016. It was apparent from the response that if the group was to be successful in obtaining a grant from the LEADER programme then much further work to satisfy the conditions would be required. As a result of this, the group decided to put the LEADER application on hold. This decision and the County Council's response are documented in the correspondence at Appendix 5.

1.5 The WTA is now registered as a Community Interest Company (Reg. No 10530622) and has adopted the above aims in its Articles of Association.

2. What makes the Wool Towns special?

2.1 First and foremost, the towns and villages within the Wool Towns region share a common heritage. Wool

Exports of Raw Wool and Woven Cloth 1281-1545



Graph shows English Woolsack and Broadcloth exports expressed as equivalent woolsacks Source John H Munro 'Medieval Woolens; The Western European Industries and their Struggles for International Markets Cambridge University Press pp228-324

was by far the most important influence on European trade in the from the late 12th century until the early 15th century and during this period an industrial revolution took place which saw the manufacture and export of woven cloth from the Wool Towns replace the export of raw wool. The development of this trade generated huge wealth for those involved and this manifests itself today in the legacy of fine buildings which abound within the region.

2.2 The inherent attractiveness of the villages and towns has encouraged the establishment of a wide range of excellent food and hospitality businesses. Within the Wool Towns region there are

- 12 Historic or cultural attractions open to the public
- 34 restaurants and pubs with a trip advisor rating of 4* or above
- 13 Hotels with a trip advisor rating of 4* or above
- 30 Inns or B&B's with a trip advisor rating of 4* or above
- A wide range of galleries and art studios open to the public
- An abundance of excellent holiday cottage accommodation
- A good range of food, lifestyle and farm shops

These are all predominantly independent and family run and combine to offer a unique experience to the discerning visitor.

2.3 The gently rolling Suffolk and North Essex countryside, interspersed with picturesque villages on generally quiet roads, footpaths and cycle routes makes for a relaxed atmosphere. The region therefore offers a 'get away from it all' opportunity for those wishing to escape the stress of work and city life for a short break or holiday in the countryside.

2.4 The Wool Towns region offers a wealth of refined experiences from fine art galleries, concerts, museums, country houses and cultural and rural events. John Constable, Thomas Gainsborough, Sir Alfred Munnings and Cedric Morris all lived and worked within the area. The Wool Towns region (as defined in Suffolk County Council's LEADER programme) abuts the historic market towns of Bury St Edmunds and Colchester. The Suffolk Heritage coast is within an hour and a half's drive.



3. What are the Opportunities?

3.1 There is scope to increase awareness of the region. The market segmentation report recently carried out for Visit Suffolk (Appendix 6) identifies the Wool Towns as a specific destination along with other regions within Suffolk. Some 16% of respondents had not heard of the Wool Towns whilst 34% were aware of the region and 50% had visited. The research identified that, when given a description of the Wool Towns' attributes in comparison with other areas of Suffolk, the strongest appeal was for mature couples, who wish to visit for a short break and enjoy good food, culture and walking in the countryside. The research also indicates that on average a day visitor spends £41.26 per trip whereas an overnight visitor spends an average of £172.24. This underlines the importance of converting day trips into overnight stays.

3.2 There are some excellent examples of tourism marketing and promotion by individual villages, towns and businesses within the Wool Towns region. These sometimes refer to other areas of interest nearby but the approach in the past has been rather parochial. There is plenty of anecdotal evidence of regular visitors to Lavenham for example being unaware of Long Melford and vice versa. A marketing approach which seeks to present the attractions of whole area in a cohesive fashion is much more likely to appeal as a short break or holiday destination. It is hoped that, in due course, representatives from communities such as Sudbury, Dedham, Cavendish, Kersey and other towns and villages in the Wool Towns region will join the WTA and participate in its development. The 'Visit Suffolk' web site already identifies the Wool Towns. <http://www.visitsuffolk.com/explore/wool-towns.aspx/>

3.3 There is no reliable data at the moment for visitor numbers to the Wool Towns region although within the latest figures on tourism published by Visit Suffolk (See Appendix 7) there appears to be a worrying reduction in the recorded number of overnight stays compared to day visits.

