



# LEDBURY TOWN COUNCIL

TOWN COUNCIL OFFICES, CHURCH STREET, LEDBURY,

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7 January 2022

**TO: Councillors Bannister (Chair), Bradford, Harvey, Howells, Hughes, Knight, Manns (Town Mayor – Ex-officio), Morris and Troy (Chairman)**

You are hereby summoned to attend a meeting of the **Planning Committee** which will be held in the **Burgage Hall, Church Street, Ledbury**, on **Thursday, 13 January 2022 at 7.00 pm** for the purposes of transacting the business set out below.

Yours faithfully

PP

Angie Price  
Clerk

## FILMING AND RECORDING OF COUNCIL MEETINGS

Members of the public are permitted to film or record meetings to which they are permitted access, in a non-disruptive manner. Whilst those attending meetings are deemed to have consented to the filming, recording or broadcasting of meetings, those exercising the rights to film, record or broadcast must respect the rights of other people attending under the Data Protection Act (GDPR) 2018

## A G E N D A

1. To receive apologies for absence
2. To receive any declarations of interest and written requests for dispensations

*(Members are invited to declare disclosable pecuniary interests and other interests in items on the agenda as required by the Ledbury Town Council Code of Conduct for Members and by the Localism Act 2011)*

*(Note: Members seeking advice on this item are asked to contact the Monitoring Officer at Herefordshire Council at least 72 hours prior to the meeting)*

**3. Nolan Principles (Pages 3391- 3392)**

**4. Public Participation**

Members of the public are permitted to make representations, answer questions and give evidence in respect of any item of business included in the agenda. The period of time, which is at the Chairman's discretion, for public participation shall not exceed 15 minutes. Each member of the public is entitled to speak once only in respect of business itemised on the agenda and shall not speak for more than five minutes. Questions/comments shall be directed to the Committee Chairman.

**MINUTES**

**5. To approve and sign the minutes of the Planning Committee meeting held on 9 December 2022 (5 minutes) (Pages 3393 - 3396)**

**6. To review the Action Sheet (5 minutes) (Pages 3397 - 3398)**

**PLANNING**

**7. Planning Consultations (30 minutes)**

	<b>Application Number</b>	<b>Deadline for comments</b>	<b>Application details</b>
7.1	<a href="#">214239</a>	14 January 2022	Proposed side extension to replace existing single storey room to semi detached dwelling- 20 Gibson Road, Ledbury, Herefordshire, HR8 2US
7.2	<a href="#">214354</a>	3 January 2022	Proposed removal of condition 9 of planning permission 211733 (change of use to BB(storage, creation of new junction onto Leadon Road, erection of fence and gate) Cycling storage is unwarranted for this use at this site - Land west of Leadon Road, Lower Road Industrial Estate, Ledbury, Herefordshire, HR8 2DJ
7.3	<a href="#">214370</a>	13 January 2022	Proposed ground floor rear/side infill extension and first floor rear extension – 2 York Villas, New Street, Ledbury, Herefordshire, HR8 2EJ

7.4	<a href="#">214387</a>	1 January 2022	Application for variation of a condition 6 of P193648/F (Proposed variation of condition 14 of planning permission 160606 – Proposed extension to existing factory building and erection of a limited assortment discount food store (Class A1), car parking, landscaping and associated works) to allow receipt of deliveries between 06.00 – 23.00 Monday to Sunday) – No deliveries shall be taken at or dispatched from the retail store upon the site outside of the hours of 05.00-23.00 on any day – Aldi Food store Ltd. New Mills Industrial Estate, Ledbury Ind Estate, Ledbury, Herefordshire, HR8 2SS
7.5	<a href="#">214467</a>	10 January 2022	Proposed installation of replacement illuminated and non-illuminated signs – 25 High Street, Ledbury, Herefordshire, HR8 1DS
7.6	<a href="#">214468</a>	10 January 2022	Proposed installation of replacement illuminated and non-illuminated signs – 25 High Street, Ledbury, Herefordshire, HR8 1DS
7.7	<a href="#">214482</a>	13 January 2022	Upgrading and remodelling the existing annexe flat and, opening up and converting the first floor of the existing Oast House to a second bedroom. Installing a new log burning stove flue and soil and vent pipe through the existing roof. – Dingwood Park, Parkway, Ledbury, Herefordshire, HR8 2JD
7.8	<a href="#">214504</a>	4 January 2022	T1: Ash & Holly row – dismantle and fell all the trees within the area of the boundary fence line down to the height of the fence. T2: Apply – reduce the overall crown back to the original pruning points and make tidy. T3: Cypress x2 dismantle down to leave as near ground level as possible these trees are located within the garden of Stable Cottage (but owned by Mr Eager) – 32 The Homend, Ledbury, Herefordshire, HR8 1BT



7.9	<a href="#">214528</a>	25 January 2022	Proposed ground floor rear extension – 1 Newbury Terrace, Newbury Park, Ledbury, Herefordshire, HR8 1AY
7.10	<a href="#">214490</a>	26 January 2021	5 no. air conditioning units and heat recovery air exchange unit – Market Street, Ledbury, HR2 2AQ

8. **Planning Decisions** (10 minutes) (Pages 3399 - 3404)
9. **Street Trading Application** (5 minutes) (Pages 3405 - 3408)
10. **Traffic Regulation Order Scheme: Proposed 40MPH speed limit on A417 Ledbury Bypass (Leadon Way), Herefordshire** (5 minutes) (Pages 3409 - 3414)
11. **Ledbury Investment Plan 2021** (15 minutes) (Pages 3415 - 3446)

**WORKING PARTIES**  
(15 minutes)

12.
  - a. Minutes of a meeting of the Larger Planning Applications Working Party meeting held on 10 January 2021 (To Follow)
  - b. Neighbourhood Development Plan (NDP)
    - i. Minutes of the NDP Working Party meeting held on 23 November 2021
    - ii. Minutes of the NDP Steering Group meetings held from 28 October 2021 to 4 January 2022
  - c. Progress to Reg 14 – Revised NDP Working Draft – December 2021
    - i. Neighbourhood Development Plan, December 2021
    - ii. Reg 14 Consultation response sheet
    - iii. SEA (Strategic Environmental Assessment)
    - iv. HRA (Habitats Regulations Assessment)
    - v. Consultation activities and timescales
    - vi. Consultation boards copy
    - vii. Final version of the LVSA (Landscape and Visual Sensitivity Assessment)
13. To note that the date of the next meeting of the Planning Committee is scheduled for 10 February 2022.



Distribution: Full agenda to: - Committee Members (9)  
Town Mayor (1)

Full agenda excluding confidential papers to:  
Press (1)

Agenda front pages to all non-committee members



## **LEDBURY TOWN COUNCIL**

### **The Seven Principles of Public Life**

#### **(Nolan Principles)**

**1. Selflessness**

Holders of public office should act solely in terms of the public interest.

**2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**6. Honesty**

Holders of public office should be truthful.

**7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.



3392

**LEDBURY TOWN COUNCIL**

**MINUTES OF A MEETING OF THE PLANNING COMMITTEE HELD ON  
9 DECEMBER 2021**

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**PRESENT:** Councillors Bannister (Chair), Bradford, Howells, Hughes, Knight, Manns (Town Mayor-ex-officio) and Sinclair

**ALSO PRESENT:** Angela Price – Town Clerk

**P509 APOLGIES FOR ABSENCE**

Apologies for absence were received from Councillors Harvey and Morris.

**P510 DECLARATIONS OF INTEREST**

None received.

**P511 NOLAN PRINCIPLES**

Members felt that some of the points within the Nolan Principles provided little clarification and asked that the Clerk provide clarity on the Nolan Principles.

**RESOLVED:**

- 1. That the Nolan Principles be received and noted.**
- 2. That the Clerk provide an expanded explanation on the Nolan Principles.**

**P512 PUBLIC PARTICIPATION**

No members of public were present.

**P513 TO APPROVE AND SIGN AS A CORRECT RECORD THE MINUTES  
OF THE PLANNING COMMITTEE MEETING HELD ON 11  
NOVEMBER 2021**

**RESOLVED:**

**That the minutes of the meeting of the Planning Committee held on 11 November 2021 be received and noted, subject to the following amendments:**

1. That the following Councillors be recorded as having been present at the meeting: Bradford, Howells, Knight, Morris and Troy.
2. That Councillor Sinclair be recorded as having also been present.

P514

#### TO REVIEW THE ACTION SHEET

##### RESOLVED:

1. That the action sheet be received and noted.
2. That the Clerk contact the Case Officer to follow up on the request for further information in respect of planning application No. 213387

P515

#### PLANNING CONSULTATIONS

- 7.1 Application no. 213685 – Proposed single storey rear extension with attic space – 19 Bramley Close, Ledbury, Herefordshire, HR8 2XP

##### RESOLVED:

**No objection, but that the Planning Authority be asked to give consideration to the contractors being requested to ensure consideration is given to neighbouring properties, in particular to access to their properties whilst the works are being carried out.**

- 7.2 Application no. 213810 – Reserved matters application following outline 171532 for part of the Landscaping matter for the advance planting of new hedgerow and associated planting to the north-west boundary – Land north of the Viaduct, Adjoining Orchard Business Park, Ledbury

##### RESOLVED:

**No objection**

- 7.3 Application no. 214019 – Proposed replacement cartway screen on West elevation – Upper Barn, Ledbury, Herefordshire HR8 2PX

##### RESOLVED:

**No objection**



P516

## **PLANNING DECISIONS**

### **RESOLVED:**

1. That the planning decisions be received and noted, subject to the following:
  - i. That a correction be made to the LTC Recommendation column as required.
  - ii. That "LTC MEETING 12 AUGUST 2021" on page 3387 be amended to read "LTC MEETING 9 SEPTEMBER 2021",
  - iii. That the Clerk contact the Case Officer in respect of planning application no. 204577 to request an update on the progress of this application.

P517

## **NEIGHBOURHOOD DEVELOPMENT PLAN UPDATE**

Councillor Howells provided Members with an update on the status of the Neighbourhood Development Plan.

