

Outcome	Obj-No.	Objective
A Prosperous Ledbury	1	To work with others to ensure Ledbury is a vibrant place to live in, to work in and to visit.
	2	To work in partnership with local schools and community groups to encourage and support lifelong learning
A Resilient Ledbury	1	To react to the Worldwide Climate & Ecological Emergency and develop a green strategy for Ledbury Town Council
	2	To work in partnership with County Council, schools and community groups to develop environmental initiatives to enhance the area
	3	"Ledbury Wears it Beauty Lightly"
A Healthier Ledbury	1	To organise, promote and support events which improve the health and wellbeing of all

	2	To work in partnership with local Health Board and community organisations to develop and promote health and wellbeing
	3	To reduce loneliness and isolation of people in Ledbury
A More Equal Ledbury	1	To engage with, encourage and support a diverse range of groups to create a more inclusive and equal community
	2	To ensure all staff and Councillors have a clear understanding of the principles of Equalities legislation

	3	Enhance equal opportunities in Ledbury
Cohesive Communities in Ledbury	1	To engage with the people of Ledbury, encouraging community participation
	2	To provide financial assistance support to a thriving voluntary community within Ledbury
	3	To support well connected and enhanced community networks and safeguard community facilities
Vibrant Culture & Heritage in Ledbury	1	Enhance community participation in the arts, culture and heritage

	2	Encourage participation in sports and recreation
	3	Promote heritage, culture and achievements
A Globally Responsible Ledbury	1	To promote and contribute to global wellbeing
	2	To undertake local procurement wherever possible, whilst achieving best value for money
	3	A plastic free Ledbury



<b>Actions</b>
To encourage and support formal and informal cooperation and knowledge sharing between local businesses and employers.
To explore benefits of organised business forums and lobbying groups, e.g. creation of a local Chamber of Commerce, Business Improvement District, Business Breakfast Club, etc.
To lobby the Local Authority to secure investment in Technology & Enterprise projects in the town
Work with county council to ensure car park charging tariffs, on street parking, parking restrictions, lining and signage meets local needs.
Invest in online and printed promotional material in support of local events and to encourage visitors and promote the local economy
Work with county council planners and local landowners to achieve sustainable growth by bringing forward local employment sites alongside new homes and improved community infrastructure
Consider the introduction of community led housing schemes
Work with schools and youth groups to continue the Youth Council and Youth Forum
Provide regular opportunities for young people to be involved in local decision-making
Promote opportunities for young people to be involved in town events and initiatives
Lobby for improved links to the emerging Hereford University initiative
Develop a waste management and recycling policy for all areas of the Council
Work with Herefordshire Council and local groups to provide green waste collection service and advice on composting and recycling
Consider how best to exercise the parish power for the provision of allotments and to encourage local people to make better and more healthy food choices
Introduce bird and bat boxes in the cemetery and Dog Hill Woods
Develop a Greenspace Management Plan for land assets owned or maintained by the council, to include proactive tree planting programmes and wildlife/biodiversity
Work towards meeting the criteria for Green Flag award for open spaces within the town
Plan to map/record all the footways as well as the PROW, cycle and bridleways in the parish. Identify extensions and enhancements to the network and promote the walking and cycling opportunities in the area. e.g. Herefordshire has a Walking Festival which we could take a more active part in. To be carried out via NDP working parties
Encourage the development of community gardens and community gardening schemes.
Work with Herefordshire Council and its contractors to ensure litter, dog waste, waste and recycling facilities and grit bins are correctly located, maintained and replaced/repaired.
Develop a Public Realm management plan for the town centre and footpaths etc. to sit alongside the Greenspace Management Plan
Be creative in introducing alternative and interactive projects to promote a tidy town, such as talking bins
Support organisations such Ledbury in Bloom, U3A gardeners and the allotment association with planting and enhancement of the town
Promote 'stop the drop' and 'scoop the poop' campaigns and support community clean-up groups to minimise litter and untidiness in the town.
Introduce a litter clean-up plan and work in partnership with schools and local organisations and stakeholders to organise Litter Picks in areas within the town
Work with mental health and wellbeing organisations to promote their services, including
To become a Dementia Friendly Town in order to generate awareness of how to support
To ensure the health and wellbeing of all events run by the Council or in partnership with