Day visits;

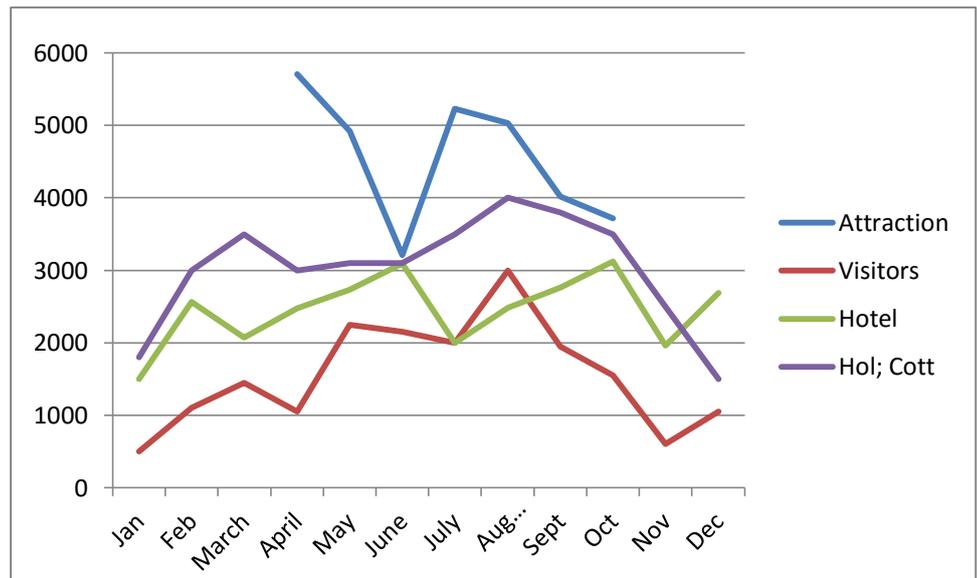
Babergh District	2014	3,571,000	
	2015	3,586,000	- a 0.42% increase
Mid- Suffolk	2014	3,402,000	
	2015	3,433,000	- a 0.91% increase

Overnight Stays;

Babergh District	2014	201,000	
	2015	187,000	- a 6.97% reduction
Mid Suffolk	2014	152,000	
	2015	142,000	- a 6.58% reduction

Accommodation websites such as Trip Advisor record an observable reduction in the amount of B&B serviced accommodation whilst holiday cottage numbers have increased. This trend could be responsible for a change in recording but, for whatever reason there is no doubt that one of the main opportunities for the Wool Towns region is to convert a proportion of day visits into overnight stays or short break.

3.4 The seasonal pattern of visitors is represented in the chart below. The blue line is for one of the region's attractions which is closed in the winter months, the purple line represents room occupancy for a group of managed holiday cottages, the green line shows room occupancy for a 4* hotel and restaurant, whilst the red line represents the pattern of car park receipts in Lavenham. All of these statistics show the fairly dramatic difference between summer and winter visitor numbers.



3.5. In summary therefore the opportunities are;

- To raise awareness of the Wool Towns generally.
- To convert a proportion of day visitors into overnight stays
- To encourage longer stays
- To alter the seasonal balance to become busier in the winter

4. The Business Plan

4.1 The business Plan for the WTA is in two main parts;

- Establish the WTA as a credible organisation capable of taking on the challenge of meeting the aims set out in 3.5 above. It is anticipated that local funding will be raised for this.
- Implementation of the necessary Marketing and PR campaign and other activities to promote the Wool Towns. This could require substantial funds and will require the WTA to progress its full LEADER grant application in due course once the conditions can be met.

4.1 Work has already started on the first part of the programme. A rough idea of the web site concept is at Appendix 8 and discussions are under way with our preferred web site designer in Bury St Edmunds (4 quotes having been sought as part of the LEADER process) We are also investigating the provision of sponsored 'Infopoint' style maps (See Appendix 9) which could show the whole Wool Towns area and be available in display form as shown and in fold up paper form. A Twitter feed has been in existence since the beginning of December 2016 and many of the followers are the businesses and communities that need to be engaged with. The Wool Towns Association has been registered as a Community Interest Company so as to provide the governance structure and the opportunity for further participation. We envisage launch activity possibly in the form of a conference or a series of events in the early summer of 2017 to build awareness and encourage membership. We plan to work with potential partner organisations such as Visit Suffolk and Visit Anglia to assist with the development of our marketing programme. (See Section5)

4.2 The budget for the first part of our business plan is estimated as £10,000 allocated as follows;

Web site production	£3,000
Photography and licences	£1,000
Printing	£3,000
Launch event expenses	£3,000

We are approaching County Councillors within the region to ask for support from within their locality budgets and we will also seek support and membership of the WTA from potential sponsors and communities which we expect to feature on the web site. The admin and setting up of the first stage of the plan will continue to be on a voluntary basis from within the existing WTA membership.

4.3 The second phase of the Business Plan is the implementation of the Marketing Plan set out in section 5. This formed the major part of our original LEADER funding bid. An important part of the plan will be the development of partnerships with regional and national tourism organisations and the Destination Management Organisations which surround us. We will have to be seen as a credible organisation to achieve this – hence the first part of the plan.

