

LEDBURY TOWN COUNCIL

CORPORATE PLAN

2020



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INTRODUCTION FROM THE MAYOR



Under the Localism Act 2011, substantial new powers have been devolved to allow communities a greater say in how they are run and managed. They are now able, as never before, to decide on the services which meet their specific local needs so they can be developed and delivered locally.

Through the introduction of the Neighbourhood Development Plan plans (NDP'S) once formally adopted, councils and residents can stipulate, with legal force, the location and types of developments, including housing, schools, shopping, employment and sporting/recreation needs in the area. It has taken time for the Act's impact to be felt; NDP's are complex and time consuming to produce, usually taking several years from concept to adoption.

"Local Government is changing and Modernising"

Like many other towns, Ledbury now has an adopted NDP (January 2019) but such is the pace of change a second and enhanced version is already well underway.

It is up to Councils, Councillors and Communities to take up the challenges afforded by the Act to shape their communities as they wish. The opportunities are substantial, but they also place a greater premium on local ambition and on the vision, skills and experience of Councillors and officers who are the leaders of their communities.

Ledbury's Council, its Clerk and staff are united in their desire to ensure Ledbury retains its heritage, values and charms which attract our many national and international visitors whilst growing and adapting to the needs of the 21st century, with the right housing and jobs and especially for our young people. The election in 2019 led to an almost new set of Councillors whilst around the same time a new Clerk and office staff came onboard. To help us set our direction for the next few years it was agreed an important first step was to produce a Corporate Plan.

I am proud to be the Mayor to introduce this plan, which sets out our ambition for a future prosperous and modern Ledbury, building on the firm foundations of its centuries old Heritage.

COUNCILLOR PHILLIP HOWELLS

**Ledbury Town Mayor
2019-2020**

A photograph of a timber-framed building facade. The structure is made of dark, weathered wood. A window with a decorative leaded glass pattern is visible. Below the window, a white street sign with black lettering reads "BROAD STREET". Below that, a green sign with white lettering reads "THE BROAD GATE". The background is a plain white wall.

BROAD STREET

THE BROAD GATE



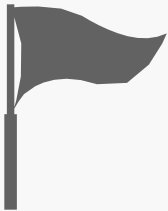
OUR VISION

Unity for the Community



OUR MISSION

Working together with integrity to serve, represent and inspire our community in a positive manner, whilst being proactive, supportive and inclusive to all.



OUR PRIORITIES

People –

Ledbury Town Councillors and staff are a team working for the benefit of the community. As such, we will treat each other, our partners, customers, visitors, and residents with respect and strive to do our best for the community at all times.

Place –

Ledbury Town Council will endeavour to celebrate all things Ledbury, providing encouragement and support for organisations and events within the town. We will strive to make the Town an even better place in which to live, work and visit, protecting and improving the quality of life of the residents.

Service –

Ledbury Town Council is proud to serve the residents of Ledbury and to this end Councillors and staff will endeavour to rise to meet the challenges that present themselves daily.

Openness –

In order to deliver on these priorities, the Council will include the community by talking to the residents and involving them in decisions and projects, being collaborative and informing them on services and projects provided and undertaken by the Council.

A local council is a universal term for community, neighbourhood, parish, and town councils. They are the first tier of local government and are statutory bodies. They serve electorates and are independently elected and raise their own precept (a form of council tax). There are 10,000 local councils in England with over 30% of the country parished and 100,000 Councillors who serve in these local councils, with over £1b being invested into these communities every year. (<https://www.nalc.gov.uk/about-local-councils>)

Town & Parish Councils, being the section of local government closest to the people in their communities, are there to provide the voice of the people and represent their views. Councillors are usually elected to their positions, however on some smaller parish councils there are often insufficient candidates to enable an election. As an elected tier of local government Town Council activities are controlled by Acts of Parliament or legislation.

The next tier of government up from Town and Parish Councils are District and Council. In Herefordshire there are just the two tiers of local government and Herefordshire County Council is classed as a Unitary Authority which delivers services such as education, town and country planning, environmental health, and social services.

Parish Councils have a variety of powers and duties, all which impact directly on the community.

The following are all under the remit of local councils:

- **Allotments**
- **Burial grounds, Cemeteries, Churchyards and Crematoria**
- **Bus Shelters**
- **Bye-laws – the power to make concerning baths and washhouse (swimming pools) Cycle parks, Mortuaries, and pleasure grounds**
- **Clocks – public clocks can be provided and must be maintained**
- **Community Centres, Conference Facilities, Halls and Public Buildings**
- **Drainage – of ditches and ponds**
- **Entertainment and the Arts**
- **Footpaths**
- **General spending - Parish Councils can spend a limited amount of money on anything they deem of benefit to the community that is not covered by other specific responsibilities described in this list**
- **Highways – lighting, parking places, right to enter into discussions about new roads and road widening, consent of parish council required for diversion or discontinuation of highway, traffic signs and other notices, tree planting and verge maintenance**

- **Planning** – parish councils may be notified of any planning applications for the area
- **Land** – acquisition and sale of
- **Legal proceedings** – power to prosecute and defend any legal proceedings in the interests of the community, power to take part in any public inquiry
- **Litter** – provision of litter bins and support for any anti-litter campaigns
- **Postal and Telecommunication Facilities** – power to pay a public telecommunications operator any loss sustained in providing services in that area
- **Public conveniences** – provision and maintenance of public toilets
- **Recreation** – provision of recreation grounds public walkways, pleasure grounds, open spaces, village greens gymnasiums, playing fields, holiday camps and boating ponds
- **Rights of Way** – footpath and bridleway maintenance
- **Seats (public)**
- **Signs** – danger signs, place names and bus stop signs
- **Tourism** – financial contributions to any local tourist organisations allowed
- **Traffic calming**
- **War memorials**
- **Water Supply** – power to utilise stream, well or spring water and to provide facilities for general use.