Councillor Howells referred to the six points that Councillor Harvey had raised at the recent Council meeting, noting that the NDP Team at Herefordshire Council had been advised of the two caveats agreed at that meeting of Council.

P518

## **DATE OF NEXT MEETING**

### **RESOLVED:**

To note that the next meeting of the Planning Committee is scheduled for 13 January 2022, but that this may be a non-decision making meeting held on Zoom, subject to further Covid restrictions.

The meeting ended at 7.36 pm.

Signed ..... Dated .....



# ACTION SHEET

## PLANNING COMMITTEE

09.12.2021

Minute No.	Action	To be Actioned by	Date Actioned	Comments	Status
P511(2)	The Clerk to provide an expanded explanation on the Nolan Principles for the next Planning meeting	TC	Feb-22		In Progress
P514(2)	The Clerk is to contact the Case Officer following up on the request for further information in respect of planning application No. 213387	TC	Feb-22		Awaiting response
P516(1ii)	The Clerk is to contact the Case Officer in respect of planning application no. 204577 to request an update on the progress of this application	TC	Feb-22		Awaiting response





## Planning Decisions Log

Planning App	Details	Case Officer	LTC's Recommendation	HFDS Decision
<b>LTC MEETING DATE 11 July 2018</b>				
<a href="#"><u>192361</u></a>	Proposed works to remove T1 Cherry and works to T2 Variegated Maple to thin and lift the crown at Bowling Green Cottage, The Southend, Ledbury, HR8 2HD – works to trees in a conservation area	OK	No objection	No Decision
<b>LTC MEETING 11 MARCH 2021</b>				
<a href="#"><u>204577</u></a>	Proposed redevelopment of former auction rooms with associated demolition works, now car parking and other infrastructure – Former Auction Rooms, Market Street, Ledbury, Herefordshire	CB	No Objection	No Decision
<a href="#"><u>204578</u></a>	Proposed redevelopment of former auction rooms with associated demolition works, now car parking and other infrastructure – Former Auction Rooms, Market Street, Ledbury, Herefordshire – <b>Listed</b>	CB	No Objection	No Decision
<b>LTC MEETING 8 APRIL 2021</b>				
<a href="#"><u>204577</u></a>	Proposed redevelopment of the former auctions with associated demolition works, now car parking and other infrastructure – Former Auctions Rooms, Market Street, Ledbury, Herefordshire	CB	No Objection	No Decision
<a href="#"><u>204578</u></a>	Proposed redevelopment of the former auctions with associated demolition works, now car parking and other infrastructure – Former Auctions Rooms, Market Street, Ledbury, Herefordshire – Listed Building	CB	No Objection	No Decision
<b>LTC MEETING 10 JUNE 2021</b>				
<a href="#"><u>211377</u></a>	Replacement sash windows to front elevation (facing New Street). Renewal of existing roofs – <a href="#"><u>Barn House, 23 new Street, Ledbury, Herefordshire, HR8 2DX</u></a>		No Objection	No Decision
<a href="#"><u>211378</u></a>	Replacement sash windows to front elevation (facing New Street). Renewal of existing roofs – <a href="#"><u>Barn House, 23 new Street, Ledbury, Herefordshire, HR8 2DX- Listed Building</u></a>		No Objection	No Decision

<b>LTC MEETING 19 JULY 2021</b>						
<a href="#">211611</a>	Construction of a two-storey extension. <a href="#">Stony Hill Worcester Road Ledbury Herefordshire HR8 1JA</a>	<b>MN</b>	No Objection			Approved with conditions
<a href="#">212080</a>	Proposed single storey extension to rear and construction of 2-bay carparking to front. <a href="#">Iac Cottage Bridge Street Ledbury Herefordshire HR8 2AH</a>	<b>MN</b>	No Objection			Approved with conditions
<b>LTC MEETING 12 AUGUST 2021</b>						
<a href="#">211659</a>	Proposed Refurbishment of farmhouse with single storey side extension – Upper Mitchell Farm, Westhill, Ledbury, Herefordshire, HR8 1JF	<b>MN</b>	No objection			No Decision
<a href="#">211660</a>	Proposed Refurbishment of farmhouse with single storey side extension – Upper Mitchell Farm, Westhill, Ledbury, Herefordshire, HR8 1JF – <b>Listed Building</b>	<b>MN</b>	No objection			No Decision
<a href="#">212375</a>	Proposed approval of the 2 <sup>nd</sup> phase consisting of the erection of 49 dwellings, open space and landscape alterations, and improvements to non-motorised connectivity of extant residential development – South of Leaddon Way, Ledbury, Herefordshire, HR8 2HT	<b>CB</b>	Referred to LPA W/P			No Decision
<a href="#">212423</a>	Application for variation of condition 10 of planning permission NE/1999/2305/F (Refurbishment of existing household waste site, including extension into adjacent land, for the importation, handling sorting screening and temporary storage of waste materials). To allow the Household Recycling Centre (HRC) to be open for longer hours on a Sunday in order to allow greater capacity to a growing population and in order to provide consistency in opening times across all HRC's in Herefordshire – Household Waste Disposal Site, Little Marcle Road, Ledbury, Herefordshire, HR8 2DR	<b>RJ</b>	No objection			No Decision
<a href="#">212476</a>	Repairs to partially collapsed barn and installation of swimming pool and associated facilities – Court Rhea Farm, Rhea Lane, Ledbury Herefordshire, HR8 2PT	<b>AM</b>	No objection			Approved with conditions



<a href="#">212477</a>	Repairs to partially collapsed barn and installation of swimming pool and associated facilities – Court Rhea Farm, Rhea Lane, Ledbury Herefordshire, HR8 2PT – <b>Listed Building Consent</b>	<b>AM</b>	No objection	<b>Approved with conditions</b>
<a href="#">212502</a>	Proposed installation of jet was bay including 2.7m high solid screen, jet wash cabinet, concrete slab and slit trap – Ledbury Service Station, Ledbury, Herefordshire, HR8 1BS	<b>MN</b>	No objection	<b>Approved with conditions</b>
<a href="#">212803</a>	Application for approval of reserved matters following outline approval of 191136 (Proposed one new residential dwelling and garage) – Land adjacent to Townsend Cottage Mabels Furlon, Ledbury, Herefordshire	<b>JB</b>	No objection, subject to the concerns raised by local residents in respect of poor water pressure being addressed and that a report from the water provider be obtained	<b>Approved with conditions</b>
<b>LTC MEETING 9 SEPTEMBER 2021</b>				
<a href="#">212394</a>	Proposed road level platform and storage shed, space under the platform to be utilised as a storage area. Existing retaining walls and steps from pavement level down the front door to be reconfigures and replaced - <a href="#">Dromod, 55 Bank Crescent, Ledbury, Herefordshire, HR8 1AF</a>	<b>AM</b>	No Objection	<b>No Decision</b>
<a href="#">212605</a>	Proposed extension of current driveway to enable parking off road for three cars, currently only one car can fit on the drive - <a href="#">5 Lower Road, Ledbury, Herefordshire, HR8 2DH</a>	<b>Awaiting Allocation</b>	No objection subject to a permeable surface and good drainage system being in place	<b>No Decision</b>
<a href="#">213054</a>	Proposed rear extension for storage and preparation space for the butchers - <a href="#">67 The Homend, Ledbury, Herefordshire, HR8 1BP</a>	<b>CB</b>	No objection – clerk to enquire with following: “This company have a light industrial unit on the lower road industrial estate and Cllrs have asked why they are requesting further space	<b>No Decision</b>

				for storage and preparation at 67 Homend, would they be able to make use of the unit on Lower Road for this?"	
<a href="#">213055</a>	Proposed rear extension for storage and preparation space for the butchers - <a href="#">67 The Homend, Ledbury, Herefordshire, HR8 1BP Listed Building</a>	CB	No objection – clerk to enquire with following: "This company have a light industrial unit on the lower road industrial estate and Cllrs have asked why they are requesting further space for storage and preparation at 67 Homend, would they be able to make use of the unit on Lower Road for this?"	No Decision	
<b>LTC MEETING – 14 OCTOBER 2021</b>					
213722	Reduce Ash tree height by c40-50 foot due to its size excess shading of surround gardens – 21 The Southend, Ledbury, Herefordshire, HR8 2EY	OK	No Objection	Work can proceed	
<a href="#">213471</a>	Proposed replacement fascia signage (externally illuminated and hanging sign (fitted to existing bracket) – <a href="#">Manchester House, 9 High Street, Ledbury, Herefordshire, HR8 1DS</a>	Awaiting Allocation	No Objection	No Decision	
<a href="#">213472</a>	Proposed replacement fascia signage (externally illuminated and hanging sign (fitted to existing bracket) – <a href="#">Manchester House, 9 High Street, Ledbury, Herefordshire, HR8 1DS – Listed building consent</a>	Awaiting Allocation	No Objection	No Decision	
<a href="#">213491</a>	Proposed two storey extension to side elevation – <a href="#">70 New Street, Ledbury, Herefordshire, HR8 2EE</a>	Awaiting Allocation	No Objection	No Decision	