4.4 Our outline application to LEADER was for up to £100,000 of non-matched funding, largely to be spent on marketing and publicity but including some signage along the lines of ‘you are now entering the Wooltowns’. We also envisaged the recruitment and training of volunteer guides to complement the work of the TIC’s and blue badge scheme and attendance at tourism events. This funding and the programme it supports will need refinement in 2017 but, at an early stage, it was clear that even though the grant funds could be substantial, they are paid retrospectively and the claimant has to demonstrate that certain ‘milestones’ in terms of jobs created and turnover increased have been met. This inevitably means a requirement for working capital which will need funding. As a result, the Wool Towns Association is unable to do any further work on the LEADER bid until this cash flow can be funded.

4.5 In order to meet the conditions set out at Appendix 4 we will need to establish at an early stage some more accurate base data specifically for the Wool Towns region. Provision will need to be made within the budget for the necessary research (probably in collaboration with Visit Suffolk) to discover;

- The value of tourism to the region
- Estimates for the number of day visitors and overnight stays
- The available hotel, B&B and holiday cottage capacity

5. The Marketing Plan

The Wool Towns Association CIC has ambitions to establish a brand for this distinct part of the Tourism offer in East Anglia and then champion the locality to potential visitors, with a particular emphasis on the average duration of visits and on increasing footfall outside the “high season”.

There follows an analysis of the various elements of the Marketing Mix that will be used to promote our aims and help realise the desired outcomes. For each element, we will explain the actions, identify who does what and how, what the cost will be and timescales involved

5.1 The Marketing mix

WTA will use a mix of marketing activity and tools aimed at achieving objectives as outlined in section 3.5 of this plan. This will include some or all of the following activities. The mix employed will depend upon task prioritisation, available resources (and funding) and anticipated effectiveness.

The action plan at Appendix 10 reveals the short-term plans for marketing activity, while longer term developments will be reviewed in 2017.

5.2 Partnership Marketing

Partnerships are crucial to the WTA Marketing Plan.

Private sector partners will provide consultation, and, we hope, time and financial resources. Local business associations with an interest in Tourism development are invited to participate in the operation of the WTA

County and District Councils will be asked to support, and perhaps invest. Town and Parish Councils representing Wool Town communities are invited to participate in the operation of the WTA

Tourism bodies (usually public/private collaborations) are a primary route to market

5.2.1 Tourism Bodies

The primary partner for the Association will be Visit Suffolk. With a brief that covers the majority of the geography of the Wool Towns area, and certainly all the activity in the four communities leading the project, Visit Suffolk already provides a sound, integrated and respected platform for promotion of the attractions and services we have on offer. (It already identifies the Wool Towns as a destination in its web site)

The Association will also engage with Visit East Anglia as the regional lead for the East of England.

The Association will engage and develop partnerships with the sister organisation in Essex (www.visitessex.com), and with other web based services that cover either a distinct part of our territory, (such as www.riverstourtrust.org) an adjacent community, (such as www.thesuffolkcoast.co.uk) or a wider brief, such as www.visiteastofengland.com

5.2.2 Partnership Marketing policy

The importance of such partnership marketing is crucial. The Wool Towns Association has developed a policy document for this issue that is based on a protocol developed by Visit Suffolk.

Partnership Marketing Policy

Public Relations

Where possible, WTA will deal with and respond to PR that relates solely to the Wool Towns area from a local business.

WTA will ask Visit Suffolk to add a relevant call to action to the Gorkana media monitoring service for clippings

Both WTA and Visit Suffolk will monitor press coverage and share information

Visit Suffolk will be asked to hand over press visits that focus on WTA boundary areas

Where a journalist requests support from a specific business which is within the WTA boundary, the WTA will engage with that business to fulfil the enquiry and handle the request. If they are unsuccessful, Visit Suffolk will handle the enquiry

Where a request covers more than one district, Visit Suffolk will handle enquiries

When WTA is short of resource, Visit Suffolk will continue to provide support as necessary

Communication to businesses

WTA and partners will jointly communicate activity to avoid duplication wherever possible

Partners will be asked to coordinate scheduled trade communications and dates with WTA

Any relevant promotional opportunities that arise will be communicated directly to Tourism businesses and WTA informed

Consumer facing activity

WTA will provide Partners with a list of all its communication channels (web/social) in order that they may be incorporated in marketing promotion wherever relevant

WTA will supply their content strategy monthly to sit within partners content plans

WTA will collaborate with partners over the creation of new visual assets in order to avoid duplication of content, enable cost-savings and ensure the “share-ability” between the organisations

WTA content will have a clear presence on partner web sites, such as a banner directing consumers to the WTA portal for further information.