THE COUNCIL & THE LAW



Town and Parish Councils are set up and controlled by Acts of Parliament. The introduction of the General Power of Competence (GPC) via the Localism Act 2011 provides Town and Parish Councils in England with freedom to do more than they were previously permitted to do. However, a Council can only use GPC if it qualifies.

To qualify it must have two-thirds or more elected Members and the Clerk must have obtained a qualification in Certificate in Local Council Administration (CiLCA) or equivalent

The central business of a Town or Parish Council is to make lawful decisions. A Council could be in trouble if:

- **It uses unlawful procedures to make a decision**
- **It acts ultra vires – or beyond its powers**

Individual Councillors could be in trouble if they behave in an unethical way or act alone to make decisions affecting the Council.

Law determines what a council must do (its duties), but the Council can choose to exercise its powers.



There are 5 Town Council's and 1 City Council in Herefordshire and each one has a Mayor or Chairman. As at May 2019 Ledbury had a total of 7,214 registered electorates.

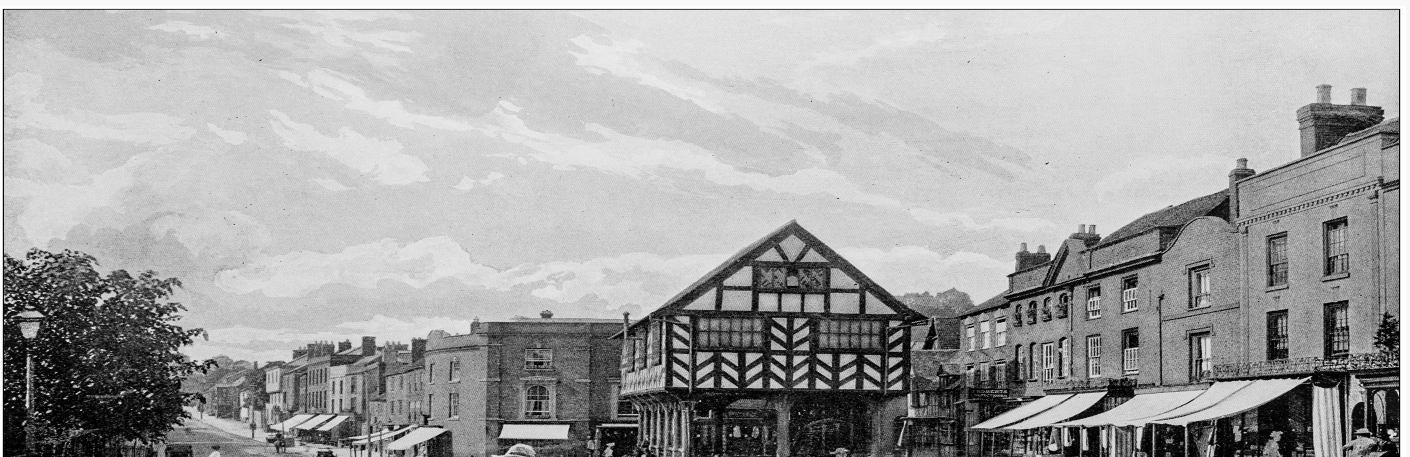
- **Ledbury TC**
- **Bromyard TC**
- **Kington TC**
- **Leominster TC**
- **Ross TC**
- **Hereford CC**

Ledbury Charter Market

The Ledbury Market Charter was issued by King Stephen to Bishop Robert de Bethune in 1138 and in 1584 Queen Elizabeth I granted a new charter, allowing a weekly market on Tuesday and two fairs, on the feasts of St Philip and James (1 May) and St Barnabas (11 Jun). In 1671 a group of citizens bought some property "at a near place called the Corner Ed" and here built the Market House, which can still be seen standing proud in the Town.

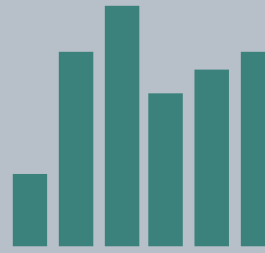
The market as it is today, is held on a Tuesday and Saturday where you can find a variety of wares for sale including fresh fish and cheese and vegetables and plants

Over the years the town has expanded from its core by two major additions; Deer Park, which was developed in the 1970's and New Mills in the 1990's. As part of the national housing supply demands there is currently a new development being built to the North of the town, Hawk Rise, and there are plans to build in other areas of the town such as the Viaduct site to the South Town. In 1951 the town had a population of just under 4,000, the 2011 Census recorded 9,636 people living in the locality of Ledbury Town, 8,727 in the rural sub-locality (a total of 18,363) living in the Ledbury Locality). It is important, that with all the newly proposed housing developments, the provision of employment thought industry and the needs of the community are catered for.