<a href="#">213685</a>	Proposed single storey rear extension with attic space – <a href="#">19 Bramley Close, Ledbury, Hr8 2XP</a>	Awaiting Allocation	Extension requested for further consideration	No Decision
<b>LTC MEETING – 11 NOVEMBER 2021</b>				
<a href="#">212375</a>	Proposed approval of 2 <sup>nd</sup> phase consisting of the erection of 49 dwellings, open space and landscape alterations, and improvements to non-motorised connectivity of extant residential development – <a href="#">South of Leaden Way, Ledbury, Herefordshire, HR8 2HT</a>	CB	No Objection	No Decision
<a href="#">213387</a>	Amended scheme to convert redundant traditional agricultural buildings into 5 no. residential dwellings. Previous approval references P184126/P and P184127/L – <a href="#">Upper Mitchell, Bradlow and Westhill, HR8 1HJF</a>	Awaiting Allocation	Extension requested and given	No Decision
<a href="#">212388</a>	Amended scheme to convert redundant traditional agricultural buildings into 5 no. residential dwellings. Previous approval references P184126/P and P184127/L – <a href="#">Upper Mitchell, Bradlow and Westhill, HR8 1HJF LISTED BUILDING CONSENT</a>	GW	Extension requested and given	No Decision
<a href="#">213583</a>	T1 Birch – Fell, poor position damaging buildings and tarmac parking area – <a href="#">Old Market Court, Market Street, Ledbury, HR8 2GE</a>	OK	No objection	Work can proceed
<a href="#">213776</a>	Variation of condition 2 following grant of planning permission 193297 (Demolition and removal of former builders workshops and stores. Construction of new four bedroom detached dormer bungalow with separate garage/workshop/bike store). Amendments to internal layout – <a href="#">Elmswood, Victoria Road, Ledbury, Herefordshire, HR8 2BD</a>	Awaiting Allocation	No objection	No Decision
<a href="#">213823</a>	Application for variation of condition 2 following grant of planning permission 211876 – to improve the design by having all the external walls in render – <a href="#">10 Pound Meadow, Ledbury, Herefordshire, HR8 2EU</a>		No Objection	
<b>LTC MEETING 9 DECEMBER 2021</b>				
<a href="#">213685</a>	Proposed single storey rear extension with attic space – 19 Bramley Close, Ledbury, Herefordshire, HR8 2XP	Awaiting Allocation	No objection, but that the Planning Authority be asked to give consideration to the contractors being	No Decision

				requested to ensure consideration is given to neighbouring properties, in particular to access to their properties whilst the works are being carried out.	
<a href="#"><u>213810</u></a>	Reserved Matters application following outline 171532 for part of the landscaping matter for the advance planting of new hedgerow and associated planting to the north west boundary – Land North of Viaduct, Adjoining Orchard Business Park, Ledbury, Herefordshire	<b>Carl Brace</b>	No Objection	No Decision	
<a href="#"><u>214019</u></a>	Proposed replacement cartway screen on west elevation – Upper Barn, Ledbury, Herefordshire, HR8 2PX	<b>Carl Brace</b>	No Objection	No Decision	

<b>PLANNING AGENDA</b>	<b>13 JANUARY 2021</b>	<b>AGENDA ITEM: 8</b>
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### **STREET TRADING APPLICATION**

Members are requested to give consideration to the following Street Trading Application:

*"We have received a Street Trading application for a previously used trading site at Unit 4a and 5 Lower Road Industrial Estate, Ledbury, HR8 2DJ*

*The application will be considered by the Herefordshire Council in due course, but summary details are:*

**APPLICANT:** MR DANIEL CARSLEY

**BUSINESS NAME:** CARSLEY'S BREAKFAST AND GRILL

**PROPOSED PRODUCT RANGE:** HOT AND COLD FOOD AND DRINK

**LOCATION:** LAND AT UNIT 4A/5 LOWER ROAD INDUSTRIAL ESTATE, LEDBURY, HR8 2DJ

**TRADING UNIT:** SEE ATTACHED PHOTO

**DAYS AND TIMES APPLIED FOR:** MONDAY TO SATURDAY 6AM TO 3PM

*This site has historically been used for street trading purposes before by various other street traders with catering units and the applicant here has evidenced permission from the bricks and mortar site tenant there to use the site. This is/will be Bence Builders Merchants who I understand are opening there in January 2022 (with the site formerly being occupied by Travis Perkins Ltd)*

***I am writing to you for any representations that you may wish to make in your roles as HC Ward Member and Ledbury Town Council, that may assist our Street Trading Panel Chair in reaching his decision regarding the application. If you have any questions please do come back to me.***

*Please reply to myself asap, but no later than 26<sup>th</sup> January 2022 if you wish to make any relevant representations.*

*Equally, it would also be really helpful if you could confirm to me asap if you have no representations to make, as the application can then be expedited for a decision."*

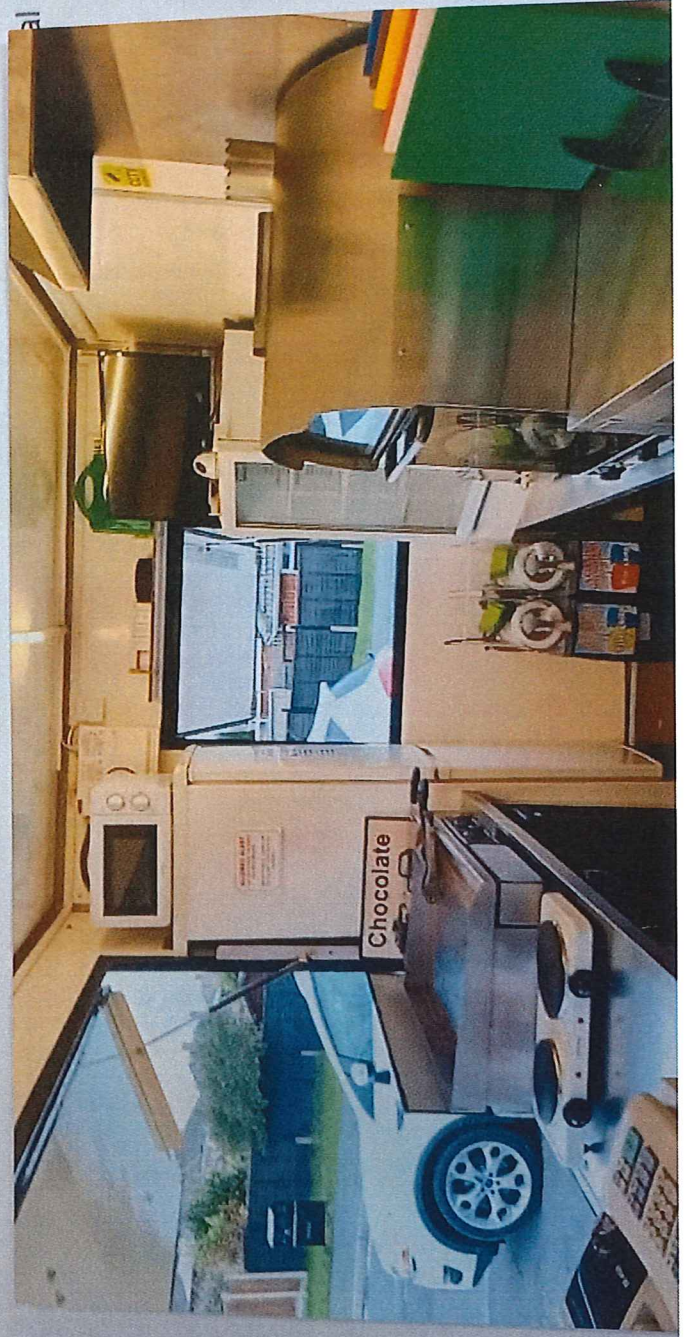




Section Three – What Will Your Unit Look Like ✓ ON THE BACK.



Height...10. ft..... Width....7.5 ft..... Length...13. ft.....







ADL House, Oaklands Business Park,  
Armstrong Way, Yate, BS37 5NA

[wc@adltraffic.co.uk](mailto:wc@adltraffic.co.uk)

**Scheme Ref: 3409-103-Leadon Way**

**Date: 20<sup>th</sup> December 2021**

Dear Statutory Consultee,

**Re: TRAFFIC REGULATION ORDER SCHEME: PROPOSED 40MPH SPEED LIMIT ON  
A417 LEDBURY BYPASS (LEADON WAY), HEREFORDSHIRE**

I write on behalf of Herefordshire Council and Balfour Beatty to advise you of the proposal to implement a reduction in the existing National Speed Limit to a 40mph Speed Limit on the A417 Ledbury Bypass (Leadon Way), Herefordshire.

The new speed limit is primarily proposed in order to accompany road improvement works including the installation of a new roundabout amongst other works associated with a new residential development. The measures have also been proposed for the following reasons:

1. For avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising.
2. For the preservation and improvement of the amenity of the area concerned.
3. To improve safety for local residents who will live in the new residential development.
4. To reduce vehicle speeds generally, in order to improve safety for vehicles attempting to enter/exit the new development.

A plan showing the proposals along with new signage required, should the scheme be implemented, is attached to this letter. A plan showing the surveyed 85<sup>th</sup> percentile vehicle speeds (gathered in November 2021) is also attached to this letter.