Work with HC and local lobbying and user groups to secure improvements to public transport services
Work with local stakeholders, landowners and HC planners to Improve facilities at/serving the train station
Promote walking and cycling in Ledbury
Promote road safety and take an active approach to traffic management in partnership with HC
To encourage the Mayor to include an event that highlights health and wellbeing
To invite local health board representatives to pre council meetings to give presentation on health and wellbeing in Herefordshire and in particular Ledbury
Encourage grant applicants to demonstrate how their organisation contributes towards the health and wellbeing of the residents of the town.
Investigate possible health and wellbeing projects within Ledbury that the Town Council could support
Work with local domestic abuse support groups and sign up to the principles of the White Ribbon Pledge
Have Town Council representation at PACT meetings and invite police or CSAs to speak to council regularly on local issues.
Support crime reduction initiatives, such as, Community Watch, We Don't Buy Crime, etc.
Work with the local health board to improve NHS dentistry, GP Services and minor injuries
Encourage availability of information about health and welfare services
Maintain and improve access to social and welfare advice and support services locally such as CAB, Community Action Ledbury and Age UK
Encourage Town Mayor to hold and attend regular coffee mornings within the Town
Promote projects that help reduce isolation and loneliness – bridge the gap between young and old with workshops
Invite non-Councillor representatives to sit on Economic Development & Planning and Environment & Leisure committees
Invite non-Councillor representatives to sit on Council Working Party Groups
Promote diversity in democracy throughout the council through information on council social media platforms
To work with local youth groups to encourage participation in local issues
Assist in providing support for a safe place for the youth of the town to meet such as a drop-in centre
Ensure grant funding is allocated equally amongst a diverse range of organisations
Provide safe and ready access to council services for all members of the community
Provide Equality & Diversity training for all staff and Councillors
Assess all new policies, plans or projects for Equality & Diversity compliance in respect of protected characteristics
Draft and adopt a new Equality Policy
Adopt the Equality & Human Rights Commissioners Moving Forward Pledge
Pledge to become a Real Living Wage Employer

Introduce a Mayor's Youth Champion
Encourage local businesses to provide work experience places for all groups
To promote services and how to access them for the disabled within the town
To promote equality for our armed forces families within the town
Promote and encourage public participation at Council meetings
To have a presence at Community events in Ledbury such as the Community Day, Carnival and other such events
To hold Candle Lighting events at Ledbury Cemetery Mother's Day and Father's Day last weekend before Christmas
To hold more Parish Meetings to engage with the community
Continue to present a Citizen of the Year and Youth Citizen of the Year Awards
Introduce a Ledbury business of the Year Award
To encourage young people to have a greater say in what goes on in Ledbury
Annual grants giving exercise
Consider proposals for new projects or events at Full Council or via public forums such as Parish Meetings
Request feed-back from organisations granted financial assistance to establish the impact of their group on the town and its community
To ensure good publicity of the Council's grants processes
Engage with organisations such as Network Rail including invitations to give presentations pre council meetings
Work in partnership with Herefordshire Council through the Ledbury Neighbourhood Plan when considering planning applications to ensure Ledbury focused S106 projects.
Increase social media presence to enhance engagement with the community and businesses
To work with the Market Town's in Herefordshire through the Market Towns Forum
Work with providers of public transport to ensure the needs of the community are met
Continue to develop the Neighbourhood Development Plan
To provide public toilets and baby changing facilities in the town
To continue to work with residents on traffic management issues
Work in partnership with arts festival groups to support and develop local projects and events such as the Ledbury Poetry Festival and the Ledbury Fringe
Produce a business plan for the Painted Room
Maintain the Council offices and Market House to the required standard and provide access as and when required
Produce an Asset Management Plan for the council to include maintenance and improvements to council- owned buildings
Develop and promote the Council Offices and the Market House as the Heart of the Tourist focus in Ledbury
Promote Ledbury in Bloom
Support the Town Twinning between Ledbury and Strömstad