THE 2011 CENSUS PROVIDES THE FOLLOWING AGE DEMOGRAPHIC OF THOSE LIVING IN THE LEDBURY LOCALITY AT THAT TIME:-

Age :	Under 16	-	3,025	-	16%
	16 - 64	-	10,838	-	59%
	65 +	-	4,500	-	25%



TOTAL 18,363

The centre of the town boasts a number of 15th, 16th and 17th Century buildings which include the Market House and St Michael and All Angels Parish Church (Grade 1 listed buildings), the Masters House, St Katherine's Hall and Alms-houses, the Old Grammar School, along with the Feathers and Talbot Hotels (Grade 2* listed buildings). As well as these many of the retail accommodation in the Town are similar in age and recognised as historically important or special and are listed as either Grade 2 or Grade 2*. The town centre is also a recognised conservation area, which is defined as such, to exist, to manage and protect the special architecture and historic interest of a place due to the features that make it unique.

Ledbury Town Centre has resisted the influx of big stores and prides itself on its thriving High Street and independent shops, which range from those selling local produce to home interiors and clothing stores, as well as supporting the more general needs of the town and its residents.

The location of Ledbury, with the M50 just 5-miles away, provides excellent connections for its local industries, which include agriculture, drinks production, light engineering, and distribution and it has a thriving tourist industry. There is also a train station which provides a regular service to Hereford, Malvern, Worcester, Birmingham and London.

Situated on the edge of the Malvern Hills AONB, Ledbury is surrounded by beautiful countryside and rural attractions and when visiting Ledbury for the first time, many are unaware of what Ledbury has to offer. Ledbury has over 120 local voluntary groups covering a vast range of interests, one in particular worth mentioning is the Market Theatre where the efforts of the volunteers provides popular live shows and cinema for the community.

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COUNCILLORS

Councillors are elected to represent and serve the community within their Town or Parish and are all volunteers. As the tier of government closest to the people they are recognised as the “voice of the people” and have a role in delivering public services in England. The Local Authorities (Members Allowance) (England) Regulations 2001 provides information on what, if any, allowances a Parish Councillor can claim to ensure they are able to carry out their role as a voluntary, unpaid Member of a Council.

Ledbury has 18 seats on its Council and until recently these seats were always contested in elections. Currently, the Council has 9 elected Councillors with 9 vacancies, which it is hoped will be filled in the near future.

Councillors have three main areas of work that they should focus on as representatives of the people and the community they serve: -

Decision Making

Councillors, via their committee structure will make decisions, decide what activities to support or provide in the town, where money should be spent from its precept, what services should be delivered and what policies to implement on behalf of the members of the public for the benefit of the town.

They are required to adhere to the provisions of a Code of Conduct for Councillors when undertaking their role.

Monitoring

Once decisions have been made Councillors should monitor the progress of activities and events to ensure their decisions have resulted in efficient and effective use of funds and meet the needs of the community.

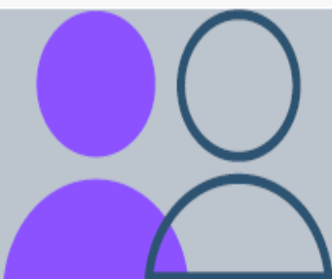
Representation

Upwards - on issues and decisions to be taken at higher levels of government & outwards - to neighbouring towns and parish councils

CODE OF CONDUCT FOR COUNCILLORS

All Councillors must observe the Code of Conduct adopted by the Council. Ledbury Town Council requires all Members to undertake training in the Code of Conduct within six months of the delivery of their acceptance of office form.

Ledbury Town Council is signed up to Herefordshire Councils Code of Conduct which embodies the seven Nolan Principles of Public Life.



1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Following an election Members are required to sign their Declaration of Members Interest form, which the Town Clerk will forward to Herefordshire Council.

A Register of Members Interests will be held at the Town Council Offices and available on the website. The Register will be updated following each meeting, subject to there being new declarations made.