The Association sees engagement with individual visitors to the area as an important part of spreading the message about the wider Wool Towns offer. Accordingly, the Association will encourage localities to organise services such as “blue badge guides” to explain local stories and promote the wider area. The Association also plans to support these locality initiatives with a resource of information about the Wool Towns area and support the training of guides in locality knowledge

Market Intelligence, Industry Events and Stakeholder Meetings

WTA will maintain positive relationships with relevant Tourism promotions organisations and seek a flow of information on such matters as:

- Economic impact reports, both local and regional
- Local extracts on website analytics in so far as these can be tracked and related to the Wool Towns area
- Research to provide insights into our current and potential visitor base
- Opportunities to engage at industry events/roadshows
- Opportunities to contribute to regional marketing meetings and stakeholder events

6. Finance and Governance

6.1 Governance

6.1.1 The Wool Towns Association was established as a not for profit unincorporated body. Following a number of meetings during 2016, the members agreed to form a Community Interest Company, limited by guarantee, and a representative from each of the four communities that had formed for original group agreed to act as founder Directors. This confirms the commitment of participants to operate the business of promoting the Wool Towns in a business-like manner and publicly asserts the intention to carry out the work solely for the benefit of the designated area and its Tourism related businesses.

6.1.2 CIC status makes the rules and finances of the organisation a public matter and invokes regulatory compliance for the association and its Directors.

6.1.3 CIC status established a Limited Company which facilitates procurement and contracting. The Directors believe that CIC status will also make it easier for public bodies and grant giving organisations to support the organisation. This business plan was an obvious first step for a newly incorporated body.

6.1.4 The CIC memorandum and articles allow Directors to provide services to the CIC for a fee, provided that a declaration of interest is made. However, at the time of writing, there are no such plans as all those involved so far in the development of this Wool Towns promotion initiative are happily giving their time on a pro bono basis.

6.2 Financial Control

6.2.1 The Wool Towns Association opened a current account with Lloyds, who provide a "Treasurers Account" specifically aimed at our type of organisation. New facilities will, in due course, be established with Lloyds for the newly formed CIC.

6.2.2 David Martin FIC, one of the Founder Directors, has agreed to act as Honorary Treasurer. The Company will review these arrangements and the possible need for external accounting services as income and expenditure grows.

6.3 Sources of Finance

6.3.1 A major source of potential finance remains the funding for Rural Development under the LEADER programme which was the main instigation behind the formation of the Wool Towns Association. We have been assured that the funding for the programme remains committed despite the intention of the UK to leave the EU. It remains the ambition to access this funding of up to £100,000 and one or more full applications will be prepared during 2017 for expenditure over a two to three year period encompassing;

- A research activity to determine base tourism data for the region
- Employment of a professional PR agency
- An advertising and promotional programme
- A series of events to generate publicity for the region
- Development of a signage programme to promote the brand
- Implementation of a Wool Towns greeter or guide programme

6.3.2 It is essential however that the WTA can demonstrate its sustainability after the injection of major grant funding and it is important that the membership base established in phase one of the plan continues to develop and prosper. The sources of finance for the initial phase of the plan could be;

- Initial funding from founder members £800
- Contribution from Councilors' locality budgets £2,000 - £4,000
- Donations from larger businesses in the region £2,000 - £4,000
- Additional members' initial funding £3,000 - £5,000
- Sponsorship and other grants £2,000 - £5,000

Potential sources of initial funding for phase 1 of plan £9.800- £18,800

6.3.3 Provided that the WTA's activities can be seen to be effective it is envisaged that a continuing membership base of communities and businesses would provide a subscription income as a base to pay for the routine admin activities of the WTA which will include such things as;

- management of the web site
- social media programme
- liaison with Visit Suffolk and Visit East Anglia
- Updating events programme
- Maintenance of a news/blog activity on the web site
- Responding to contact requests from the web site
- Book-keeping and accounts

Admin and production of printed material are two of the items specifically excluded from the LEADER programme.

6.3.4 Grant aid under the LEADER programme is paid retrospectively in stages throughout the project's programme. In addition to the above therefore there will be a need for additional working capital. The most obvious source of this would be in the form of loans from the Town and Parish Council members of the WTA.

7. Conclusion

The potential exists to give tourism in the Wool Towns a substantial boost. The competition for the tourism £ is ever increasing with DMO's being established in Bury, Ipswich and the Heritage Coast. It behoves us to do what we can to support our rural economy and the many excellent independent businesses within the region. We believe that the team leading the Wool Towns Association has the experience and motivation to make a success of this project. By co-operating together we will present a more attractive short break and holiday opportunity and, through the Community Interest Company, provide an appropriate structure to widen the base of support. The Wool Towns region offers a unique experience for the discerning traveller and with some pump priming to get the project started we have a wonderful opportunity to put the Wool Towns on the world wide tourism map.

Wool towns' urged to apply for a share of £1.75m funding pot

Ma Brennan

ma.brennan@archant.co.uk

The county's 'wool towns' are being invited to apply for a share of £1.75million to support rural economic development and fund a branding project to attract more tourists to the area.

The grant, which has just been awarded from a European funding scheme, is open to businesses and groups in villages such as Longford, Lavenham and Finchingfield in north Essex, which have historic links to the wool trade.