Hold an open day at Ledbury Cemetery and make the burial books available for inspection and family history searches
Continue to support events such as the October Fair, Ledbury in Bloom, Christmas Lights
Support local sports clubs via financial assistance grants
Work in partnership with Herefordshire Council to promote and support sporting events in Herefordshire and in particular Ledbury
Work with the community and stakeholders to ensure land for sporting activities is available
Maintain and expand the availability of quality public access spaces for recreation and leisure
Encourage greater participation in sport and exercise
Celebrate outstanding achievements of citizens through Freedom of the Town
Publish up to date Tourist leaflet
Publish regular editions of a Council e-Newsletter
Consider possible Blue Plaque sites within Ledbury
Work in partnership with military organisations in respect of commemoration plaques for military theatre
Create a memory project in partnership with Old Ledbury to capture people, addresses, pictures, events, memories about the WW2
To repair and maintain the War Memorial
To consider the erection of a statue of the Poet Laureate "John Masefield"
Celebrate all the poets with connections to Ledbury by way of a poetry and literature project in conjunction with the Ledbury Poetry Festival
Promote Ledbury more effectively as an attractive visitor destination
Develop and improve facilities to make visitors welcome
Maintain and expand the availability of quality public access spaces for recreation and leisure
Build relationship with schools, churches, voluntary organisations and businesses to encourage them to be globally responsible in line with the Global development target list - <a href="https://sdg.humanrights.dk/goals-and-targets">https://sdg.humanrights.dk/goals-and-targets</a>
Endeavour to use environmentally sustainable products at all Civic and Corporate events
Staff to consider supply chain when entering into the purchase of goods and services
Reduce carbon footprint
To work with local businesses and community to provide water refill stations throughout the town
Initiate and work with local traders to promote Shop Local Campaign
Raise awareness of existing energy discount schemes and how energy efficiency of homes can be improved – facilitate an eco-fair
Promote opportunities for community energy projects
Develop a plastic free policy for Ledbury Town Council and pledge a commitment to working towards a plastic free town

Facilitate and develop regular litter pick events or work with organisations who already do this

To provide recycling bins within the town

<b>Target date</b>	<b>Committee Lead</b>	<b>Stakeholders</b>
2020/21	ED&P	ED&P
2020/21	ED&P	ED&P
2020/21 onwards	ED&P	ED&P
2020/21 onwards	ED&P	ED&P
2020 onwards	ED&P	ED&P, E&L
Continuous	ED&P	ED&P
2021/22	ED&P	ED&P
2020/21	E&L	E&L
2020/21	E&L	E&L
2020/21	E&L	E&L
2020/21	ED&P	ED&P
2020/21	E&L	E&L
2020/20 onwards	E&L	E&L
2021/22	E&L	E&L
2020/21	E&L	E&L
2020/21	E&L	E&L
2020/21	E&L	E&L
2020/21 with the help from the NDP Working Party	ED&P	ED&P
2021/22	E&L	E&L
2020/21	E&L	E&L
2021/22	ED&P	ED&P
2021/22	E&L	E&L
Annually	E&L	E&L
2021/22	E&L	E&L
Monthly	E&L	E&L
Continuous	E&L	E&L
2021/22	E&L	E&L
Continuous	E&L	E&L

2020 onwards	ED&P	ED&P
2020 onwards	ED&P	ED&P
Continuous	E&L	E&L
Continuous	ED&P	ED&P
2019/20	Clerk	Clerk
Annually	Clerk	Clerk
When applying	Clerk	Clerk
Continuous		
2021/22	Clerk	Clerk
Continuous	E&L	
Continuous	E&L	
Continuous through	E&L	
Continuous	E&L	E&L
On-going	F&GP then E&L for ongoing contact	F&GP then E&L for ongoing contact
Annually	E&L	E&L
2020/2021	E&L	E&L
Annually	ED&P	ED&P
When setting up working parties	Clerk & Website	Clerk & Website
Continuous	F&GP	F&GP
Continuous	E&L	E&L
2020 onwards	E&L	E&L
On application	F&GP	F&GP
Continuous	Clerk	Clerk
Termly and/or following elections	F&GP	Clerk & F&GP
Continuous	F&GP	Clerk & F&GP
2020/21	F&GP	Clerk & F&GP
2021/22	F&GP	Clerk & F&GP
2020/21	F&GP	Clerk & F&GP

2021/22	E&L	E&L
Continuously	ED&P	ED&P
Continuously	E&L	E&L
Continuously	ED&P	ED&P
On-going	F&GP	Council
Annually	E&L	E&L
Annually	E&L	E&L
When deemed required	F&GP	Council
Annual Parish Meeting	F&GP	Council
2021/22	ED&P	ED&P
Continuously	E&L	E&L
Annually	F&GP	Council
Continuous	All Committees	Council
Annually	F&GP	F&GP
Annually	F&GP	F&GP
Annually	Clerk	All Committees
Annually	ED&P	All Committees
2019/20 social media presence has been growing over the past year	F&GP	All Committees
2019/20	Clerk & Nominee/s	All Committees
2020 onwards	ED&P	E&L
To be adopted by May 2021	ED&P	ED&P
2020/21	ED&P	E&L
2019 onwards	ED&P	ED&P
Annually	E&L	ED&P
2020/21	ED&P	E&L
Continuously	F&GP	E&L
2020/21	F&GP	F&GP
2021/22	ED&P	
Annually	E&L	
Annually	ED&P	