MEET OUR COUNCILLORS



Councillor Vesma



Councillor Howells



Councillor Knight



Councillor Harvey



Councillor Manns



Councillor Eakin



Councillor Morris



Councillor Bannister



Councillor Whattler

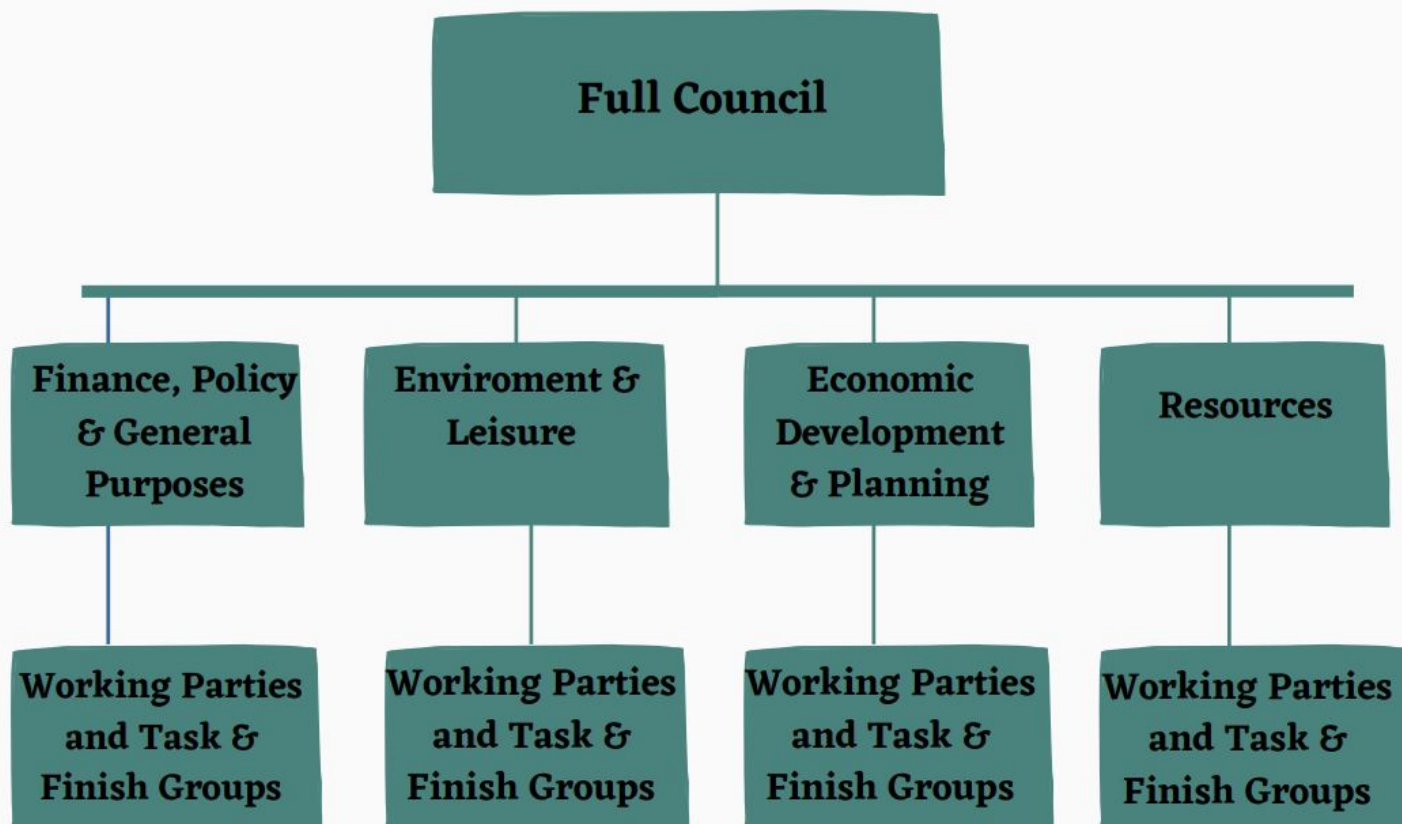
COMMITTEE STRUCTURE

Ledbury Town Council has four Permanent (Standing) Committees; Economic Development & Planning, Environment & Leisure, Finance, Policy & General Purposes and Resources. These committees discuss the detailed work of the council and oversee particular areas of the council's responsibilities. The committees can set up Working Parties to undertake particular activities and members of the public are welcome to participate. For example, projects such as the Neighbourhood Development Plan, Traffic Management, October Fair and Christmas Lights switch on are all delivered through Working Parties.

The Town Council welcomes members of the public onto working parties and can co-opt members of the public as non-Councillor members to its Economic Development & Planning and Environment & Leisure committees.

Councillors are nominated by the Council to represent the Council on Outside Bodies. Outside bodies are organisations which are independent from the council but have an impact on our service areas.

COMMITTEE STRUCTURE



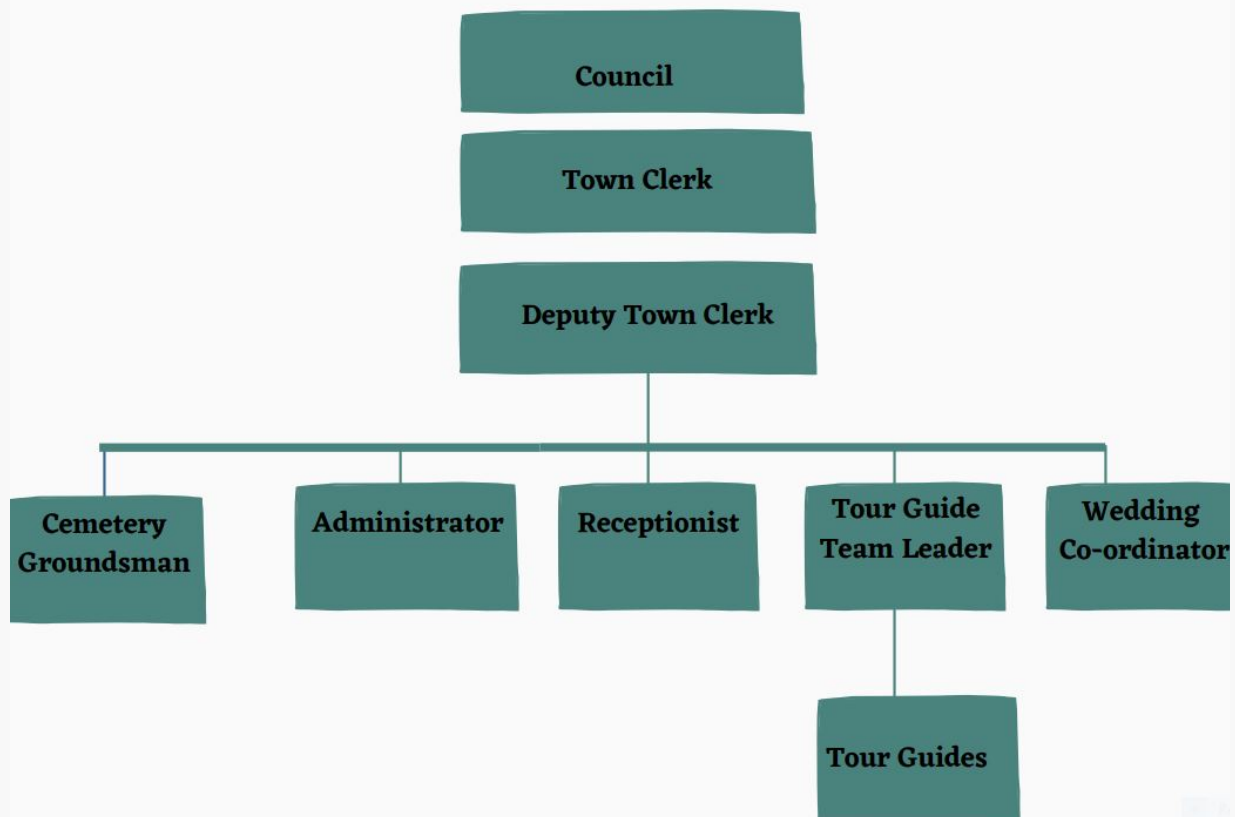
Ledbury Town Council employs 9 staff, Town Clerk/RFO, Deputy Town Clerk, 1 Administrator, 1 Receptionist, 1 Cemetery Operative, 1 Casual Wedding Coordinator and 2 Seasonal Tour Guides (painted room).

