



# LEDBURY TOWN COUNCIL

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20 January 2021

To: Councillors: Bannister, Knight, Howells, Chowns and Morris  
And: Christine Tustin, Caroline Green, Judi Watson, Griff Holiday, Carol Smith, Peter  
Arscott, Weston Cider, Eastnor Castle, Hellen's Manor, The Feathers Hotel, The  
Nest Café & Nursery, Stay Here Ledbury, Ledbury Ales, Rev Keith Hilton-  
Turvey, Ledbury Bells, Ledbury Civic Society

Dear Member

You are invited to attend a meeting of the **Economy & Tourism Working Party on Monday, 25 January 2021 at 2.00 pm** via Zoom, for the purpose of transacting the business below.

Please follow link to take part in the meeting:

Join Zoom Meeting

<https://us02web.zoom.us/j/84331938228?pwd=M1I3a2lzTVB6eUdSL25uR0dxRk9PQT09>

Meeting ID: 843 3193 8228

Passcode: 017204

One tap mobile

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Dial by your location

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*A Price*

Mrs A Price  
Town Clerk

## **A G E N D A**

**1. Apologies for absence**

**2. Declarations of Interests**

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 least 72 hours prior to the meeting)*

**3. Minutes**

To receive and sign as an accurate record the notes of the Economy & Tourism Working Party meeting held 30 November 2020.

**4. Actions from previous minutes:**

- a. Marketing & Tourism Strategy – 2nd draft submitted for consideration.
- b. Criteria for the Council newsletter – report attached for consideration.

**5. Economy & Tourism Working Party Action Plan**

To review the action plan, updated from last meeting and set actions as appropriate.

**6. Date of Next Meeting**

To agree the date and time of the next Working Party meeting.

**LEDBURY TOWN COUNCIL  
MINUTES OF THE  
ECONOMY & TOURISM WORKING PARTY MEETING  
HELD ON 30 NOVEMBER 2020 VIA ZOOM**

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**PRESENT:** Councillors Morris, Bannister, Chowns, Howells and Knight  
Non-Council Members: Christin Tustin, Carol Smith, Griff Holliday, Celia Kellett

**ALSO PRESENT:** Rachel Jones - Economic Development Officer, Herefordshire Council  
Angie Price - Town Clerk  
Nicola Young - Deputy Town Clerk

**ET1 ELECTION OF A CHAIRMAN FOR THE NEWLY AMALGAMATED TOWN MARKETING, TOURISM, CHARTER MARKET AND MARKET HOUSE WORKING PARTY**

Councillor John Bannister was nominated and duly elected with a unanimous vote.

**RESOLVED: That Councillor Bannister be elected as the Chair of the Town Marketing Tourism, Charter Market and Market House Working Party for the remainder of the 2020/21 Municipal year.**

**ET2 APOLOGIES**

Apologies for absence were received from Kate and Anthony Stevens, (Ledbury Real Ales) and Peter Arscott, (Ledbury Poetry Festival).

**ET3 DECLARATIONS OF INTEREST (Councillors Only)**

None received.

**ET4 TERMS OF REFERENCE**

- a. Members were advised that the Town Marketing, Tourism, Charter Market & Market House Terms of Reference needed to be updated to include a new paragraph 3:

**“3. Quorum**

To enable the Working Party to meet its quorate requirements there **MUST** be three members of the Working Party present, regardless of whether they are councillors or non-councillor members of the Working Party. However, there **MUST** be at least one Councillor present for the meeting to proceed.”

Agreed further changes are to bullet point 3, Tourism:

- Sub-bullet points 4, 5 and 6  
Add in after “Ledbury” “& district businesses and organisations”
- Include parish councils throughout the TORs

**RECOMMENDED: that the Terms of Reference be amended to include the additional paragraph no. 3 as above and that these be circulated with the updated notes of this meeting.**

It was agreed to bring forward Item 7, presentation from Rachel Jones, Economic Development Officer, Herefordshire Council.

## **ET5    HEREFORDSHIRE SUSTAINABLE DESTINATION MANAGEMENT PLAN 2018-2022**

Rachel Jones, Economic Development Officer at Herefordshire Council provided an update on:

- a. Economic development and visitor economy recovery plans, giving information on the following:
  - Marches LEP projects – COVID-19 LEP have offered funds. Herefordshire Council submitted a bid and received £444,000 to promote the county, support the tourism sector in response to the pandemic.
  - Work started immediately and the funds are being spent on:
    - Paying Herefordshire based marketing and PR consultants to do national and local campaigns
    - Updating Visit Herefordshire website
    - Media work – taking the county story outside Herefordshire

[Celia Kellett joined the meeting]

National marketing campaigns has seen articles about Herefordshire, including Ledbury in national papers.