Suffolk County Council originally awarded for £2.2m from the LEADER programme for its 'Suffolk wool towns' project. Last night Andy Cuthbertson, the programme's manager for the county council, confirmed £1.75million for the wool towns and a further £1.85million for the county's heritage coast had now been agreed.

Individual businesses, town or parish councils and organisations



■ Lavenham is applying for funding under the Suffolk 'wool towns' project.

can submit ideas for grants of up to £100,000.

A specially elected panel – or Local Action Group (LAG) – made up of people from the public, private and voluntary sector who live and work in the area will judge the ideas against six different criteria, with the first being reviewed in May.

Successful projects will be funded on a 50/50 split, with the applicant providing their share in either cash or resources.

The grant is for projects that increase farm productivity, encourage micro farm diversification such as creating a farm shop, support rural tourism by investing in the wool towns as a brand, or help provide rural services including adding post offices to village halls.

Projects that support cultural and heritage activities such as festivals and events, and those that increase forestry productivity also stand a chance of gaining funding. Mr Cuthbertson said the money was open to people in south Suffolk and north Essex, including the Babergh and Braintree district council areas, and parts of Colchester Borough, St Edmundsbury, Mid Suffolk and Tendring.

"The grants are a maximum of £100,000 for any one project, and £35,000 is considered a large grant," Mr Cuthbertson said. "If it's a project that doesn't require match funding and isn't linked to one business, it stands a chance of getting a 100% grant. The size of grant we would

give to a business would depend on the number of jobs the project would create."

Mr Cuthbertson said villages like Lavenham, which were "forward thinking in terms of tourism" were already looking at ways to pick up on the funding opportunity. He urged others to follow suit and get in touch for guidance on the kind of schemes that were likely to succeed.

He added: "We will be employing a facilitator who can talk through ideas and help bring forward good projects."

"So far we have had applications from farmers who want to diversify or invest in innovative new equipment and we have had interest from community pubs and applications for holiday accommodation. The main message is that we are open for business and people should contact us with their ideas."

■ Email ruraldevelopment@suffolk.gcsx.gov.uk or google 'Suffolk wool towns LEADER funding' for more details.

APPENDIX 2

Brief CV's Wool Towns Association Steering Group

David Martin – Long Melford – CIC Director and Treasurer A Business Adviser and Management Consultant, living in Long Melford, recently elected Chair of the Long Melford Business Association. Before moving to Suffolk in 2013, David had held positions on the Norfolk Rural Economy Board and the Norfolk Tourism Partnership. David has supported the New Anglia Local Enterprise Partnership since its formation and is currently working on a refresh of the LEP action plan for business support.

Roy Whitworth – Lavenham – CIC Director and Chairman I am Vice-Chairman of Lavenham Parish Council, having done two previous stints as Chairman from 1995 to 1999 and from 2011 to 2014. I was Financial Director of a London Meat Company from 1970 to 1975, Managing Director of Cambridgeshire vegetable growing and packing business from 1975 to 1989. I was Joint proprietor of Angel Hotel Lavenham from 1990 to 2007. (*Which? Hotel Guide* regional hotel of the year 1996 and *Good Pub Guide* National pub of the year 1997), Commercial Director of East Anglia Tourist Board 1993 to 1995, Member of Lavenham Merchants' Guild Committee from 1992 and Chairman of Lavenham Forum until December 2015. I was Co-author of Lavenham's Neighbourhood Development Plan which was adopted in September 2016. I helped to set up and maintain 'Discover Lavenham' website and set up Lavenham 'phone app with historical info on 16 places of interest and interactive map.

Jane Snowdon – Hadleigh – CIC Director and Joint Secretary I worked for some years in the Theatre as an Actress and Dancer. I took up a teaching post in a senior school in Birmingham where I remained for five years.

Moving to Colchester I became self-employed firstly as a Community Dancer working through the Arts Centre and subsequently founding "The History Wardrobe"

(Dance-Drama-Costume) Educational Services for Historic Houses Museums and Galleries.

I qualified as a blue badge Guide in 1988 and went on to manage Quest Guided Tours, with a group of fellow guides. I have experience of walking tours, drama tours, open-top bus tours and also as a coach holiday Tour Manager. I combined this work managing a variety of voluntary sector projects and as a Volunteer Management trainer over 17 years.

After moving to Suffolk I became Chairman of the Hadleigh Steering Group including the development of a Tourism Strategy and training the Visitor Services Team.