STAFF CODE OF CONDUCT

Council staff are expected to provide a high standard of conduct. Staff are employed to serve their employing authority in providing advice, implementing Council policy, and delivering services to the community. When carrying out their duties staff must act with integrity, honesty, impartiality, and objectivity. A Code of Conduct has been adopted for Local Government Staff and which applies the following principles:

1. Disclosure of Information
2. Political Neutrality
3. Potential Conflict of Interest Situations
4. Equality
5. Stewardship
6. Outside Commitments
7. Personal Interests
8. Information
9. Whistle blowing
10. Appointment of other Employment Matters r employment matters

STAFF STRUCTURE



OUR SERVICES

As part of our commitment to the provision of services we aim to be innovative in the investigation and provision of services that we can provide in line with our Mission Statement.

SERVICES

- We are one of the few Burial Authorities in Herefordshire and to this end we are the “responsible” Burial Authority for Ledbury Municipal Cemetery
- Community Facilities – we own and maintain the Recreation Ground in Ledbury Town Centre and manage several areas of open spaces within the town;
- The Jacobean Room is available for weddings and other events and is located in the Town Council offices.

RESPONSIBILITIES

- Provide grant funding to community groups and third sector organisations.
- Consultee on planning applications – as part of the duties placed on Town and Parish Councils, we comment on planning applications within Ledbury;
- Work closely with the providers of the October Fair;
- Charter Market
- Maintain the War Memorial
- Provide for the maintenance of roundabouts within the town boundary

PROPERTY ASSETS

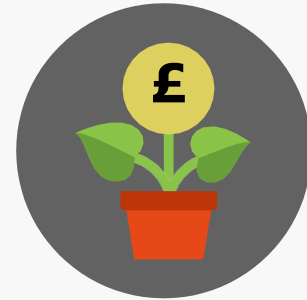
- Market House – we own and maintain the Market House, which is available to hire by residents and groups and available for viewing on request.
- Painted Room – the painted room is in the Town Council offices and is available for public viewing between April and October.

COMMUNITY

- We work closely with Ledbury in Bloom to ensure the Town maintains its Britain in Bloom status
- We work with outside bodies and organisations to bring events to the town, both annual and new;
- We represent the voice of the community on outside bodies and groups such as the Market Towns Forum;



FUNDING



The annual running costs of the council are paid for by what is called “The Precept”. This is a tax which is collected monthly as part of the council tax paid by every household in the parish. It is set annually as the consequence of the Council undertaking a budgeting process. The purpose of the budget is to identify what the council wants to do and how much this will cost.

The Town Council notify Herefordshire Council of its annual precept which provides the funds for the net running costs of the Council for the year (expenditure less earned income).

The Council start consideration of its budget for the next financial year in October/November of each year by reviewing the current year spending and income generated and use this as a guide to determine the cost of service provision and other spending plans for the forthcoming year. Each Committee will be asked to consider their anticipated expenditure/income for the following year and make recommendations to a meeting of the Council in January to approve the budget and confirm the precept.

In 2019/20 the Council confirmed a request to Herefordshire Council for a precept of £477,153, with approximately 10% of this being passed back to the community in line with the Councils Grants Policy



CORPORATE GOVERNANCE

Accountancy (CIPFA) Good Governance in the Public Sector demands Governance as comprising:

“The arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.”

