

Ledbury Town Plan Working Group

Tuesday 13th November 2018

13 DEC 2018

7.30pm at Ledbury Town Council Offices, Church Lane

Report of Meeting

Attendees: Councillors Shields, Francis, Morris, and Howells, Griff Holliday, Sally Holliday, Patricia Wilkin

1. Apologies: Christine Tustin
2. The report of the last meeting on 18th September was agreed.
3. Review of progress in respect of issues discussed/recommended at the meeting on 28th November 2016
 - a) Progress with operational review and action plan – and impact on progressing Town Centre initiatives.

Cllr Shields reported that a Task and Finish Group has been established to review the current Council Committee Structure.

Review at next meeting

- b) Providing for town, business and trade development – review initiatives and provision to support development activity, town promotion and market development.

Status: *The Economic Development and Planning meeting on 4th October had identified an action to discuss the merits of a Town Manager at its December meeting once a Job Spec had been drafted.*

Griff Holliday noted that the TPWG had previously drafted a broad listing of activities for a Town Manager to enable discussion, and it seemed unnecessary to draft anything different at this time. The intention of the document is to enable a working party to consider the priorities for any job specification. It was noted that some professional advice may be appropriate for this activity together with input from stakeholders e.g. town traders. Rachel Lambert at the last meeting offered to provide input to this activity e.g. via a meeting with the appropriate working party with invitations to all councillors.

Recommendation 1 to EDP

The Town Development Working Party is charged with establishing priorities for economic development activity working with stakeholders and using the Listing of Activities for a Town Manager and the Town Plan as guidance. The review should consider resources to take activities forward including a Town Manager with existing Town resources.

It was noted that the EDP had two Working Parties which appear to be addressing very similar areas with risks of overlap – Town Promotion and Town Development

Recommendation 2 to EDP

Review whether the scope of the Town Development and Town Promotion Working Parties can be served by one working party.

We are intending to invite Rachel Lambert to a meeting of the TPWG in the new year for an update on progress. **Action: Griff Holliday**

Shops Brochure – No update on Cllr Knight's initiative

Visitor Website: Griff Holliday noted that the Explore Ledbury website has been re-activated since the last meeting with new information following a period of dormancy. He will contact Christine Tustin to see if she has found out more. **Action: Griff Holliday.** *Note: the site proprietor is stated as Ledbury Tourist Partnership.*

- c) Setting up a group to consider health issues throughout the town.
Status: *A further meeting of the newly established Ledbury Health Group was held on 23rd October.*

Patricia Wilkin reported that the October meeting had been attended by the Clinical Commissioning Group (CCG) Director of Primary Care who confirmed the CCG's knowledge of all the various development proposals for Ledbury and the capacity of current facilities. Attendees from Herefordshire Healthwatch, the PPGs, plus LTC were present. Healthwatch want involvement of the Group in a meeting they are planning in Ledbury in January on their next year projects. The CCG show keenness to be able to converse with the group. The Health Group's next meeting is planned for February 2019.

Review at next meeting.

- d) Coordination of sports groups to optimise use of sports facilities.
Status: *Ledbury and District Sports Federation has now been re-established with new officers to take matters forward as required.*

Cllr Hopkins, chair of Environment and Leisure Committee is now in contact with Ian Beer, President of the Federation. Future sports facilities are a topic to be reviewed for any update to the Neighbourhood Plan

- e) Youth Council
Sally Holliday reported
- Recruitment of new members is taking place this week

- An information session on the role of the Town Council is being progressed
- New initiatives are being identified including a poll on safety perceptions. Possible involvement of the Safer Neighbourhood team was suggested. Tree planting with help from the Woodland Trust was being researched.
- Members of the Youth Council provided an excellent report on their recent work at the Community Celebration.
- Cllr Shields noted to invite Youth Council members to Annual Council, Green Spaces
- Several members are helping at Xmas Lights

Review at next meeting

f) Traffic Management

Status: *The draft report on Ledbury's Public Realm (including traffic management) produced by Balfour Beatty for Herefordshire Council was published for comment in the Summer*

Councillors have discussed the draft report with Mark Hadley and team in October, and submitted their comments. The report will be revised and published – without the concept scheme for the High Street.

The Traffic Management Working Party is meeting on 27th November to identify key points of concern in traffic flow and road safety.

Review at next meeting

g) Visitor Brochure arrangements and budget

Budgetary provision for the update/reprint/distribution of the Destination brochure for tourist year 2019 has been included in budget considerations. Griff Holliday will find out what stock of the Traders Association brochure is available. **Action: Griff Holliday**

h) Communications with residents and businesses

The following were noted:

- Responses are being reviewed to the invitation to tender for the website.
- The Town Council's Facebook page is being used for news updates and meeting notifications.
- A news piece is included in the next Ledbury Focus re the NDP Referendum on 6th December. A communication exercise re the NDP is planned for the Town centre on 1st December plus other publicity.
- A parish meeting to communicate on the 2019 Budget is to be held on 14th November

Review at next meeting

Cllr Francis suggested that it would be worth considering whether town councillors should have a nominated part of their ward to monitor, and whether town councillors could attend the Age Concern Friday lunches to reach a particular part of the town's residents.