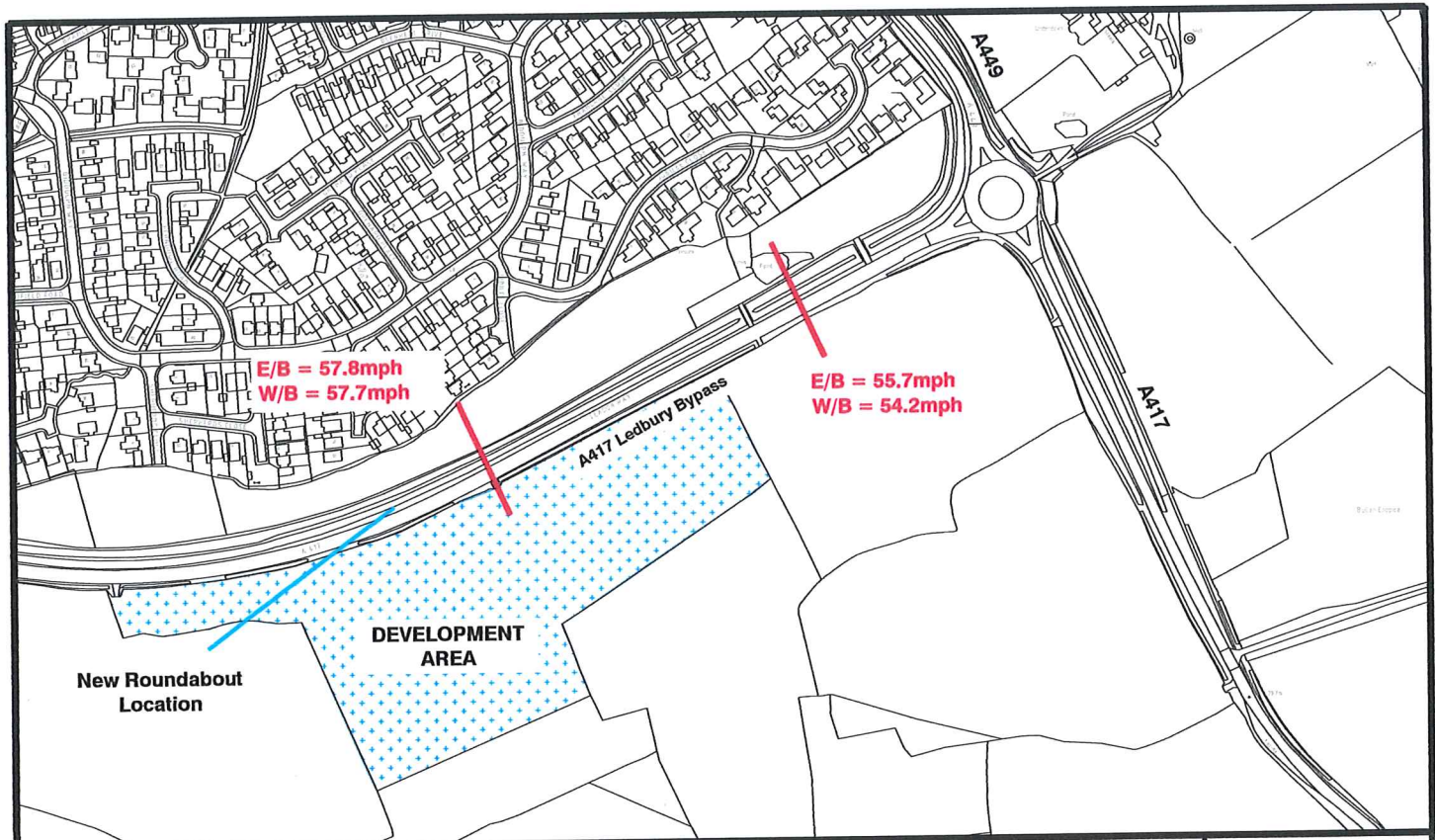
A Traffic Regulation Order (TRO) process has now been initiated to allow enforcement and this is the Formal Statutory Consultation stage of the TRO process. If you have any observations or comments, please contact ADL Traffic & Highways Engineering Ltd by email at [wc@adltraffic.co.uk](mailto:wc@adltraffic.co.uk) or at the above address. The deadline for receipt of comments is **noon of Monday 17<sup>th</sup> January 2022**.

Yours sincerely,

Will Cox BSc  
Graduate Traffic Engineer

3409

3410



**ADL**  
TRAFFIC &  
HIGHWAYS

ADL House  
The Oaklands Business Park  
Yate, Bristol  
BS37 5NA  
Tel : 01454 332100  
Fax : 01454 327983  
E-Mail : CAD@ADLTRAFFIC.CO.UK

**NOTES**

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2. DO NOT SCALE FROM THIS DRAWING.
3. BACKGROUNDED PLAN IS BASED UPON A DIGITAL ORIGIN.
4. ALL DETAILS TO BE CONFIRMED ON SITE AND ON A TOPOGRAPHICAL SURVEY.
5. ALL STAKES ASSESS GRADIENTS AND CAMBERS DO NOT EXCEED 8% AND 5% RESPECTIVELY EXCEPT VEHICLE MANOEUVREABILITY MAY BE AFFECTED.
6. ALL LAND OVERSHOOT DETAILS EXTENT OF ADJACENT HIGHWAY AND RIGHTS OF WAY TO BE CONFIRMED.
7. ALL STAKES ALL LANDSCAPING CAN BE AFFECTED AND NO TREES ARE SUBJECT TO 10%.
8. Copyright ADL Traffic and Highways Engineering Ltd

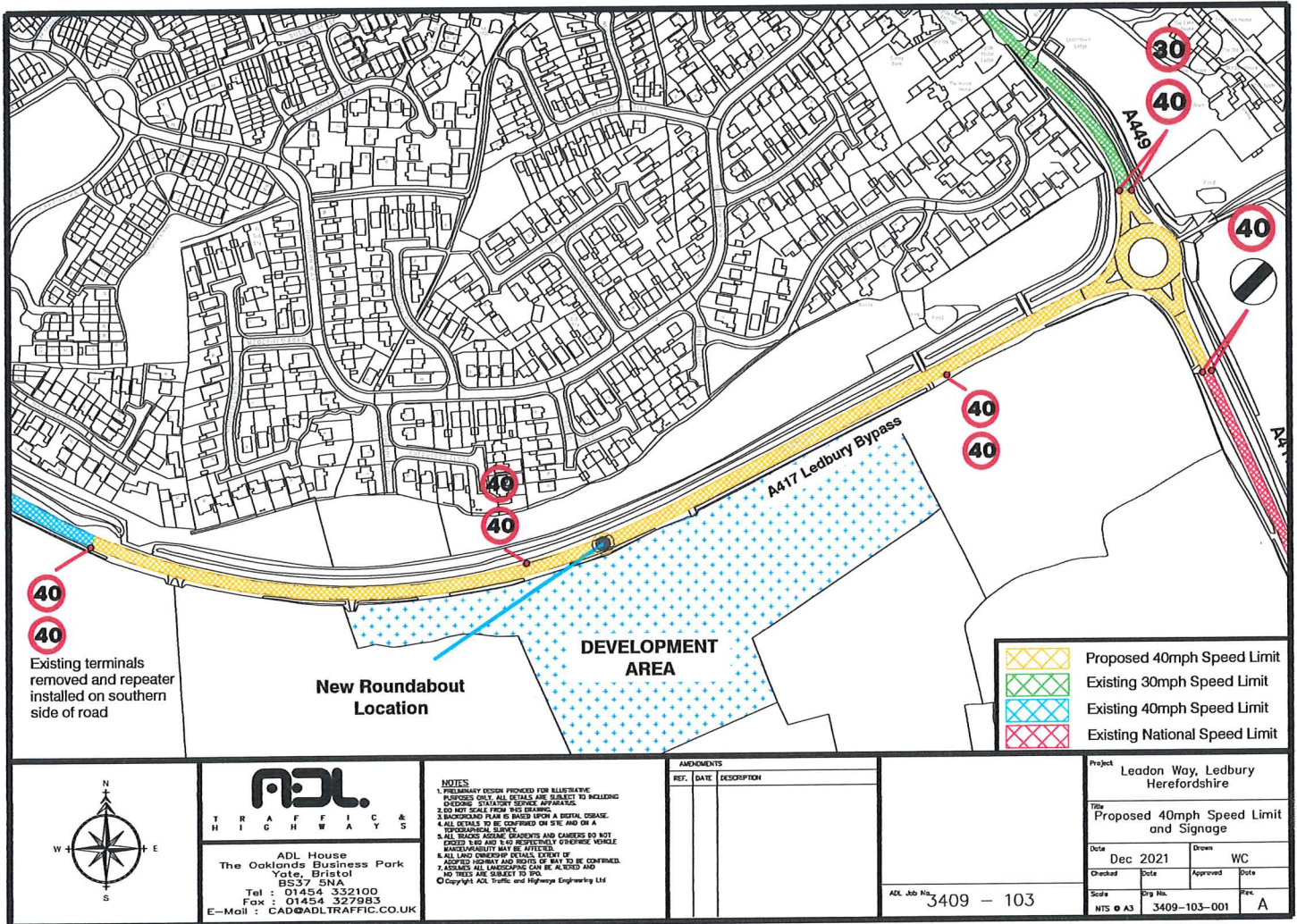
AMENDMENTS		
REF.	DATE	DESCRIPTION

ADL Job No. 3409 - 121

Project Leodon Way, Ledbury Herefordshire			
Title Existing 85th Percentile Vehicle Speeds			
Date Dec 2021		Drawn WW	
Checked TH	Date 09.12.21	Approved TH	Date 09.12.21
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# Ledbury Investment Plan 2021



SEPTEMBER 2021

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*As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape. The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage.*

#### **Ledbury Town Investment Plan Statement 2021**

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## BACKGROUND

This Ledbury Town Economic Investment Plan is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council and has been produced by working closely with Ledbury Town Council and with key local stakeholders representing the wider local community.

Herefordshire's market towns, including Ledbury, play a critical role in the county's economy, as focal points for employment; for retail, tourism, leisure and culture; for business investment and growth; for housing; and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford.

Herefordshire Council has earmarked some £20million for Employment Land and Business Space in its capital programme as an investment pot for capital projects in the County's five market towns.

This funding can be used by the Council to invest in projects which can demonstrate an appropriate business case which show the ability of the projects to generate capital receipts or income which can be used to pay back the initial investment over time. Some of the projects in the Plan may secure funding through this route subject to detailed business cases being developed and considered by the Council. The majority of project activity will need to secure other sources of public and/ or private funding, with the Plan identifying possible sources of support.

### Climate and Ecological Emergency

Climate and Ecological Emergency: Herefordshire Council declared a climate and ecological emergency in March 2019 and has set itself the ambitious target of reducing county carbon emissions to net zero by 2030.

The details of the carbon management action plan are set out at: <https://www.herefordshire.gov.uk/downloads/file/22295/carbon-management-action-plan-2021>. The plan has the following core commitments:



Area of work	Example of planned activities	Estimated Maximum Reduction (tCO <sub>2</sub> )	High Confidence (tCO <sub>2</sub> )
Renewable Energy	Purchase renewable energy	-2,138	-1,372
Projects	Energy Efficiency & Renewable Energy programme, pool cars	-563	-452
Better Ways Of Working (BWOW)	Behaviour change, Staff travel plan, video conferencing, fleet review, property rationalisation	-332	-237
Schools & Academies	Purchase renewable energy, behaviour change, energy efficiency, renewable energy	-4,884	-2,209
Contracts	More sustainable travel and practices adopted	-436	-349
Partners	Purchase renewable energy, energy efficiency programme, behaviour change	-2,840	-1,526
<b>Totals</b>		<b>-11,193</b>	<b>-6,144</b>
Percentage reduction from baseline		-83%	-65%
<b>TARGET 2025/26</b>			<b>75%</b>

In order to achieve this target, Herefordshire's market towns need to understand their own carbon footprint and to consider all investment plans through the lens of the Council's commitment, as it is well within the life-time of this plan and will be addressed in the delivery of all projects in the Plan.