The fundamental function of good governance in the Public Sector is to ensure that intended outcomes are achieved, while acting in The public interest at all times and a number of principles of Good Governance have therefore been identified by Ledbury Town Council which are set out below:-

Overall Outcome – A competent Council with robust Corporate Governance	
Objective 1	To introduce and maintain a strategic approach to corporate planning.
Key Actions	Regularity/Time Frame
Hold a Corporate Planning Workshop with all staff and Councillors to prepare an action plan for the period of the administration	Annually
Produce an Annual Report summarising the council's activities and finances	By September 2020 and review annually. Narrative summary in time for the Annual Town Meeting with full financial report in time for Governance and Statement statutory public consultation period.
To use the Town Plan 2016 as a starting point for prioritising council activity	One off. Ongoing priorities identified through Community Engagement Plan activity
To ensure Council gains and retains the General Power of Competence (GPC)	At each term of elections beginning in 2023 election (if not acquired before this date)
Develop and maintain dialogue with Herefordshire Council for improved cooperation on service provision and shared working	2020/21 onwards
Objective 2	To maintain appropriate and robust governance framework
Key Actions	Regularity/Time Frame
Ensure budget is in alignment with Corporate Plan priorities and review regularly, in accordance with Financial Regulation requirements.	Annually at budget setting/Corporate Plan update and then review according to requirements of Financial Regulations

Make best use of advice and guidance throughout internal audit cycle and ensure annual governance statement and accounts are produced and made publicly available according to the statutory timetable	Regular internal audit visits and annual publication of Annual Report, Governance Statement and Accounts
Provide statutory and recommended training to all staff and Councillors as agreed in the training plan	Annually by review
Ensure sufficient reserves in place to meet council's statutory requirements and local responsibilities and risks, as assessed by the Risk Register	Assessment annually and reviewed quarterly.
Maintain and update governance framework documents to align with guidance and best practice	Publish appropriate review timetable for all procedures, plans and guidelines.
Objective 3	To effectively plan, promote and make available relevant training for all staff and Councillors, increasing professionalism of the Council Team within the sector
Key Actions	Regularity/Time Frame
Have a training plan for staff separate from Councillors and review to align with emerging requirement for skills and capabilities, as dictated by 3-year rolling Corporate Plan.	Monitored via performance Management
Undertake regular performance review of all staff in accordance with the requirements set out in the Staff Handbook.	Annual appraisals with 6-monthly review and intermediary supervision
Undertake review of staff roles and responsibilities to align with requirements of Corporate Plan	Full review every 3 years, update annually
Ensure all office and cemetery staff are trained in cemetery processes and procedures to ensure they are equipped to manage sensitive issues in relation to bereaved customers	Annual staff training programme
Introduce staff and Councillor survey	2020/21 then annually, scheduled to feed into annual budgeting and corporate plan cycle

CORPORATE OBJECTIVES

Overall Outcome – A Prosperous Ledbury	
To work with local and other stakeholders to ensure Ledbury has a strong economy and the appropriate community facilities to meet local needs and expectations.	
Objective 1	To work with others to ensure Ledbury is a vibrant place to live in, to work in and to visit.
Key Actions	Regularity/Time Frame
To encourage and support formal and informal cooperation and knowledge sharing between local businesses and employers.	2020/21
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.	2020/21
To lobby the Local Authority to secure investment in Technology & Enterprise projects in the town	2020/21 onwards
Work with county council to ensure car park charging tariffs, on street parking, parking restrictions, lining and signage meets local needs.	2020/21 onwards
Invest in online and printed promotional material in support of local events and to encourage visitors and promote the local economy	2020 onwards
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	Continuous
Consider the introduction of community led housing schemes	2021/22
Objective 2	-To work in partnership with local schools and community groups to encourage and support lifelong learning
Key Actions	Regularity/Time Frame
Work with schools and youth groups to continue the Youth Council and Youth Forum initiatives	2020/21
Provide regular opportunities for young people to be involved in local decision-making	2020/21
Promote opportunities for young people to be involved in town events and initiatives	2020/21
Lobby for improved links to the emerging Hereford University initiative	2020/21





Overall Outcome – A Resilient Ledbury	
Objective 1	To react to the Worldwide Climate & Ecological Emergency and develop a green strategy for Ledbury Town Council
Key Actions	Regularity/Time Frame
Develop a waste management and recycling policy for all areas of the Council	2020/21
Work with Herefordshire Council and local groups to provide green waste collection service and advice on composting and recycling	2020/20 onwards
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	2021/22
Objective 2	To work in partnership with County Council, schools and community groups to develop environmental initiatives to enhance the area
Key Actions	Regularity/Time Frame
Introduce bird and bat boxes in the cemetery and Dog Hill Woods	2020/21
Develop a Greenspace Management Plan for land assets owned or maintained by the council, to include proactive tree planting programmes and wildlife/biodiversity enhancement activity	2020/21
Work towards meeting the criteria for Green Flag award for open spaces within the town	2020/21
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	2020/21 with the help from the NDP Working Party
Encourage the development of community gardens and community gardening schemes.	2021/22
Objective 3	“Ledbury Wears it Beauty Lightly”
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/repared.	2020/21
Develop a Public Realm management plan for the town centre and footpaths etc. to sit alongside the Greenspace Management Plan	2021/22
Be creative in introducing alternative and interactive projects to promote a tidy town, such as talking bins	2021/22
Support organisations such Ledbury in Bloom, U3A gardeners and the allotment association with planting and enhancement of the town	Annually
Promote 'stop the drop' and 'scoop the poop' campaigns and support community clean-up groups to minimise litter and untidiness in the town.	2021/22
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	Monthly