Philip Gibson – Lavenham – Committee member A member of the Royal Agricultural University, Land Agent in private practice and as Principal Surveyor in ADAS of the Ministry of Agriculture, Fisheries and Food facilitated the national conservation policies. A member of the Suffolk Farming and Wildlife Advisory Group. I served as District Councillor for Lavenham and am currently a Parish Councillor. Chairman of the Lavenham NT Guildhall Local Committee, founder Member of the Lavenham Society and Lavenham Merchants Guild, Member of the Lavenham Business Forum and a Partner in the Angel Gallery, Lavenham

Phil Gryce – Clare – CIC Director and Joint Secretary

Susan Moore – Clare – Committee member. Owner of Clare Park Lake Golf Course since 199 Original training in finance at Lloyds Bank Plc. Managed the shipping port of Charlestown, Cornwall. Leads development projects specialising in planning and legal matters. Consultant for fish bait manufacturer and leisure fishing site. Introduced the Better Mousetrap to the UK market. Partner in Golf East, staging first Golf Show in East of England at the Suffolk Showground. Partner in Golf Chic retailing ladies golf clothing. Co-author of the History of Little Waldingfield and guest columnist for Angling Plus. Previous Chairman of Little Waldingfield History Society and now involved in Business and Tourism Committees locally.

Tracey Brinkley – Babergh DC – Committee member

Angela McKenna – Long Melford – Committee member Angela McKenna has been a resident of Long Melford since 2010, having previously lived in Colchester. Her professional background is in corporate communications and she has held senior positions in a number of sectors including the electricity industry, the Civil Service and the not-for profit sector.

Following retirement she moved to Long Melford and now concentrates on community volunteering. She is a Parish Councillor and a committee member of Long Melford Women's institute which she helped to revive in 2015 after got into difficulties. She a member of the Community Association and a founder-member of Long Melford Open Spaces, a voluntary group which manages and maintains Melford Country Park and the Railway Walk. She regularly volunteers at Holy Trinity Church in a number of roles.

Jane Haylock – Hadleigh – Committee member My husband and I have been running a bookshop in Hadleigh since 1980. I have been a member of Hadleigh Town Council for the past 30 years, standing as an Independent, and was Mayor in 1994.

We have been members of the Hadleigh Chamber of Commerce and I served on the committee for a number of years. I inaugurated the Hadleigh Loyalty Scheme which runs a free draw every month for shoppers using shops in Hadleigh. Unfortunately, for a number of reasons, the Chamber stopped any activity several years ago. It is trying to start up again but I have not yet re-joined.

I was delighted to be nominated Community Organiser of the Year by CAS for my work in organising Hadleigh Year of the Sheep.

APPENDIX 3

Your Ref: Creating a brand for the Wool Towns
Our Ref: 103986
Date: 15/08/2016
Enquiries to: Paul Henry
Tel: 07702 141284
Email: Paul.Henry@suffolk.gov.uk



Mr Phil Gryce
The Wool Towns Association
c/o Clare Town Council, The old School,
Callis Street
Clare
Sudbury
Suffolk
CO10 BPX

Creating a brand for the Wool Towns

Dear Mr Gryce,

Good news: your Outline application can move to the Full application stage

Thank you for your Outline application to the Wool Towns LEADER Rural Development Programme.

We have assessed your application and your project has been chosen to go to the next stage (Full application stage). Your project reference number is 103986. Remember to give us this reference number if you speak or contact us about your application.

Your sponsor is Paul Henry. They are your point of contact with The Wool Towns LAG from now on. If you have any questions about the Full Application requirements or process you can speak to them.

What does this mean?

This letter doesn't guarantee that your Full Application will be successful. It is an invitation to the next stage of the application process and explains what is required. It means that based on the information you have provided so far, we think your project may be eligible for scheme funding.

Important

Remember you must not start work on your project until the full application process is complete and a signed agreement is in place. Any work carried out on your project before the application process is finished will not be eligible for grant support and may invalidate your whole application.

No funding will be given for costs or liabilities incurred before the funding agreement was signed, even if your full application is successful.

Endeavour House, 8 Russell Road, Ipswich, Suffolk IP1 2BX
www.suffolk.gov.uk

APPENDIX 4

Conditions needing to be met in Full Application

Some of the costs that you have applied for in your application will need further clarification to determine if these are eligible costs. These include signage and website maintenance costs, your facilitator Paul will be able to advise further on eligible costs. I understand that you have already been advised that printing of marketing materials and administration costs are ineligible costs.

Match funding must be secured or identified prior to the full application being submitted.

The Governance arrangements for the Wool Towns Association will need to be included in the full application, including how the project funding, if successful, would be monitored.

The full application should include information on how the project will link and work with current tourism initiatives such as visit Suffolk and visit Essex.

The LAG raised concerns that the project is very centrally Suffolk focussed and the full application would need to demonstrate how the project will be benefitting the entire Wool Towns area, including information on how the project will benefit smaller less known areas and the scope for other towns to join the association.

The LAG requested that a full marketing plan be submitted with the full application so that a good understanding of the project and how the funds would be spent could be identified.