### Community Including the Impact of Covid-19

The damage to the economy and to health from Covid-19 has been felt across Herefordshire. During 2020 and the early part of 2021, the pandemic reached all corners of the county and has had an impact on every community. During 2020, the UK economy contracted by 9.9%. It remains to be seen what the long-term impact of the pandemic will be, but within many sectors we are likely to see a shift to working, learning and engaging in commerce remotely on digital platforms.

The projects proposed in this Plan have been developed through engagement with key stakeholders in Ledbury and will help the town to attract essential investment as the need to promote recovery opens up new funding opportunities.

Attitudes towards working from home have changed substantially since the start of the COVID pandemic and many workers will continue to work from home long after it has ended.

There could be positive implications for Herefordshire's Market Towns in what is being termed 'hybrid working'. The Centre for Towns recently reported that its research indicates "big potential for places to market themselves as online working destinations" as predictions indicate that the longer people are required to work at home, the greater the adoption of home working will be beyond the current situation.

The best performing towns are ones with a healthy mix of age groups and professional types. An increase in home working would have a significant positive impact in rebalancing Herefordshire's market towns demographics and towns should therefore actively promote themselves to attract in and retain a thriving working age population.

Towns will need to work closely with Herefordshire Council to ensure that digital connectivity is adequate to support the needs of home workers. Clearly Herefordshire market towns have a significant 'quality of life' offer, with a good range of local services.

## **Economy**

Ledbury actively embraces the initiatives of the new cross county and cross sector Visitor Economy Group which has been established to develop a marketing plan and has begun implementation of PR and Social Media campaigns, and a strategic redesign of the Visit Herefordshire web site.

There are significant opportunities for Ledbury to collaborate with Hereford and the county's other market towns for collaboration and joint working. The expansion of town markets, tourist trails for walking and cycling, the direct link to local food and drink production, festivals, promotion and the development of accommodation all feature to some extent in each Economic Investment Plan.

It will be essential for towns and their tourism stakeholders and promoters to engage actively in strategic collaboration with the county-wide representative partnerships, such as Visit Herefordshire, in order to gain traction and commitment of resources to individual projects.

The market towns have proposed a number of tourism-related 'projects' within their Economic Investment Plans and these must be considered and developed in the light of the emerging strategy. Specifically, Market



Towns must consider their tourism projects as economic contributors that will enable the sector as a whole to push visitor spend in Herefordshire up to the UK average.

Work is underway to develop a Destination BID for Herefordshire. The BID business plan will reference each of the Market Towns Investment Plans and is likely to lead to the creation of a not-for-profit management company in January 2022. If successful, the Herefordshire BID could generate around £600k of revenue per year for up to five years and provide a resource and potential funding route for tourism related projects in all the market towns.

As people's approach to work and quality of life requirements change, the market towns are well placed to benefit from an increasing transition to a digital economy, with people working from home or flexible workspaces in attractive, less densely populated locations away from city centres.

In considering how we enable the growth of Herefordshire's economy as a whole, we need to consider the essential current and future role of the market towns in creating and supporting sustainable higher value employment opportunities for local residents.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Ledbury over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

Ledbury, in common with Herefordshire's other market towns, is identified as one of 23 'opportunity towns' in the Marches LEP Strategic Economic Plan. These towns have real potential to deliver stronger economic growth through investments in a range of activities to address the market failures common across the Marches region.

The Marches LEP Strategic Economic Plan (SEP) provides the context of the functioning economic geography of the Marches area and identifies common barriers and opportunities for localities, and their wider local regional and national partnerships, to play a role in improving economic performance.

All 5 towns and Hereford work as an economic system as shown by transport origin and destination data: 20,000 of the 29,000 people who work and live in Herefordshire in the context of these settlements work in Hereford. *The economic development of these towns as a group is the best way of underpinning the overall economic development of the County.*

The Herefordshire policy context summary

- Many of the strategies reviewed are cross-council, cross-partner and cross-sectoral rather than single sector or silo based in their development and/or implementation. These linkages, this joining-up, provides a good foundation for Herefordshire's response to recovering from COVID-19.
- Herefordshire has a range of nationally and regionally significant assets. This includes traditional business sectors such as agriculture and manufacturing alongside growth in engineering and technology-based businesses.
- But there is clearly some untapped potential and assets and strengths that could be developed further (e.g. having an 'attract and disperse' approach with Hereford as a base to explore market towns and countryside). There are also proposals to build on existing networks and markets (e.g. creative workspace, visual arts).
- The importance of retaining young people through further/higher education, skills and training, volunteering and work placements was recognised – as well as finding ways of engaging younger people in the development and implementation of strategies. The importance of creating high-quality highly skilled jobs against a backdrop of a traditional low-skill low-wage economy was also indicated.
- Connectivity – a view that the transport infrastructure is poor and traffic flows / congestion needs to be improved.

There is currently no settlement/development boundary defined for the town. The first Neighbourhood Plan proposed one when it was produced in draft but it was deleted by the Examiner who considered that there was insufficient evidence to define it and lacked public support. The Town Council will go out to consultation presenting three options:

- Option 1 - no boundary;
- Option 2 - additions where planning permissions have been granted;
- Option 3 - more extensive to cover additional areas for development such as the industrial and playing field area.

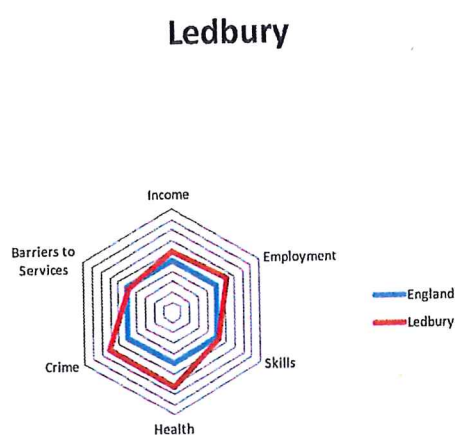
## THE MAIN CHALLENGES FACING THE TOWN

A full review of all extant documents produced in the last five years relating to Ledbury's economic and community development is attached at Appendix 1. This contextual analysis has informed the selection and prioritisation of investment proposals in the Town Investment Plan.

A review of the 2019 Indices of deprivation identifies the main challenges facing the town summarised as follows:

- Ledbury is less deprived than England on all measures apart from Barriers to Services
- Ledbury has a similar population to other market towns apart from Kington. Population just over 10,000. 9% more over 65s than the national average.
- There is a smaller stock of jobs per head than the national average.
- Ledbury has seen an Increase in benefit claimants by 19%
- Ledbury experienced a loss of 625 jobs between 2015-18.
- Distinctive sectors for Ledbury include: manufacturing, wholesale/retail, transport, accommodation and food, professional services, arts and entertainment.
- Ledbury has a higher proportion of higher value properties than the national average.

## English Indices of Deprivation 2019



### Domains of Deprivation

Domains	England Average	Ledbury
Income	16422	19376
Employment	16422	20783
Skills	16422	16984
Health	16422	24084
Crime	16422	23500
Barriers to Services	16422	15965



The radar diagram above is derived from the English Indices of Deprivation 2019. It ranks each neighbourhood in England in terms of their characteristics in relation to the following indicator sets:

- The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income.
- The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market.
- The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population.
- The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The Crime Domain measures the risk of personal and material victimisation at local level.
- The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

Pressure for new houses has resulted in extensions to the town in a number of directions. These are predominantly to its north, beyond the viaduct, and to the south, crossing over Ledbury bypass.

As yet this growth has not been accompanied by any additional employment land and other infrastructure which is considered necessary to promote a sustainable community. Currently the Town Council is reviewing its Neighbourhood Development Plan which aims to address the imbalance in development requirements.

## THE VISION FOR LEDBURY

As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape.

The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage.

### **Objectives**

This Vision helped shape the Objectives which are grouped under 6 headings:

- Housing
- Employment and Economy

- Built Environment
- Natural Environment
- Community and Leisure
- Transport and Infrastructure

## THE TOWN'S ASSETS AND STRENGTHS

We have set out below the key assets and strengths of the town

- Ledbury acts as a key service centre to the surrounding rural area, East Herefordshire and neighbouring Gloucestershire and Worcestershire.
- The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed.
- Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornua, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets.
- Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty. Ledbury itself has a number of visitor attractions and hosts a number of events throughout the year.
- Ledbury has a railway station with regular services to Hereford, Malvern, Worcester, Birmingham and London – with improvements to access and car parking required.
- Ledbury also has a town trail (part of a former railway branch line), canal and riverside walk, and forms part of the Herefordshire Trail and Geo Park Way.
- The Malvern Hills Area of Outstanding Natural Beauty (AONB) Management Plan 2019-2024 highlights the market town of Ledbury as fringing its boundary and as one of its special features.
- Ledbury has a strong voluntary sector with over 120 local groups.

The Ledbury policy context summary:

1. Ledbury is a thriving market town and acts as a key service centre to the surrounding rural area, East Herefordshire and neighbouring Gloucestershire and Worcestershire.
2. The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed.
3. The town is scheduled to accommodate growth – mainly within an urban extension to the North. The Local Plan and LNDP seek to balance new developments with the environmental and historic constraints of the town – extending sustainable transport routes (including rail, bus, cycle and pedestrian access), affordability (housing, jobs), and through the provision of new community infrastructure. This also includes the creation of new, accessible green space, outdoor play and sports facilities.
4. Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornuu, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets. Proposals seek to provide employment land to the West – upgrade existing business sites and develop brownfield sites.
5. Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty. Ledbury itself has a number of visitor attractions and hosts a number of events throughout the year. There are opportunities to increase local hotel and visitor accommodation provision, enhance visitor infrastructure and undertake cross-boundary promotion with other areas to turn days into stays.
6. Infrastructure (transport, broadband connectivity, community facilities) is needed to support this growth – including reducing dependency on the private car. Ledbury has a railway station with regular services to Hereford, Malvern, Worcester, Birmingham and London – with some improvements to access and car parking required.

## SPATIAL CONTEXT

Herefordshire's Core Strategy contains a chapter on Place Shaping. For Ledbury this sets out area policies and proposals to support the town to fulfil its role as a 'thriving service centre to its surrounding rural area in the east of the county'.