Overall Outcome – A Healthier Ledbury	
Objective 1	To organise, promote and support events which improve the health and wellbeing of all
Key Actions	Regularity/Time Frame
Work with mental health and wellbeing organisations to promote their services, including the social media platforms/	Continuous
To become a Dementia Friendly Town in order to generate awareness of how to support people living with dementia	2021/22
To ensure the health and wellbeing of all events run by the Council or in partnership with other local organisations is a priority	Continuous
Work with HC and local lobbying and user groups to secure improvements to public transport services	2020 onwards
Work with local stakeholders, landowners and HC planners to Improve facilities at/serving the train station	2020 onwards
Promote walking and cycling in Ledbury	Continuous
Promote road safety and take an active approach to traffic management in partnership with HC	Continuous
To encourage the Mayor to include an event that highlights health and wellbeing	2019/20
Objective 2	To work in partnership with local Health Board and community organisations to develop and promote health and wellbeing
Key Actions	Regularity/Time Frame
To invite local health board representatives to pre council meetings to give presentation on health and wellbeing in Herefordshire and in particular Ledbury	Annually
Encourage grant applicants to demonstrate how their organisation contributes towards the health and wellbeing of the residents of the town.	When applying
Investigate possible health and wellbeing projects within Ledbury that the Town Council could support	Continuous
Work with local domestic abuse support groups and sign up to the principles of the White Ribbon Pledge	2021/22
Have Town Council representation at PACT meetings and invite police or CSAs to speak to council regularly on local issues.	Continuous
Support crime reduction initiatives, such as, Community Watch, We Don't Buy Crime, etc.	Continuous
Work with the local health board to improve NHS dentistry, GP Services and minor injuries unit within the town	Continuous through the NDP



Encourage availability of information about health and welfare services	Continuous
Maintain and improve access to social and welfare advice and support services locally such as CAB, Community Action Ledbury and Age UK	On-going
Objective 3	To reduce loneliness and isolation of people in Ledbury
Key Actions	Regularity/Time Frame
Encourage Town Mayor to hold and attend regular coffee mornings within the Town	Annually
Promote projects that help reduce isolation and loneliness – bridge the gap between young and old with workshops	2020/2021



Overall Outcome – A More Equal Ledbury	
Objective 1	To engage with, encourage and support a diverse range of groups to create a more inclusive and equal community
Key Actions	Regularity/Time Frame
Invite non-Councillor representatives to sit on Economic Development & Planning and Environment & Leisure committees	Annually
Invite non-Councillor representatives to sit on Council Working Party Groups	When setting up working parties
Promote diversity in democracy throughout the council through information on council social media platforms	Continuous
To work with local youth groups to encourage participation in local issues	Continuous
Assist in providing support for a safe place for the youth of the town to meet such as a drop-in centre	2020 onwards
Ensure grant funding is allocated equally amongst a diverse range of organisations	On application
Provide safe and ready access to council services for all members of the community	Continuous
Objective 2	To ensure all staff and Councillors have a clear understanding of the principles of Equalities legislation
Key Actions	Regularity/Time Frame
Provide Equality & Diversity training for all staff and Councillors	2019/20 – training delivered, not all staff and cllrs available – further session to be arranged following co-option process in 2020/21
Assess all new policies, plans or projects for Equality & Diversity compliance in respect of protected characteristics	Continuous
Draft and adopt a new Equality Policy	2020/21
Adopt the Equality & Human Rights Commissioners Moving Forward Pledge	2021/22
Pledge to become a Real Living Wage Employer	2020/21
Objective 3	Enhance equal opportunities in Ledbury
Key Actions	Regularity/Time Frame
Introduce a Mayor's Youth Champion	2021/22
Encourage local businesses to provide work experience places for all groups	Continuously
To promote services and how to access them for the disabled within the town	Continuously
To promote equality for our armed forces families within the town	Continuously



Overall Outcome – Cohesive Communities in Ledbury	
Objective 1	
To engage with the people of Ledbury, encouraging community participation	
Key Actions	Regularity/Time Frame
Promote and encourage public participation at Council meetings	On-going
To have a presence at Community events in Ledbury such as the Community Day, Carnival and other such events	Annually
To hold Candle Lighting events at Ledbury Cemetery Mother's Day and Father's Day last weekend before Christmas	Annually
To hold more Parish Meetings to engage with the community	When deemed required
Continue to present a Citizen of the Year and Youth Citizen of the Year Awards	Annual Parish Meeting
Introduce a Ledbury business of the Year Award	2021/22
To encourage young people to have a greater say in what goes on in Ledbury	Continuously
Objective 2	
To provide financial assistance support to a thriving voluntary community within Ledbury	
Key Actions	Regularity/Time Frame
Annual grants giving exercise	Annually
Consider proposals for new projects or events at Full Council or via public forums such as Parish Meetings	Continuous
Request feed-back from organisations granted financial assistance to establish the impact of their group on the town and its community	Annually
To ensure good publicity of the Council's grants processes	Annually
Objective 3	
To support well connected and enhanced community networks and safeguard community facilities	
Key Actions	Regularity/Time Frame
Engage with organisations such as Network Rail including invitations to give presentations pre council meetings	Annually
Work in partnership with Herefordshire Council through the Ledbury Neighbourhood Plan when considering planning applications to ensure Ledbury focused S106 projects.	Annually
Increase social media presence to enhance engagement with the community and businesses	2019/20 social media presence has been growing over the past year
To work with the Market Town's in Herefordshire through the Market Towns Forum	2019/20
Work with providers of public transport to ensure the needs of the community are met	2020 onwards
Continue to develop the Neighbourhood Development Plan	To be adopted by May 2021
To provide public toilets and baby changing facilities in the town	2020/21
To continue to work with residents on traffic management issues	2019 onwards