The local campaign includes:

- Refreshing the Visit Herefordshire website
- Apple campaign and two new cycling cider circuits, Ledbury is part of the northern route.
- Continued conversation with press
- ‘Winter Welcome’ webpage, about visiting Herefordshire for gifting, etc.

The Working Party members were advised that they can get involved by joining the Visit Herefordshire Facebook private group – the next campaign that this site is developing is Spring Blossom Walks. Rachel Jones requested that information on any events be passed onto Herefordshire Council.

b. Herefordshire Sustainable Destination Management Plan 2018-2022

- Rachel explained that this plan was grown out of the concern by the Food & Drink Partnership that Herefordshire had no tourism plan or funding.
- The Plan answers the following questions:
  - What we are
  - What our offer is
  - Developing people in the sector

It is an opportunity to deliver wider business wishes, things that the Council is unable to do.

Herefordshire Council commissioned Mosaic Partnership to provide a feasibility study on the possibility of a Herefordshire Destination Business Improvement District (BID). Mosaic have concluded that it is feasible. Herefordshire Council have now commissioned Mosaic Partnership to develop the Destination BID, assist over 650 business and develop a business plan for the BID.

- It was agreed that Mosaic Partnership would be approached to speak to the Working Party.
- There was a reminder from the Chairman that it is important to look bottom-up too, whereas the Destination Management Plan was mostly looking top-down.

**ET6 NAME OF WORKING PARTY**

**RECOMMENDED: After discussion it was agreed that the new name for the Working Party would be shortened to the Economy & Tourism Working Party (ETWP),**

**ET7 WORKING PARTY CONTACT LIST**

Members were reminded that they should complete the GDPR forms and return them to Ledbury Town Council as soon as possible in order for names, email address and/or telephone number information to be retained by the Council. This is for personal information only, if Working Party members have work-related email addresses and/or phones numbers, they do not need to return the forms.

Councillor Morris requested a copy of the list of names of people who had already completed and returned the form.

**ET8 MINUTES**

**RESOLVED:**

1. **That the notes of the Town Market & Tourism Working Party held on 21 September 2020 be agreed as an accurate record.**

2. **That the notes of the Charter Market & Market House Working Party held on 29 September 2020 be agreed as an accurate record by Councillors, except Councillor Chowns and all others, who abstained as they were not at the meeting.**

## **ET9 MARKETING & TOURISM STRATEGY**

Members considered a draft Town Marketing and Tourism Strategy which had been prepared by Councillors Howells and Knight, for which Councillor Howells provided an explanation as follows:

- It was a destination management strategy
  - On what the visitor experience could be
  - Taking in Ledbury and districtBased on two-way marketing for the town and working with Herefordshire Council.
- Called “Ledbury Sustainable Destination Management Plan 2020-2025”
- The strategy noted that the conservation area requires a formal appraisal plan.

The Chairman gave some feedback:

- A far more limited strategy is required for Economy & Tourism for Ledbury and district
- It needs to encourage day visitors
- Short-term priorities to be included to enable the Working Party to make recommendations to Committee

Some concerns were expressed about the content of the strategy and Councillors Howells and Knight were asked to review the document taking onboard the comments from the meeting.

3. **RECOMMENDED: That Councillors Howells and Knight revisit the Marketing and Tourism Strategy and provide more short-term and targeted priorities, rather than wide-ranging long-term, with a 2<sup>nd</sup> draft being submitted to the next meeting of the Working Party.**

## **ET10 LEDBURY CHAMBER OF TRADE**

The following motion was received from Councillor Morris, seconded by Councillor Howells: “That the council begin and then build on business and constituent contacts in order to promote the town and its merits.”

The Chair asked for clarification on the proposal and Councillor Howells explained that the motion was requesting that a comprehensive business directory be created for Ledbury , to enable tourism information and brochures to be available. It was agreed that the motion should be reworded as follows:

“That the Council create a business directory in order to promote the town and its merits.”

**RECOMMENDED: That the Economic Development & Planning Committee request that the Economy & Tourism Working Party coordinate a Ledbury business directory.**

## **ET11 WORKING PARTY ACTION PLAN**

The following discussion and updates were made to the Action Plan at the meeting:

Projects to Achieve Goals column: additions in red – Recommendations in bold

### **Tourism**

**T4** Explore Ledbury brochure for the town: Discuss at January 2021 meeting

**T5** Explore Ledbury portal website:

**RECOMMENDATION to Economic Development & Planning Committee that Economy & Tourism WP look at moving the website forward. Develop an app alongside the website or make the website accessible via mobile phones.**

### **Town Marketing**

**TM1** Develop a Marketing Ledbury Strategy: Councillors Howells & Knight to revisit and bring forward short-term and targeted priorities and bring a 2<sup>nd</sup> draft back to next Working Party meeting.