The focus is on meeting housing needs (including affordable housing), reducing the need to travel by private car, facilitating the provision of new jobs to stem out-commuting, improving the delivery of – and access to – services, and realising the value of the local environment by promoting sustainable tourism and high quality housing.



- Developing Ledbury as a forward thinking, self-reliant and sustainable lifestyle community to reflect increasing climate change challenges. For example, through self-build zero carbon based housing developments, growing its own food, generating renewable energy and recycling waste and water.
- To ensure that new housing in Ledbury meets the needs of residents and is developed in a sustainable manner. To meet the target set out in the Core Strategy Herefordshire Council allocated 625 dwellings on the north of the town on what is known as the viaduct site. Windfall provision and approved planning applications have brought forward approximately 200 dwellings and the approval of 321 dwellings following an appeal means the total will exceed the target. The LNDP seeks to address what is a traditional low income area but with high cost housing due its suitability for commuting to the Midlands and beyond.
- Delivering a mix of sustainable employment sites to cater for future growth – the priority here is on high-quality, long-term employment, business start-ups and creative industries.
- Ledbury has a number of visitor attractions within the town and nearby and hosts a number of events throughout the year. The LNDP encourages proposals that increase local hotel and visitor accommodation provision in the urban area, and outside of the urban area the re-use of existing buildings into self-catering tourism units. The LNDP references the need for a new hotel which would provide employment opportunities, but also the need to provide better visitor infrastructure.
- Promoting a choice of retail, leisure and community activities in ways that enhance the appearance and historic character of the town. Ledbury has a range of independent shops, food outlets, services and pubs as well as a number of specialist shops which attract visitors from further afield and have also created online businesses.
- Offering a good standard of facilities, services and open spaces. This includes supporting health facilities to expand, new or improved community facilities for young people, facilities for people with mobility impairment, and supporting the establishment of a tri-service emergency centre.
- Reducing vehicular dependency through promoting the use of cycling, walking, and public transport including the use of train services for work, business and leisure needs. This includes improvements to the town trail and improvements to the accessibility and facilities at the railway station.
- The Management Plan highlights the need for cross-boundary promotion with Malvern and Ledbury as part of attempts to build quality experiences that turn days into stays.



## STAKEHOLDER ENGAGEMENT

Following the Stakeholder Zoom meeting in December there was a further meeting with the Town Council lead stakeholder to discuss the outcomes and the next steps. The minutes of the stakeholder meeting were circulated to all those attending.

Engagement with stakeholders reflects the short-list of projects agreed with the Town Council which are: Land next to the Heineken Site as potential employment land; Rail access with car parking and small business units on land to the east of the rail station, Landscaping of part of St Katherine's car park next to the Master's House; relocation of the Town Council to enable the historic building to be re-purposed for tourism and revenue generating activities.

Several one to one engagement meetings have been held with Heineken, with 2 meetings including Council Officers, and a further meeting including the NDP development team.

2 stakeholder Zoom meetings were held with members of the Ledbury Sports/Football clubs in respect of a potential new site adjacent to the potential employment site a little Marcle (Heineken) as part of the NDP development with which the MTIP work is closely aligned.

We have held a significant number of phone calls and virtual meetings with project leads and a range of service areas within Herefordshire Council to discuss the potential for transfer of funds and responsibilities for the landscaping of St Katherine car park as well as for the potential for the Town Council to take space at the Masters House.

Further stakeholder engagement with the Landowner, Herefordshire Sustainable Transport Group and Herefordshire Council Officers in respect of Car parking at the Rail station has taken place between January and the end of March and is on-going.

## THEORY OF CHANGE

A Theory of Change linked to the projects proposed arising from the strategy is set out below

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact
Employment Land at Little Marcle Road	Business/Economy	Employment land demand	Acquire and encourage the development of new employment land	New serviced employment land	Increased stock of land to meet local employment demand	More sustainable settlement on a live/work basis
Relocation of Playing fields	Town/Civic Amenities	Enhance local recreational needs to meet current and projected need and demand	Acquire new playing field site	Better recreational and leisure environment	Increased residential desirability. Increased sport participation and volunteering.	More attractive settlement to people wishing to live/work in Ledbury
Rail parking and access	Town/Civic Amenities Business/Economy	Enhance operational functionality of the town	Develop key railway station infrastructure	Better and more accessible rail and parking options	Better communications and commercial infrastructure	More accessible and sustainable location for employment/leisure
Landscaping at Masters House/St Katherines	Town/Civic Amenities	Scope to enhance the civic architecture and townscape and increase the Town Market and other attractions including festivals	Invest in the development of this element of public realm	More attractive public environment, better use of civic buildings and public space	Better performing physical estate in Ledbury, support for local producers through expanded market and a contribution to the wider county wide tourism offer.	More effective use of public assets, increased visitor numbers through expanded Market and other activities – festivals etc.
Skills Development	Business/Economy	Enhancement of skills base and development of economic potential	Create a skills hub linked to key training providers with a focus in Hereford	A more skilled pool of workforce choices for employers and potential inward investors	A more productive and skilled town	Ledbury is more able to sustain its development as an economic entity
Canal restoration link to skills – training facility	Business/Economy	Limited options for skills development in Ledbury	Create a skills hub linked to key training providers with a focus in Hereford	Enhanced canal facilities more local people trained	A more productive and skilled town	Ledbury is more able to sustain its development as an economic entity
Conversion of Town Council offices to Tourist destination	Tourism/Visitors	Scope to enhance the civic architecture and townscape	Conversion of key strategic tourism asset	More attractive public environment, better use of civic buildings	Better performing physical estate in Ledbury	More effective use of public assets

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact
Viaduct site – Student accommodation	Business/Economy	No significant student presence in Ledbury	Holistic investment in the civic, and employment infrastructure make Ledbury a more balanced place in terms of its demography. Making Ledbury attractive for economically active incomers.	Creation of student accommodation in town centre	Attraction of skilled and learning based residents to Ledbury	A town with a richer mix of people of all skills and potential
Viaduct site – 3ha employment allocation – Incubator/ start-up units link to NMite	Business/Economy	Scope for the development of innovation and micro-businesses	Create a skills hub linked to key training providers with a focus in Hereford	Development of incubation services for micro-enterprise in Ledbury	Creation of a new cadre of micro-enterprises	Ledbury benefits from access to HE know how and dynamism
Shop/building frontage grant scheme	Tourism/Visitors Town /Civic Amenities	Weak visitor economy	Development of a scheme to bring forward private sector investment in key High Street properties	Improved Built environment in the Town	More footfall and private investment	More demand to visit and invest in the town

## SUGGESTED PROJECTS

The following projects and 'investment themes' emerged through the stakeholder engagement process. These projects and themes were validated through a wider stakeholder meeting in late December 2020 and subsequent group and one to one discussions in the first quarter of 2021.

The tables below provides a short form summary by way of an overview of projects and themes, those projects that could be considered appropriate for Herefordshire Employment Land and Business Space Capital Programme funding (amongst other sources), and individual descriptions of those projects that are considered strategically significant, with the potential to attract funding outside of the Council. It is supported by a theory of change, showing aspirations for impact.

The package of projects identified in this Town Investment Plan will need to access a range of funding sources in order to be delivered.



The majority of the projects identified will need to explore alternative funding options which could include private investment including Section 106 funding, Heritage Lottery, charitable trusts, other public sector funding such as the capital programmes of the West Mercia Police Service, the Hereford and Worcester Fire service, the Herefordshire Clinical Commissioning Group, the Marches LEP, Homes England etc.

In addition to these sources of funding there are a range of Government funding opportunities already in place and more will be announced going forward. Some of the projects in the Plan will require revenue funding as well as capital investment. There may be opportunities to package projects together to bid for funding as well as to bid for funds in phases on the larger projects. Different funders will require different information and governance arrangements which will need to be considered on a bid by bid basis. The evidence base and supporting information produced to support this Plan will be a useful information and policy context to help inform bids for funding.

In May 2021 the Town Council and wider stakeholders met to consider the relative priority to allocate to each project. A scoring matrix based on the good practice methodology identified by the Town Hub which supports the national implementation of the Town Fund was used to assess the relative merit of each project. Within the matrix there are 8 themes identified through and validated by engagement with local stakeholders.

For Ledbury the key criteria agreed were: contribution to net zero, attraction of more visitors/inward investment, increased GVA (a measure of the productivity of businesses), increased business diversity (an increase to the range and variety of businesses operating locally), higher skills, better population balance (supporting a wide demographic spread of age groups), greater equity (supporting fairer access to all determinants of quality of life) and equality agenda (eliminating any form of discrimination). Each project was scored by the group on a scale of 1-5 where one is lowest to provide a group composite score. These scores then used to rank the project as set out in the summary table at Appendix 2.



Project	Summary
Viaduct site – 3ha employment allocation - business units	<p>Potential for high tech business units to provide incubator space that NMITE and spin-out businesses would be looking for.</p> <p>The opportunity to open up 6.7 acres of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site.</p>
Employment Land at Little Marcle Road	<p>This project could include options for site acquisition to accelerate delivery and influence eventual end-use of the site including green energy options.</p> <p>To note also that Heineken is offering 19 acres of greenfield land adjacent to its Ledbury site to the market for commercial development. This land is identified in the Ledbury NDP as employment land.</p> <p>Provisional Cost - £6,800,000</p>
Rail parking and access	<p>This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme.</p> <p>Provisional Cost £2.5 million</p>
Landscaping at Master House/St Katherines Car Park leading to the High Street	<p>Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of funding for that purpose. Transfer of the asset to the Town Council would enable more 'creative' and flexible procurement to deliver the landscaping 'project' within the existing budget allocation. The finished public space could be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town. Provisional Cost - £120,000</p>
Shop Front Grant Scheme	<p>Financial support to encourage businesses based in Ledbury to revitalise their shop front. Provisional Cost - £200,000</p>
Conversion of Town Council offices to Tourist destination	<p>This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering. Provisional Cost - £500,000</p>

Project	Summary
Relocation of Playing Fields	Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site. Provisional Cost - £1,500,000
Viaduct site – Student accommodation	The development site opens up the possibility for the location of some student accommodation on the development with close access to the station.