4. Projects from the Town Plan for consideration in the 2019/20 budget round.

Griff Holliday thanked Cllr Howells for his suggestions for projects from the Town Plan. He had subsequently submitted some general areas for consideration in budget setting to Cllr Shields. Cllr Shields confirmed that provision to take forward Town Plan initiatives was being included in the budget development work.

It was noted that the Town Plan saw the Town Council as the enabler to take things forward in the parish, not necessarily as the leader and main funder. An example for this might be establishing a small volunteer team for footpath maintenance, or creating a social initiative with a group like the Vennture operating in Hereford and Leominster.

5. Any other business – none
6. Date of next meeting - Tuesday 15th January 2019 at Town Council Office at 7.00pm.

Griff Holliday
For Ledbury Town Plan Working Group

15th November 2018

Specification for a Town Centre Development Manager

June 2017

The Town Centre Development Manager will play an active role under the direction of the Town Council in achieving the following key objectives to support the economic development of the town:

- *Maintaining and increasing the number of regular shoppers using the Town Centre*
- *Attracting more visitors and tourists to Ledbury*
- *Providing excellent facilities in town for both residents and visitors*
- *Making Ledbury an attractive place to live and do business*

The Town Centre Development Manager will undertake the following to achieve these objectives:

In respect of retail and visitor development:

- Provide professional support to the “Visitor Development Working Group” (*see note*) and the Town Council to progress a plan to attract visitors, aiming to place Ledbury as the premier visitor destination in the Herefordshire/Malvern Hills area. (*Note: It is suggested that the Manager should work with a group of Ledbury stakeholders with interests in visitor development- called here the “Visitor Development Working Group”*)
- Support development of a coherent publicity strategy to market Ledbury as a first stop for tourists and visitors.
- Co-ordinate tourist development effort with local attractions including Eastnor Castle, Weston’s and Hellens.
- Manage promotional activity on behalf of the Town Council as requested.
- Manage procurement of publicity material to support town development activities (where agreed).
- Liaise with local traders to identify opportunities to encourage more retail trade.
- Develop thriving Tuesday Charter and Saturday markets, including day to day management of the markets and maintenance of effective relationships with current and potential stall holders.
- Encourage regular “destination markets” and “shopping events” for visitors – working with local traders to develop events that will encourage shoppers (resident and visitors) to the Town Centre.
- Initiate and coordinate events in the Town Centre, working with local groups and organisations to ensure a continuing and coherent programme of popular events through the year – providing promotional and organisational support to ensure the success of these events where agreed.
- Develop links with visitor enablers – coach companies, train operators, local attractions, the cycle networks, local accommodation providers and other organisations.

- Establish and maintain processes to monitor regularly retail and visitor numbers.
- Develop relationships with other local market towns to look for common or shared opportunities to achieve objectives
- Investigate opportunities for funding initiatives

In respect of developing business opportunity:

- Liaise with existing business representative and development groups to understand current initiatives and to identify opportunities.
- Establish links with local businesses, and encourage increased liaison.
- Support development of a strategy to bring more employment to Ledbury.
- Liaise with developers, landowners and local agents to encourage development of employment opportunities.
- Promote Ledbury as a place to do business.
- Explore with businesses opportunities for more local business to business trade.
- Promote Ledbury facilities (e.g. for wedding venues, filming etc) to businesses outside the area.
- Encourage local start-up businesses e.g. by developing a mentoring network.

The above activities represent the full scope for a development manager for Ledbury, but are considered too extensive for an initial appointee to take on. The Town Council will want to consider what immediate priorities should be addressed (and are achievable in a short time frame) and tailor the initial job description accordingly.

The Town Centre Manager will work with local groups and organisations including the following:

- Herefordshire Council
- Local visitor destinations
- Ledbury Independent Traders Association
- Herefordshire and Worcestershire Chamber of Commerce (including Visit Herefordshire)
- Ledbury Tourist Information Centre
- Ledbury Poetry Festival
- Ledbury & District Civic Trust
- Friends of the Masters House
- Joined Up Heritage project
- Ledbury Places
- Ledbury Food Group
- Ledbury and District Cycle Forum
- Ledbury Library
- Ledbury Library Development Group
- Ledbury Carnival

- Local sports clubs
- Local land and property owners
- Local businesses
- Local media

The Town Centre Manager should possess the following personal qualities:

- Ability to initiate and lead projects
- Good communication skills
- Good Networking skills
- Marketing experience or a demonstrated aptitude for marketing
- Knowledge of the local retail, visitor and business economy, or demonstrated ability to learn quickly
- Ability to work with others to implement activities or projects, and manage resources
- A personable manner suitable to represent the Town

Final Version – June 2017

Prepared by the Town Plan Working Group