**TM3** Establish a Ledbury Chamber of Commerce for all businesses:

**RECOMMENDATION to Economic Development & Planning Committee that the Tourism & Economy Working Party coordinate a Ledbury business directory.**

**TM4** Coordinate the Town Council newsletter: Working Party to consider what the structure and criteria of the newsletter, and what content should be included on the front and back. Deputy Clerk to write a recommendation paper for the next Working Party meeting.

### **Charter Market**

**CM4** Develop a range of markets throughout the year:

**RECOMMENDATION to Economic Development & Planning Committee that LTC consider running monthly specialist markets throughout the summer months – including evening and Sunday markets.**

**Market House**

**MH1** To recommend and oversee maintenance of the Market House:

**RECOMMENDATION that Environment & Leisure Committee should develop the economic use of the Market House and that this is not a Working party item – remove from Working Party Action List.**

**MH2** Budget monitor projects for the Market House.

**RECOMMENDATION to Environment & Leisure Committee that consideration is given to looking at modern day requirements for the Market House and recommend that Ledbury Town Council considers employing the services of consultants to look at how, working within the parameters of a Grade 1 listed building, that the Market House can become DDA compliant and accessible for all.**

**ET12 DATE OF NEXT MEETING**

**RESOLVED:**

**To note that the next meeting of the Economy & Tourism Working Party is scheduled for Monday, 25 January at 2.00 pm via Zoom noting that the meeting details will be included on the agenda and in the email circulating the papers.**

The meeting ended at 4.20pm

Signed: ..... Date: .....  
Chairman



<b>ECONOMY &amp; TOURISM WORKING PARTY</b>	<b>25 JANUARY 2021</b>	<b>AGENDA ITEM: 4a</b>
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Report prepared by Nicola Young – Deputy Town Clerk

## **LEDBURY TOWN COUNCIL NEWSLETTER**

### **Purpose of Report**

The purpose of this report is to provide members of the Economy & Tourism Working Party with suggestions in respect of the criteria for the Council Newsletter to assist them in drafting a criteria for referral to the Finance, Policy & General Purposes Committee for consideration.

### **Detailed Information**

Ledbury Town Council currently produce a newsletter, which is published electronically with some printed copies being available in the Council Reception. When printed, the newsletter is A3 and folded in thirds.

### **Production Dates**

Although the aim is to produce a bi-monthly newsletter, due to pressure on staff time there has been an informal approach to publication dates, rather than set deadline and publication dates. The aim is to now put a more formal procedure in place to assist planning, preparation, and publication of the newsletter.

At the top right-hand corner of each publication is the month and year publication date, i.e., December 2020. Although this provides a note of when the newsletter was published, it does not provide an indication of when the next newsletter will be available. It is therefore recommended that the newsletter is published on a quarterly basis in line with the seasons, therefore rather than the month and year in the top right-hand corner, it would read Spring 2021, etc. This in turn will allow the reader to identify that the newsletter is to be printed in accordance with the seasons, on a quarterly basis.

### **Production Deadlines**

In order to assist timely production of the newsletter, formal deadline dates will be set for submissions to the newsletter. These deadlines will apply to everyone, and the proposed yearly deadline and publication dates are as follows:


	<b>Publication Date</b>	<b>Deadline for Submission</b>
Spring edition:	1 March	14 February
Summer edition:	1 June	14 May
Autumn edition:	1 September	14 August
Winter edition:	1 December	14 November

## Newsletter Layout

The current newsletter is laid out clearly and is appealing to the eye, therefore there is no suggestion to change the layout. This paragraph is to put a more formal template in place to assist the newsletter producer.

Below are two templates, front and back pages which formalise the layout and will assist the newsletter producer:

### Front page

Season Year				
 <b>Ledbury Town Council</b> <b>Newsletter</b>				
Seasonal photograph or picture				
<b>Contents</b> . XXX . XXX . XXX	Message from Mayor Message / Report from Mayor giving update on Council / seasonal work, including a photo/picture			
	Message from Committee Chair ED&P	Message from Committee Chair E&L	Message from Committee Chair FP&GP	Message from Committee Chair Resources
	Message / Report from Chair of each Committee to report to residents on Council k and progress on projects			
	Market News - Update on market, feature interview with one retailer, call for new traders, etc			
	Cemetery information News on new items ie, votive, contact details - feature update on legal process, to give more info to residents			
	Councillor and Council staff contact details:			
Season Year				