The LAG advised that the project may benefit from engaging and seeking advice from a marketing professional.

The outputs and objectives identified for the project need to be clear and achievable.

The LAG advised that they would want to see a robust plan for how the project would be sustainable once LEADER funding ceases.

The LAG noted that most of the evidence provided so far comes from Lavenham. They appreciated that the Association is currently engaged in gaining more evidence of need from the other named towns and highlighted that they would want to see a more "area-based" evidence approach at full application.

APPENDIX 5

December 12th 2016

Dear Gavin,

As you probably know, we have written to Paul Henry to explain that the preparation of our full application for the Wool Towns branding project will not be ready as hoped in January.

It is obvious that we lack evidence at the moment of a broad basis of support throughout the region. Furthermore any projections of benefits are pure guesswork, based on very limited data, none of which relates directly to the Wool Towns region as defined in the LEADER scheme. There is no established and reliable basis either on which we can measure our progress in achieving 'milestones' that might be required in order to facilitate grant payments.

None of this detracts from our commitment to pursue the project and we are proceeding with the registration and a business plan for The Wool Towns Association Community Interest Company regardless. We have also begun discussions with our preferred web site designer and set up Wikipedia and Twitter feeds for the Wool Towns. We have thus begun the process of engagement with the wider community within the region and I am pleased to say that since the Twitter feed started just over a week ago we have gained over 90 followers, most of whom are businesses or communities expressing an interest.

We anticipate that our business plan will be available during January next year and will be aimed primarily at securing engagement (financial or otherwise) of businesses, communities and other agencies interested in supporting the project. Whether all this activity constitutes 'starting work' and would render any subsequent application under the LEADER scheme ineligible I am not sure. We are faced with a chicken and egg problem however and the existing members of the WTA have concluded that our best efforts should be put towards fulfilling some of the aims of the project without delay.

Paul suggested that a solution to the dilemma facing us might be to apply for funding for separate sections of the project. This remains a possibility but in the short term we envisage a mix of funding which includes;

- sponsorship from some of the larger businesses in the region
- Membership subscriptions to join the WTA from businesses and business associations
- Loans/ grants from participating town/parish councils
- Grants from District/County Councils

The initial funds would be applied to paying for the web site, organising some PR associated with this, and financing a programme of launch events. Longer term funding would involve development of the membership base, advertising revenue and maybe continuation of some grant funding. Further activities such as signage and organising and training of volunteer guides to complement TIC activities would emerge as the campaign develops.

Our budget is likely to be rather more modest than that proposed in our outline application and I am keen to know if, as External Funding Officer, you can point us in the direction of some SCC or other grant funding that could help towards our start-up expenses.

I am confident that the approach that I have outlined above will result in a rather more rapid launch of the Wool Towns 'brand' and I hope you will feel able to continue to support us.

Kind regards Roy Whitworth



Gavin Talbot

Dec 16 (3 days ago)

to Paul, me, Andrew, Jenny, William, Tracey

Hi Roy,

Thanks for advising us on your progress. Your application will be kept open on our system to allow you more time to submit the full application and you can of course continue to liaise with Paul on any queries or issues relating to the application.

With regard to your query about whether your proposed activity constitutes “starting work”, the way I read it is that you are not starting the activities for which you will be applying for funding on the whole and the first batch of things you are doing is essentially trying to get the required match funding in place and the association in a position to be able to deliver “activity”. If you do require to start any activities prior to any potential grant award, then this clearly would constitute an activity “starting” so those items you do start would be ineligible but anything else that isn’t started would be eligible (as long as it’s an eligible activity/cost in the first place). I can certainly see that you may feel you need to start some things, such as the website I imagine to get the ball rolling but that doesn’t make everything else you want to do ineligible.

In terms of other funding, the Growth Programme is due to launch early January and there are likely to be some opportunities in there for funding that could be relevant to some of the activities you are looking to do in their tourism cooperation strand. Other than that there isn’t all that much else that I am aware of so I think you are doing the right thing in seeking sponsorship, subscriptions and grants from town/district councils. As you are aware from previous conversations, there are some elements of what you are needing to do that are not eligible cost for the LEADER programme and I expect this also to be the case for the Growth Programme. Ensuring at least some funding from local sources will be very important for you to make the best success of this project.

Best Wishes

Gavin Talbot

A large, light blue speech bubble graphic with a white circular center and a purple dot in the middle, serving as a background for the title text.