The two projects below were not included in the main list of projects as whilst they are deemed of value there are concerns that they have some long term delivery challenges. They are also outlined in yellow to represent the challenges associated with them in the project prioritisation table at Appendix 2.

Canal restoration link to skills – training facility	Canal Trust and HCT led skills programme to include NMiTE and a local skills/training access point for reskilling/through-life learning.
Skills Development	To support Ledbury's viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMiTE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, aims to include Herefordshire's market towns in a hub and spoke delivery model and will actively engage with Ledbury.

## Investment Proposal Form

Project Name: Employment Land at Little Marcle Road (2.7 hectares brownfield site)

Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
Description - There is an imbalance between housing and employment with some 40% of the working population commuting out of the town. The Ledbury NDP identifies an area of circa 7.6 hectares owned by and contiguous to the Heineken facility as employment land.		Cost	Timescale	Outputs	
Through the Investment Plan project Heineken have been engaged and show willingness to dispose of this 7.6 hectares site to the market to bring forward commercial developments.				The opportunity to open up 2.7 hectares (6.7 acres) of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site.	
This investment plan identifies an opportunity to open up 2.7 hectares (6.7 acres) of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to their operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site. This investment plan considers this site to be less attractive to the market to bring forward given potential extraordinary costs associated with site remediation, and therefore provides a strong rationale for public sector intervention.				This project could include options for site acquisition and enabling works by Herefordshire Council to accelerate delivery and influence eventual end-use of the site including green energy options.	
In total both sites could deliver up to 12 hectares of employment land over the NDP period, equivalent to the total requirement identified for Ledbury.		£6,800,00	5 Years		
Demand Analysis	The site is being promoted by the landowner and the project is broadly supported by the Town Council with strong local community backing.				
Potential funding sources	Heineken (The landowner) has recently expressed an interest in disposal of the land and is demonstrating a willingness to engage in the Investment plan process as a 'community stakeholder' given its wider economic and corporate footprint in Herefordshire.  We are currently facilitating discussion of options between Heineken and Herefordshire Council on options that could include site acquisition by the Council and enabling works to accelerate delivery and influence eventual end-use of the site including green energy options.				
Exit (Sustainability) Strategy	This project will raise capital receipts which over a phased time period will repay the investment proposed.				



## Investment Proposal Form

Project Name: Rail parking and access

Intervention Framework Economy and business Tourism & the Visitor Economy Town & Civic amenities

		Cost	Timescale	Outputs
Description: This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. Current parking facilities and pedestrian access are severely constrained, creating disruptive on-street parking and significantly restricting access to public transport. These constraints act as a major drag on delivering the wider economic and social connectivity benefits and advantages of this significant transport asset. Connectivity and access are central elements of the town's development aspirations to improve facilities for business creation and growth. The project may deliver a small number of business incubator units on the site identified, with the potential for a bus turning point that would significantly improve transport into and out of town. This latter is considered to be an important service to support the volume of additional housing within the town.				
Demand Analysis	The site is being promoted by the landowner and the project is broadly supported by the Town Council with strong local community backing. Core Strategy to be reviewed. Transport for Wales approval. Neighbourhood Development Plan.	£ TBC	Dependent on core strategy review	Enhance operational functionality of the town. Better and more accessible rail and parking options. Better communications and commercial infrastructure. More accessible and sustainable location for employment/leisure.
Potential funding sources	The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme that could form the basis for debt financing and other sources of commercial finance.			
Exit (Sustainability) Strategy	Further discussions with the rail operator and the development of a worked up scheme are required as a next step.			



## Investment Proposal Form

Project Name: Landscaping at Master House/St Katherines Car Park leading to the High Street

Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
Description (up to 100 words)			Cost	Timescale	Outputs
<p>This area of the Town centre is of significant historic and cultural interest as well as a gateway into the high street and surrounding areas. The recently refurbished Masters House is an impressive historic building owned by Herefordshire Council but with an extant agreement for an asset transfer to the Town Council. Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of substantial funding for that purpose. and responsibility from Herefordshire Council to the Town Council would enable more 'creative' and flexible procurement by the Town Council to deliver the landscaping 'project' within the existing budget allocation with then the potential to make the case for the finished public space to be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town.</p>					Scope to enhance the civic architecture and townscape. More attractive public environment, better use of civic buildings. Better performing physical estate in Ledbury. More effective use of public assets
Demand Analysis	This is a long-standing delivery aspiration by the Town Council. It has significant local support for the visual improvements delivered and the potential to extend the town market.		£100,000	6 months to 12 months	
Potential funding sources	Existing section 106 monies available to be transferred for delivery – a design has been completed and would require some modifications to allow tendering for a scheme to deliver within budget.				
Exit (Sustainability) Strategy	Delivery and on-going maintenance undertaken by Town Council following asset transfer of the Land. Project Management capabilities would be 'bought in' by the Town Council from Herefordshire Council.				

## Investment Proposal Form

Project Name: Relocation and up-grading of sports pitches

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism &amp; the Visitor Economy</i>	<i>Town &amp; Civic amenities</i>		
<p>Description: Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site.</p> <p>A December 2020 report from the DCMS on the Economic Value of Sport puts sport at a 5.7% contribution to the DCMS total. Sport contributed £17.0bn in 2019, accounting for 0.9% of UK GVA. The GVA of Sport has increased by 2.9% between 2018 and 2019 and by 20.4% between 2010 and 2019, in real terms. Local sport creates significant direct value and substantial additional GVA through the range of volunteering activities that it encourages.</p>			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<i>Demand Analysis</i>	<p>Pressure from additional housing adds to the shortfall of land for playing fields. The NDP highlights the land shortage relative to population size. Existing Full Pitcher site was granted planning permission for 100 houses and requires the relocation of the football club. The Town has a very active football community at all ages and stages with significant participation and volunteer contributions all of which is set to increase in line with new housing. Current estimates from the local Ledbury Football Club that 20% of the Town are involved in the club and related activities.</p>		£1.5M	12 to 18 months	All weather pitches providing year round facilities to support and increase participation
<i>Potential funding sources</i>	<p>Recent consultation with Herefordshire Council identified S106 funding that is available for sport and recreation. The Football club is also exploring funding via relevant sporting bodies.</p>				
<i>Exit (Sustainability) Strategy</i>	<p>The project needs clearer definition in terms of land requirement – and the nature of land acquisition whether via purchase, land swap, or other 'planning gain' type approach with local landowners. Discussion in the context of the potential for employment land at Little Marcle Road with scope for adjacent land for the sports fields is on-going and requires further in-put and co-ordination via Herefordshire Council and Ledbury Town Council.</p>				

## Investment Proposal Form

Project Name: Conversion of Town Council offices to Tourist destination

Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
Description: This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering.			Cost	Timescale	Outputs
The relocation of the Town Council could be effected through space provision within the Masters House leased from Herefordshire Council.					
Demand Analysis	Similar repurposing of historic buildings for revenue generating activities is commonplace across the UK and provides the basis for self-funding. There is a shortage of holiday accommodation in Ledbury and this would add to the general offer and also encourage longer stays. Additional uses for inter alia conferences and weddings would broaden the commercial offer.				Enhanced public realm. High profile visitor attraction to encourage longer stays and encourage additional footfall into the town.
Potential funding sources	As a heritage asset the project would be eligible for related funding including the Heritage Lottery Fund and Historic England. A full business plan would demonstrate the potential for borrowing/ debt finance against which the Town Council could consider borrowing options if appropriate.		£500k	18 months	
Exit (Sustainability) Strategy	The project would become financially self-sustaining with any surpluses generated available for additional developments if required. £1 of Public sector investment in heritage-led regeneration generates £1.60 in additional economic activity over 10 years – a 60% ROI.				



### Investment Proposal Form

Project Name: Ledbury Viaduct Site – Student Accommodation

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism &amp; the Visitor Economy</i>	<i>Town &amp; Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p>Description: Bloor Homes plans to build 625 homes and 2.9 hectares of B1 employment space in Ledbury, as a mixed-use site next to Ledbury Viaduct and Orchard Business Park. This project 'concept' would link the town to the newly established NMITE at Hereford by providing student accommodation on that site over time as the University is established and demand for student accommodation increases, that would encourage enterprise amongst graduates as well as providing business demand for the higher skills acquired by graduates at the University.</p> <p>Project options could include the acquisition of land and development of accommodation by Herefordshire Council to support this wider aspiration in the event that it was established that the market was unable to deliver such facilities.</p>					
Demand Analysis	Additional feasibility work is required to determine project demand and viability and appropriateness for Council Capital funding.		£TBC	12-18 months	Influx of younger undergraduates to the town with the opportunity over time to 'incubate' enterprising start-up businesses and attract inward investment in small high tech business start-up that requires skilled engineers.
Potential funding sources	Delivery options would need to be developed to determine the potential for private sector or public sector investment, or a combination, including the NMITE funding at the appropriate stage.				
Exit (Sustainability) Strategy	Consideration would need to be given to the nature of any Council Capital Investment for either long-term revenue generation from rental income, or a shorter term 'loan' basis for repayment post development.				



### Investment Proposal Form

Project Name: Ledbury Viaduct Site – 2.9 ha employment land allocation potential for business units

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism &amp; the Visitor Economy</i>	<i>Town &amp; Civic amenities</i>
<p>Description: Bloor Homes plans to build 625 homes and will plan to build 2.9 hectares of B1 employment space in Ledbury, on a site next to Ledbury Viaduct and Orchard Business Park. This project 'concept' would support the development and early delivery of a range of business units for lease to support new business startup and expansion to meet the requirements for additional employment space in the Town. Ledbury is currently under supplied with the type and range of business premises to enable local business start-ups and expansion according to the views expressed at the planning meetings for this initiative, from the local area which acts as a significant drag to its economic performance and exacerbates the Town's currently skewed demographic by not providing employment opportunities for the economically active.</p> <p>Project options could include the acquisition of land and development of business units by Herefordshire Council to support this strategic requirement for the town. Whilst the developer has included this site within its planning application there remains a risk to delivery that could be mitigated through intervention by the Council to accelerate delivery.</p>			<p><i>Cost</i></p> <p><i>Timescale</i></p> <p><i>Outputs</i></p>
			<p>Business units to meet the requirements of local businesses to relocate within the town, or start and grow businesses. The potential to encourage high tech and related start-ups linking to defence and security, engineering and food sectors with a requirement for higher level engineering skills and a link to NMITE</p>
Demand Analysis	Additional feasibility work is required to determine project demand and viability and appropriateness for Council Employment Land and Business Space Capital Programme funding.		<p>£TBC</p> <p>12-18 months</p>
Potential funding sources	Delivery options would need to be developed to determine the potential for private sector or public sector investment, or a combination, including developer participation or contribution.		
Exit (Sustainability) Strategy	Consideration would need to be given to the nature of any Council Employment Land and Business Space Capital Programme Investment for either long-term revenue generation from rental income, or a shorter term 'loan' basis for repayment post development.		