### Back page

LTC Working Party updates with links and pictures where appropriate	LTC Working Party updates with links and pictures where appropriate
Herefordshire Council updates for local area Awareness raising of Herefordshire Council: <ul style="list-style-type: none"> <li>• Consultations</li> <li>• Funding opportunities</li> <li>• Events, information relevant to Ledbury</li> </ul>	
<b>COMMUNITY NEWS</b>	
Community News can include information from Community Transport Hub, Car Club, Foodbank - event information, dates, stall applications - contact information for specific community matters or organisations. Can be filled with ideas for home entertainment, cooking, ie, local recipes and crafting especially during lockdowns. Family fun, children wordsearch and crosswords, especially about the Council to get young people involved.	
Next issue is ..... Deadline ..... Please send community news to <a href="mailto:admin@ledburytowncouncil.gov.uk">admin@ledburytowncouncil.gov.uk</a> . The Council has sole responsibility on content of this newsletter & their decision is final.	

## Criteria

Mayor/Committee/Working Party Reports should be kept to a minimum of 250 words, and Chairmen should be requested to provide information on a quarterly basis to help keep residents apprised of what projects the Council is working on, completed projects and celebration of success.

Not-for-profit Only All information from the community, advertisement for events, information etc., should be from not-for-profit organisations only, no paid-for advertisements from business will be included within the newsletter.

Ledbury The newsletter is predominantly about news for Ledbury only, should information for inclusion in the newsletter be requested from an organisation outside the parish boundary, the Town Clerk will have the final say.

## **Production & Publishing**

Currently the newsletter is produced in-house. The newsletter style and content look very professional. It is recommended that the newsletter production and publishing remain in-house and distributed as an e-newsletter, with a printed copy available upon request.

## **Recommendation**

That Members of the Economy & Tourism Working Party consider the information above in respect of the publication, layout and content of the Council newsletter and make a recommendation to the Finance, Policy & General Purposes Committee that:

1. The Council produce a quarterly, seasonal newsletter, with the season and year noted in the top right corner, rather than month and year.
2. The seasonal deadline and publication dates as listed above be approved.
3. The suggested format for the newsletter, which will keep residents up to date with information about Ledbury Town Council, Herefordshire Council Ledbury-related information and community news and events.
4. The criteria for the newsletter as laid out above be approved.
5. The production and publishing of the Council newsletter remains in-house.
6. A policy be drafted to include the above criteria and submitted to the Finance, Policy & General Purposes Committee for approval.

## ECONOMY & TOURISM WORKING PARTY

### ACTION PLAN

(updated November 2020)

Action No.	Action	Steps to Achieve Goals	Timescale or Completion Date	Resources Required
<b>Tourism</b>				
T1	Work with Visit Herefordshire - Herefordshire Destination Management Plan / Visit Herefordshire	<a href="https://www.brightspacefoundation.org.uk/our-projects/economy/destination-management-plan-rural-herefordshire">https://www.brightspacefoundation.org.uk/our-projects/economy/destination-management-plan-rural-herefordshire</a>		
T2	Develop Aims & Objectives for the Visitor Economy	Cllr Howells & Knight to revisit and bring forward short-term priorities and make recommendation to Committee		
T3	Develop a draft plan which celebrates all things Ledbury, including events, history, buildings, businesses, arts & culture			
T4	Explore Ledbury brochure for the town: <ul style="list-style-type: none"> <li>• Inclusive of all attractions, inc historic sites, theatre, festivals</li> <li>• Inc info on visitor accommodation or where to look</li> </ul>	30.11.20 Discuss at Jan 2021 meeting		

	<ul style="list-style-type: none"> <li>• Travelling to Ledbury</li> <li>• Food &amp; drink</li> </ul>			
T5	Explore Ledbury website - portal site to inc. links to visitor accommodation/B&B site, local attractions, etc	30.11.20 RECOMMENDATION to ED&P Committee that Economy & Tourism WP look at moving the website forward. Develop an app alongside the website or make the website accessible via mobile phones.		
T6	Tourism brown signs on main roads leading to Ledbury, ie, M50	<a href="https://www.gov.uk/guidance/apply-for-brown-tourist-signs-on-roads-the-highways-agency-manage">https://www.gov.uk/guidance/apply-for-brown-tourist-signs-on-roads-the-highways-agency-manage</a>		
<b>Town Marketing</b>				
TM1	Develop a Marketing Ledbury Strategy, recommend for adoption to ED&P Committee	30.11.20 Councillors Howells & Knight to revisit and bring forward short-term and targeted priorities and bring a 2nd draft back to next Working Party meeting.		
TM2	Deliver actions from the strategy			
TM3	Establish a Ledbury Chamber of Commerce for all businesses	30.11.20 RECOMMENDATION to ED&P Committee that the Tourism & Economy Working Party coordinate a Ledbury business directory.		
TM4	To discuss the Town Council newsletter	30.11.20 Working Party to consider what the structure and criteria of the newsletter, and what content should be included on the front and back. Deputy Clerk to write a recommendation paper for the next Working Party meeting.		
<b>Charter Market</b>				
CM1	Charter Market Aims & Objectives			
CM2	Develop Charter Market policy and criteria			
CM3	Increase diversity of stalls at Charter Market			