Visit Suffolk Market Segmentation

Draft Report
July 2015



APPENDIX 7

Headline Information

Economic Impact of Tourism on Babergh & Mid Suffolk in 2015

SUFFOLK (WHOLE COUNTY) 2015

VISIT
SUFFOLK

Population	741,895
Total Tourism Value	£1.875bn
Total trips (day & stay)	31.95m
Total day trips	30.25m
Total staying trips	1.69m
FTE Jobs	29,021
Total tourism related employment	38,889
Percentage of all employment	12.4%

Suffolk Volume and Value comparisons 2015									
Destination	Total number of day trips 2014	Total number overnight trips 2014	Total number of day trips 2015	Total number overnight trips 2015	Total actual tourism related employment 2014	Total actual tourism related employment 2015	Total Tourism Value 2014	Total Tourism Value 2015	% +/- on Value 2014 v 2015
Visit Suffolk	30,250,000	1,690,000	30,251,000	1,690,000	31,161	38,889	£1,855,010,000	£1,875,150,000	1.20%
Mid Suffolk	3,402,000	152,000	3,414,000	149,000	3,770	4,174	£161,880,000	£163,430,000	1.00%
Babergh	3,571,000	200,000	3,585,000	184,000	4,120	4,124	£180,024,000	£181,480,000	1.20%
Suffolk Coastal	5,220,000	282,000	5,203,000	286,000	5,520	5,520	£291,490,000	£291,500,000	1.00%
Waveney	4,857,000	308,000	4,858,000	300,000	6,757	6,825	£285,048,000	£285,508,000	1.00%
St Edmundsbury	3,022,000	187,000	3,070,000	175,000	4,051	4,134	£197,160,000	£199,000,000	0.90%
Forest Heath	6,422,000	216,000	6,421,000	205,000	5,728	5,775	£285,720,000	£281,812,000	0.70%
Ipswich	2,897,000	341,000	3,034,000	340,000	4,579	4,582	£237,115,000	£242,128,000	1.10%
Newmarket	1,218,000	38,000	1,512,000	35,000	1,202	1,260	£67,886,000	£67,890,000	0.20%
Bury St Edmunds	600,000	70,000	600,000	60,000	928	928	£45,704,000	£45,800,000	0.40%
Visit Norfolk	30,200,000	1,680,000	30,200,000	1,680,000	30,071	30,021	£2,001,644,510	£2,000,100,000	1.20%
Visit England						2,800,000		£65,000,000,000	



Population	99,632	89,215
Total Tourism Value	£163.49m	£183.86m
Total trips (day & stay)	3.57m	3.77m
Total day trips	3.43m	3.58m
Total staying trips	142,000	187,300
FTE Jobs	2,700	2,990
Total tourism related employment	3,768	4,174

	STOWMARKET	SUBBURY (inc. STOWMARKET)	HADLEIGH	LONG MELFORD	NEEDHAM MARKET	LAVENHAM	DEBENHAM	TOTALS
Population	20,559	22,424	8,642	3,535	4,585	1,731	2,233	63,709
Total Tourism Value	£25.14m	£24.16m	£16.59m	£12.42m	£8.62m	£6.51m	£5.92m	£99.36m
Total trips (day & stay)	604,000	579,000	317,000	203,000	141,000	94,000	76,500	2,014,500
Total day trips	536,000	548,000	296,000	180,000	126,000	82,000	65,600	1,833,600
Total staying trips	41,000	31,000	21,000	23,000	15,000	12,000	10,900	153,900
FTE Jobs	430	407	280	215	150	113	104	1699
Total tourism related employment	583	557	384	294	204	155	141	2318

Source: Destination Research Ltd results – Economic Impact of Tourism (2015)

HEALTH WARNINGS ON DATA

- Figures rounded so may be discrepancy between totals and sub-totals
- Modelling used (Cambridge Model) makes use of data from national surveys and may not produce highly accurate results once disaggregated. The modelling margin of error amplifies the smaller the areas are examined. A three-year rolling average is used to smooth out short-term market fluctuations and highlight longer term trends.
- Stowmarket figures incorporate key attractions of Museum of East Anglia Life and Helmingham Hall

APPENDIX 8

Rough idea of Web site page



Main picture section would scroll images of typical Wooltowns scenes
Buttons on left would open a page for each community with links to their own web sites
Section underneath Main picture would feature sponsored ads for accommodation, restaurants etc
Additional buttons for attractions, events, maps etc would open new pages with more detail.

Marketing Action Plan

ACTION	TOPIC	WHO?	WHEN?	STATUS
ONGOING ACTIVITIES				
Recruit members	Businesses			
	Organisations			
Social Media	Twitter	RW		Started, 158 followers so far
	Facebook			
	LinkedIn			
	Instagram			
Attend Tourism events				
Manage key partners				
Manage stakeholders	Communities			
	Local Authorities			
Encourage new events				
KEY TASKS				
Launch a website		RW/DM	Mar 17	
Target key partners	Visit Suffolk	DM	Jan 17	
	Visit East Anglia		Feb 17	
A wool Towns Map		RW		
Literature for TICs				
Plan for regional walks				
Regional road signage				
Wool Town Guides	Recruit			
	Train			
Organise Professional PR Support.				