## Next Steps

This is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council for each of Herefordshire's market towns.

Herefordshire Council has identified a number of projects which could be funded by them. As a result in addition to this Market Town Investment Plan, Rose Regeneration has completed OBCs and Project Mandates for the following projects for the Council's consideration.

OBC's have been developed and submitted for:

- Employment Land at Little Marcle Road – 2.7 hectare brownfield site at Heineken
- Rail Parking at Land adjacent to Ledbury Rail Station

Project Mandates have been developed and submitted for:

- Viaduct Site – 3 Ha employment land
- Viaduct site – Student Accommodation
- Ledbury Town Council Offices conversion for Tourism Use

Once the Plans, OBC's and Project Mandates have been considered by Herefordshire Council it is recommended that the Council works with the five Market Town Councils to establish an appropriate delivery mechanism to oversee, secure funding for and monitor the delivery of the Market Town Economic Investment Plans. This delivery mechanism should be led and supported by Herefordshire Council and should involve representatives from each Town Council.

## APPENDIX 1 – STRATEGIC CONTEXT SUMMARY

National context	Regional Context	Herefordshire Context	Ledbury Context
<p>Industrial Strategy – ‘places’ foundation: tackling entrenched regional disparities.</p> <p>Industrial Strategy Productivity Evidence Review – some cities and rural county areas have been falling behind, including Herefordshire. County Councils Network analysis of GVA in 36 county areas found Herefordshire to be experiencing the smallest economic growth 5.3% between 2014 and 2018).</p> <p>A low carbon future in a changing climate – UK obligations under the 2015 Paris Agreement - setting a net zero target for carbon emissions by 2050.</p> <p>HM Treasury/Government department resources - levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people.</p> <p>Build Better, Build Greener, Build Faster - reforming the planning system (NPPF, Planning for the Future White Paper) to give more emphasis to quality, design and the environment.</p> <p>COVID-19 recovery measures - protecting and restoring livelihoods, improving living standards and new economic opportunities.</p>	<p>Local Industrial Strategy and Strategic Economic Plan – inclusive growth, connectivity, skills, enterprise and innovation, trade and investment. Herefordshire's sectoral specialisms: food and drink, education, advanced manufacturing and engineering, defence and construction. Growth opportunities for (i) manufacturing and engineering, (ii) food supply chain/agri-tech innovation, and (iii) cyber security and resilience.</p> <p>Skills Plan and Skills Sectors Deep Dives – the provision of Higher Education provision and Further Education courses relevant to these growth opportunities in Herefordshire.</p> <p>Cyber Resilience Alliance / Science and Innovation Audit – the largest cluster of cyber security activity outside of London: growth in direct jobs, wider investment in products and processes and acting as a regional testbed.</p> <p>Growth Hub and Enterprise Zone with specialisms in defence and security at Skylon Park, Hereford. Niche tourism offer with potential to increase awareness and visibility.</p> <p>Economic recovery plan – investment in infrastructure and jobs: Hereford city streetscape improvements and NMITE Skylon campus development.</p>	<p>Herefordshire is a cold spot for social mobility – it is in the bottom 20 list of Local Authorities in England in terms of the chances that disadvantaged children will do well at school and get a good job.</p> <p>The importance of creating high-quality, highly skilled jobs against a backdrop of traditional low-skill, low-wage economy.</p> <p>County Plan – improving sustainability, connectivity, wellbeing and becoming carbon neutral by 2030-2031: Talk Community (hubs), community wealth building (increasing the amount of money that stays in the local economy); and Sustainable Food County (a whole system approach to tackling obesity, diet related ill health, food poverty, waste and climate change).</p> <p>Hereford Town Investment Plan – intended to deliver urban regeneration, a stronger skills base, and improved connectivity in the city. Under the strapline ‘green and fair’ the TIP recognises Hereford’s connectivity to market towns and countryside (e.g. tourism – attract and disperse approach).</p> <p>Telling stories about place, identifying and implementing a vision, strong partnership working and securing funding/investment are all needed for pandemic Recovery and Transformation.</p> <p>Hereford Transport Strategy describes traffic flows, delays and congestion schemes which increase physical activity (e.g. cycling, walking) generate high value-for-money.</p>	<p>Ledbury is a principal market town, providing a service centre for the town, surrounding rural hinterland, East Herefordshire and neighbouring Gloucestershire and Worcestershire.</p> <p>Herefordshire Economic Vision – enabling market towns to maximise their role in building thriving and distinctive service centres.</p> <p>Herefordshire Core Strategy – Ledbury supporting housing need (including affordable housing), reducing the need to travel by private car, employment generation to stem out-commuting, improving access to services, and viewing the environment as an economic asset through sustainable tourism.</p> <p>The vision for the town in the Neighbourhood Development Plan is structured around the following themes: preserve and develop prosperity, preserve and develop wellbeing, preserve quality and character, widen the employment base, develop educational facilities, develop sport and recreation, preserve the environment, and nurture the town centre = Ledbury as a forward thinking, self-reliant and sustainable lifestyle community.</p> <p>The market town is expected to accommodate growth – with new housing developments (x800 dwellings, mainly via an urban extension), employment land (15 hectares) and accompanying educational, health, transport, sports and community facilities.</p> <p>Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty = increasing local hotel and visitor accommodation, enhancing visitor infrastructure and cross-boundary promotion to turn days into stays.</p>



## APPENDIX 2 – PROJECT PRIORITISATION

PROJECTS	THEME	DESCRIPTION	Cost	Contri- bution to Zero Carbon	More Visitors and Inward Investment	In- creased GVA	Increased Business Diversity	Higher Skills	Leads to Better Popu- lation Bal- ance	Greater Equity	Equality Agenda	Score
Viaduct site – 3ha employ- ment allocation - business units - Ledbury	Skills Investment	Potential for high tech business units to provide incubator space that NMITE and spin-out busi- nesses would be looking for.	1000000	5	4	5	5	4	5	5	4	0.93
Employ- ment Land at Little Marcle Road - Ledbury	Employ- ment Space	The opportunity to open up 19 acres for employment use. The site is currently greenfield, identified in the draft NDP for employment use. The landowner has recently expressed interest in disposal of the land. This project could include options for site acquisition and enabling works by Herefordshire Council to accelerate delivery and influence eventual end-use of the site including green energy options.	6800000	5	4	5	5	3	5	5	4	0.90
Rail parking and access - Ledbury	Transport	This project ad- dresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. The car parking element has clear revenue potential. The poten- tial to include small business units and a local farm shop equally present revenue options for the scheme.	2500000	5	5	4	4	4	4	4	5	0.88

PROJECTS	THEME	DESCRIPTION	Cost	Contri- bution to Zero Carbon	More Visitors and Inward Investment	In- creased GVA	Increased Business Diversity	Higher Skills	Leads to Better Popu- lation Bal- ance	Greater Equity	Equality Agenda	Score
Viaduct site - 3ha employ- ment allocation - business units - Ledbury	Skills Investment	Potential for high tech business units to provide incubator space that NMITE and spin-out busi- nesses would be looking for.	1000000	5	4	5	5	4	5	5	4	0.93
Employ- ment Land at Little Marcle Road - Ledbury	Employ- ment Space	The opportunity to open up 19 acres for employment use. The site is currently greenfield, identified in the draft NDP for employment use. The landowner has recently expressed interest in disposal of the land. This project could include options for site acquisition and enabling works by Herefordshire Council to accelerate delivery and influence eventual end-use of the site including green energy options.	6800000	5	4	5	5	3	5	5	4	0.90
Rail parking and access - Ledbury	Transport	This project ad- dresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. The car parking element has clear revenue potential. The poten- tial to include small business units and a local farm shop equally present revenue options for the scheme.	2500000	5	5	4	4	4	4	4	5	0.88



Lanscaping at Master House/St Katherine's Car Park leading to the High Street - Ledbury	Public Realm	Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of funding for that purpose. Transfer of funding to the Town Council would enable more 'creative' and flexible procurement to deliver the landscaping 'project' within the existing budget allocation. The finished public space to be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town.	120000	5	4	4	4	2	4	4	5	0.80
Shop Front Grant Scheme - Ledbury	Commercial Development	Financial support to encourage businesses based in Ross to revitalise their shop front.	200000	5	4	4	4	2	3	4	5	0.78
Conversion of Town Council offices to Tourist destination - Ledbury	Tourism	This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering	500000	2	5	3	4	1	3	4	4	0.65
Relocation of Playing fields - Ledbury	Community Space	Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site	1500000	4	4	2	2	2	3	4	5	0.65
Viaduct Student Accommodation	Housing	Potential for student accommodation with accessibility via Ledbury rail station to learning centres in Hereford	3500000	4	3	0	4	0	4	5	4	0.60



Skills Development - Ledbury, Leominster and Bromyard	Skills Investment	To support the town's viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, aims to include Herefordshire's market towns in a hub and spoke delivery model and will actively engage with Ledbury.	500000	5	4	4	4	5	4	5	5	0.90
Canal restoration link to skills - training facility - Ledbury	Skills Investment	Canal Trust and HCT led skills programme to include NMITE and a local skills/training access point for reskilling/through-life learning.	1000000	5	4	3	3	5	3	5	5	0.83