CM4	Develop a range of markets throughout the year	30.11.20 RECOMMENDATION to ED&P Committee that LTC consider running monthly specialist markets throughout the summer months – including evening and Sunday markets.		
<b>Market House</b>				
MH1	To recommend and oversee maintenance to the Market House	30.11.20 RECOMMENDATION that E&L Committee should develop the economic use of the Market House and that this is not a Working party item – remove from Working Party Action List.		
MH2	Budget monitor projects for the Market House	30.11.20 RECOMMENDATION to E&L Committee that consideration is given to looking at modern day requirements for the Market House and recommend that LTC considers employing the services of consultants to look at how, working within the parameters of a Grade 1 listed building, that the Market House can become DDA compliant and accessible for all.		
MH3	Promotion of Market House, including hire			

# Ledbury marketing & tourism promotion – summary briefing paper

Report to the Economy & Tourism WP for Monday 25<sup>th</sup> January 2021 at 2.00pm by Cllrs Howells and Knight

At the last meeting of the WP in November 2020 when the WP discussed ideas submitted by us for a marketing plan, it was agreed the focus should initially be on short term actions that could be quick wins and make a difference to help compensate for the effects of COVID lockdowns on the town's economy.

It was agreed that producing a tourist website, a new tourism brochure and a mobile app were three initiatives we should pursue as a priority, so we were charged with coming back to the next meeting with ideas and recommendations for discussion.

## **Website**

It has been recognised for some time that Ledbury needs its own promotional website. A search on google shows a plethora of sites mentioning Ledbury, but currently the most authoritative is probably the Ledbury page of Visit Herefordshire at

<https://www.visitherefordshire.co.uk/explore/ledbury.aspx>

which although is understood to be a well visited source, it is not owned or produced by us so we can more accurately reflect why we feel visitors should come to Ledbury. It also needs to have much more information and in a Ledbury branded format – a good example of what can be done can be found at

<https://visitbath.co.uk/>

The issues are:

- Technical production of the site. There are lots of companies could help us do this, specialising in town/tourist information. Prices are not extortionate. Probably around £750 for a very professional looking site produced for us or half that price if we use a standard development kit and use that to build it ourselves
- Content – the key issue. Deciding what we want to include and then obtaining/producing it – such as good quality photographs. Also should include paid for slots by local businesses and attractions to help affray costs

Recommendation – we set up a task and finish group to produce a spec, make recommendations on how to develop, what we want to say about Ledbury and a list of the content to be included with sources

## **Brochure**

The current 'A visitors guide to Ledbury' has been around for some years and needs updating. (Although it has to be noted that we still have several thousand that are still relevant and could be distributed to suitable visitor information centres and other reference outlets in the meantime as a very quick win).

Issues are:

- Content
- Format/design

# Ledbury marketing & tourism promotion – summary briefing paper

- Cost/budget

## **Mobile app**

Producing a mobile app that links in to the website is an ideal that we would like to achieve, but the complexity is much greater. As for a website, there are many sources of help, including local ones, and we would certainly need this to produce a competent app.

'Most' sources suggest a minimum of a £10,000 budget is needed, with some even suggesting a minimum of £100,000 – clearly not in our remit!

However a quick look on the internet and putting some spec ideas into developer sites offering a local app service, one price of £5,600 was suggested. Seems likely a minimum of £5,000 should therefore be expected to produce an app that works for us.

The same issues exist as for the website – production and content, with the complexity of links to the website and to other information sources and local attractions, etc. The operating platform – such as Android or iOS or both is another technology issue to decide upon.

## **Recommendations:**

1. We set up a task and finish group to produce specifications for each initiative, making recommendations on how to produce each option, what we want to say about Ledbury in them and a list of the content to be included with sources.
2. Ensure the budget allocated in the ED&P element of the Town Budget includes an adequate amount to produce all 3 within the first few months of the 2021/22 year. At least £10,000 is suggested for us to realistically tackle all three of these initiatives.