By DONALD C. DENLOW
By ALBERT A. EDWARDS
By WILLIAM GREENING
By DENNIS J. HARRIS
By WILLIAM HALLFORD
By R. KENNEDY C. HAMILTON
By RAYMOND C. HARRIS
By NICHOLAS HIGGINOTHAM
By THOMAS HINDWORTH

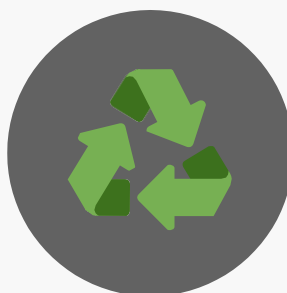


Overall Outcome – Vibrant Culture & Heritage in Ledbury	
Objective 1 - Enhance community participation in the arts, culture and heritage	
Key Actions	Regularity/Time Frame
Work in partnership with arts festival groups to support and develop local projects and events such as the Ledbury Poetry Festival and the Ledbury Fringe	Annually
Produce a business plan for the Painted Room	2020/21
Maintain the Council offices and Market House to the required standard and provide access as and when required	Continuously
Produce an Asset Management Plan for the council to include maintenance and improvements to council- owned buildings	2020/21
Develop and promote the Council Offices and the Market House as the Heart of the Tourist focus in Ledbury	2021/22
Promote Ledbury in Bloom	Annually
Support the Town Twinning between Ledbury and Strömstad	Annually
Hold an open day at Ledbury Cemetery and make the burial books available for inspection and family history searches	Bi-annually
Continue to support events such as the October Fair, Ledbury in Bloom, Christmas Lights switch on, Poetry Festival, Ledbury Big Breakfast and Community Day.	Annually
Objective 2 - Encourage participation in sports and recreation	
Key Actions	Regularity/Time Frame
Support local sports clubs via financial assistance grants	Annually
Work in partnership with Herefordshire Council to promote and support sporting events in Herefordshire and in particular Ledbury	Continually
Work with the community and stakeholders to ensure land for sporting activities is available	2020/21 via NDP Working Party
Maintain and expand the availability of quality public access spaces for recreation and leisure	Continuously
Encourage greater participation in sport and exercise	Continuously
Objective 3 - Promote heritage, culture and achievements	
Key Actions	Regularity/Time Frame
Celebrate outstanding achievements of citizens through Freedom of the Town	As nominated
Publish up to date Tourist leaflet	2019/20
Publish regular editions of a Council e-Newsletter	Quarterly
Consider possible Blue Plaque sites within Ledbury	2021/22

Work in partnership with military organisations in respect of commemoration plaques for military theatre	2021/22
Create a memory project in partnership with Old Ledbury to capture people, addresses, pictures, events, memories about the WW2	To be updated regularly
To repair and maintain the War Memorial	2020
To consider the erection of a statue of the Poet Laurette "John Masefield"	2021/22
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	Continuously
Develop and improve facilities to make visitors welcome	Continuously
Maintain and expand the availability of quality public access spaces for recreation and leisure	Continuously



Overall Outcome – A Globally Responsible Ledbury	
Objective 1	To promote and contribute to global wellbeing
Key Actions	Regularity/Time Frame
Build relationship with schools, churches, voluntary organisations and businesses to encourage them to be globally responsible in line with the Global development target list https://sdg.humanrights.dk/goals-and-targets	2020/21 onwards
Endeavour to use environmentally sustainable products at all Civic and Corporate events	2019/20
Objective 2	To undertake local procurement wherever possible, whilst achieving best value for money
Key Actions	Regularity/Time Frame
Staff to consider supply chain when entering into the purchase of goods and services	As required
Reduce carbon footprint	Continuously
To work with local businesses and community to provide water refill stations throughout the town	2021/22
Initiate and work with local traders to promote Shop Local Campaign	2021/22
Raise awareness of existing energy discount schemes and how energy efficiency of homes can be improved – facilitate an eco-fair	2021/22
Promote opportunities for community energy projects	Continuously
Objective 3	A plastic free Ledbury
Key Actions	Regularity/Time Frame
Develop a plastic free policy for Ledbury Town Council and pledge a commitment to working towards a plastic free town	2020/21
Facilitate and develop regular litter pick events or work with organisations who already do this	2019/20
To provide recycling bins within the town	



HAVE YOUR SAY



Ledbury Town Council would love to hear the views of the people of Ledbury and take them on-board and try to reflect them within the Corporate Plan.

If you have any comments to make about this Corporate Plan good or bad, we would love to hear from you.

You can get in touch at:

Ledbury Town Council

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Church Street Ledbury

HR8 1DH

Tel: 01531 632 306

Email: Clerk@ledburytowncouncil.gov.uk

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Follow our progress:
www.Ledburytowncouncil.gov.uk