Bi-annually	E&L	
Annually	E&L	F&GP
Annually	F&GP	
Continually	E&L	
2020/21 via NDP Working Party	ED&P	E&L
Continuously	E&L	ED&P
Continuously	E&L	
As nominated	F&GP	
2019/20	ED&P	
Quarterly	F&GP	Clerk
2021/22	ED&P	E&L
2021/22	E&L	
To be updated regularly	E&L	ED&P
2020	E&L	
2021/22	E&L	
?	E&L	
Continuously	ED&P	
Continuously	ED&P	E&L
Continuously	E&L	
2020/21 onwards	ED&P	
2019/20	F&GP	
As required	F&GP	
Continuously	E&L	F&GP
2021/22	E&L	
2021/22	ED&P	
2021/22	F&GP	E&L
Continuously	E&L	ED&P
2020/21	E&L	ED&P

2019/20	E&L	
	E&L	

<b>Comment</b>
combine with below
Investigate the way forward for each of these initiatives taking learning from City and other market towns
Liaison with HC inc on Economic Development
Liaison via ward members
Strategy & Plan for town promotion
NDP and link to above on ED liaison
NDP and link to above on ED liaison
Investigate options for this in other towns and
Investigate options for this in other towns and
Investigate options for this in other towns and
Via Ward members
Climate action plan & lon with Env group
Climate action plan & lon with Env group
Climate action plan & lon with Env group & NDP on land allocation
under Develop a Greenspace Management Plan
Develop a Greenspace Management Plan
Under Develop a Greenspace Management Plan
NDP but also footpath warden
Env Group and NDP for land allocations
Develop maps for each and condition assessment
Develop a Public Realm management plan and link to Infrastructure Delivery Plan
Link to public Realm Mgt Plan
Link to greenspace mgt plan
Link to Greenspace and Public Realm Mgt Plans
Link to Greenspace and Public Realm Mgt Plans
Health Group liaison and promoting health
NOM to council. Health Group liaison possibly tie in



GHAL, We Love Our Bus groups and liaison with ward members
NDP & liaison with ward members
Link to Town Promotion plan
Working Party & liaison with ward members
Clerk and Mayor consider
Adjust grant form to cover H&W
Health Group liaison and promoting health messages on website and social media. Also NOM to council. Clerk put a paper together and ask talk by support group to understand the issue locally
Coordinate PACT meetings with council meetings
Health Group
Improve lision and comms and agree service support
Not this - more about providing info on services and events available and promote - maybe through CAB
Via Large Application WG etc
Via Large Application WG etc
Comms Plan & public engagement in local democracy
See above on youth council/forum
Financial support and liaison with Ward Councillors and local landlords
Aligned with the council's priorities and report in annual plan/report
Website and office plus location of meetings
Training Plan
Report and NOM debate - encourage local employers to sign up
Report and NOM debate - encourage local employers to sign up

Link to youth discussions above
Promote opportunities in liaison with HC & ward members - LAC employment and KickStart2020
CAL - link to website, link to local access group
Forces covenant - promote through website
Better use of comms channels and invite public to register interest in topocs through website
Add to annual calendar for council
Consider timetable to fit council year
Link to Business Forum/Chamber formation
Discuss with Youth Council/Sally Holliday
Align with council priorities/local issues
Participatory Budgeting and public consultation on annual business plan
Part of existing process
... primarily through effective working with ward members
Through tourism WG?
Possible link to Ledbury Places engagement
Link to Ledbury Places/Civic Soc dialogue
Link to Ledbury Places/Civic Soc dialogue
Link to Ledbury Places/Civic Soc dialogue and to Tourism WG

Events calendar link to business forum
Just sports? Or promote healthy lifestyles
County tourism connection and through market towns forum
Neighbourhood Plan and Ward Members
Neighbourhood Plan and Ward Members
Healthy lifestyles
Rare event
Tourism WG
Maybe broaden beyond WW2 to local memory projects, inc AgeUK memory project
Asset mgt plan
maybe widen to consider public art as part of tourism attraction
Maybe fund project through the festival, or become parton of the festival on a particular theme which lasts all year
Tourism WG
Ledbury Places, Tourism WG, Public Realm plan
NDP and green spaces mgt plan
Link to Climate action for Ledbury and social justice/responsibility pledge?
Review Fair Trade Town status and possible new frameworks to support
Climate Action P;anning
consider alongside making visitors welcome - revise as necessary w,r,t, covid
Through business forum
Through Environment Group and ward members to HC support
Through Environment Group and ward members to HC support
With Food Group and Business Forum

With Environment Group, Ledbury in Bloom,  
Community Clean-up and Business Forum on  
sponsorship of bins etc.

Work with HC/BBLP and Environment Group