



Ledbury Town Plan 2016

Final Text Version 1.0

February 2016



Ledbury Town Plan

Introductions

From Councillor Annette Crowe, Ledbury Town Mayor:

Note: Message to be included in the final printed version

From Mary Winfield, chairman of the group which produced the first Town Plan for the town:

"It is a pleasure and a privilege to introduce the new Town Plan for Ledbury. This all-embracing and far-reaching document is the replacement for the plan of 2008. The new plan is based on comprehensive and exhaustive consultation with residents and businesses in the town. Painstaking analysis of the data received has enabled the team to develop this blueprint for the future well-being of our community, together with its built and natural environments. A welcome addition to the new plan is the development of a programme to facilitate the implementation of the measures needed to achieve its stated aims.

By ensuring that the Plan and its action-framework remain central to the Town Council's activities, this Plan can build solidly on the work done in 2008 and bring to further fruition the ideas and aspirations contained therein.

I am happy to endorse the new Town Plan for Ledbury and heartily commend it to you. My thanks go to all those involved in its creation, together with my best wishes for its successful implementation."

Ledbury Town Plan

Dear Ledbury,

Here is the 2015 Town Plan. It's been a long time in the making - we hope you will like the priorities we have identified.

Who are 'we'? We're the group of volunteers set up by the Town Council to pull together views of local residents and work out what we can do as a town to retain and improve our assets and facilities.

You may remember the Household Questionnaire. 2,859 residents responded to this (38% of all residents, more than any other market town in Herefordshire). We also designed a questionnaire for young people and received an excellent level of response (653 young people aged between 9 and 18). All this information, together with other facts and evidence we gathered about our town, has contributed to the plan. It's your plan and we hope you will like what you read.

Ledbury Town Plan Working Party

The Way Forward

We identified the following priorities:

- ensuring housing needs are met for local people of all ages
- increasing opportunities for local employment and new businesses
- maintaining Ledbury as a safe place to live, and ensuring it remains so
- supporting efficient health facilities
- expanding sports facilities for young and old
- providing for the recreational, leisure and support needs of our young people – with young people themselves having a say
- reviewing how we should manage traffic throughout the town
- encouraging more people to visit Ledbury and shop in our Town Centre
- making sure our train and bus services are retained and improved
- improvements to communication and access to local information
- preserving and using our heritage buildings

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Looking forward, we recommend that the following should be progressed over the next few years:

- improving our Town Centre – markets, accessibility for all people, signage, road safety
- making best use of the car parking facilities available to us
- encouraging a more energy-efficient town
- improving our environment for recreation and leisure, while encouraging bio-diversity in our green spaces
- finding ways for more people to learn skills locally
- working to reduce social isolation, and encouraging people to “take part”

To do this we recommend setting up the following:

- a group (or linked groups) to promote the town’s retail, visitor and employment opportunities
- a young people’s action group (or connected groups) and a Youth Council to help progress development of facilities for young people
- a “Friends of the Recreation Ground” representing the whole community to maintain and improve this important town asset
- an active nature conservation group to work to improve the biodiversity of the parish

All this depends on continuing the involvement and support of Ledbury Town Council, local businesses and shops, local services, local voluntary groups and organisations, and various outside agents and authorities. Most importantly, this depends on the involvement and support of you, the people of Ledbury.

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We acknowledge the valuable assistance of the many Ledbury people who have helped in all kinds of ways to make this plan possible.

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What is a Town Plan? Why do we need one?

In 2000, the Government drew up a Rural White Paper – ‘*Our Countryside – The Future*’. This suggested that all rural communities should develop Town, Village or Parish Plans to identify both problems and opportunities for rural services. The idea was to provide community input into a new planning system. Put simply, the Town Plan provides a set of objectives for our Town Council, which sits alongside their existing responsibilities very much like a business plan. Many of the objectives will be undertaken by other agencies, but the Town Council has the key role to initiate actions and influence the pace of delivery on our behalf.

Ledbury first tackled this approach in the 2008 Town Plan*. Our new Town Plan builds on this very informative document, pulling together information on what is different and unique about our community and outlining our vision for the future. The process provided an opportunity for the community to state its views and provide information on life in our town. The Plan itself reflects your feedback. It identifies how a wide range of services for the community should be developed and how we can influence the future economic prosperity and community health of the town.

In short, the Town Plan is about how we manage our town. It does not include recommendations on how we use our land. It does not look at where we should build new houses, workplaces, schools or service buildings. That is properly the subject of the Neighbourhood Plan, which is being worked on separately. Both Plans will need to be read alongside strategic planning documents, including the Herefordshire Council Core Strategy – the 20-year development plan for the whole county.

Where the Town Plan process gathered feedback useful to the Neighbourhood Plan, this has been passed on to those working groups.

* This can be viewed at the Ledbury Town Council office

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How we developed the Town Plan

We took a number of steps to produce the Ledbury Town Plan and these were as follows:

Initial Research

- A Steering Group was established on 31st January 2012 by the Town Council. This group identified areas to be investigated to develop the plan. The group later became a Town Council Working Party.
- Volunteers undertook research to identify which issues were of particular concern to the town.
- A Planning for Real event attended by 324 people was held on 24th November 2012 at the Burgage Hall. This process identified topics to be included within a questionnaire delivered to all homes in the community.

Questionnaires for each Household member and for Young People

- Questions for the questionnaire – the Household Survey - were developed by Town Plan members with specialist assistance from Herefordshire Council's Community Development Team. This was one of the largest survey documents ever produced for a parish plan in Herefordshire – with nearly 100 questions on all aspects of the town and community.
- The Household Survey Forms were delivered by volunteers and by post to all households in Ledbury in late October and early November 2013. We requested individual responses from all adults (over 18 years old).
- Approximately 7,500 forms were distributed to 4,200 households with the help of 70 volunteers. .
- 2,859 forms were returned (38% response – the best for any Herefordshire market town).
- At the same time we developed focused questionnaires for the young people of the town. These questionnaires were answered by pupils at Ledbury Primary School, John Masefield High School and surrounding village schools in 2013. A dedicated team reviewed the results and have been developing and taking forward activities within the Young People's Action Plan.
- We also consulted visitors to the town, local traders, businesses and community groups to understand their needs, issues, and views of the town

Keying, marshalling and analysing

- A team of 14 volunteers entered the data from the questionnaires into an online database. This was a huge task and was completed in June 2014
- The data was then reviewed and collated through Autumn 2014 so that it could be used to develop the plan.
- Some key questions were analysed professionally and a report of outcomes produced

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Developing Action Plans

- Action Planning teams were set up in January 2015 to review the results of the Household Survey and to develop draft action plans. These identify what needs to be achieved – Objectives – and how this might be done – Actions. 25 volunteers helped with this. Theme groups were set up for Economic Development, Environment, Health & Wellbeing and Traffic & Transport. These groups joined the already existing Young People Group. The groups provided their completed plans in April 2015.
- We consulted on the draft Action Plans with the Town Council and with local groups and stakeholders to test whether there is support from them for our ideas

Developing the Plan and presentation material

- We have been working on how to present the draft Action Plans so that they can be communicated to the community, and, importantly, used to enable the writing of this Town Plan document.
- The Neighbourhood Plan has used this data to develop its evidence base for the policies that it puts forward for land use.
- The last stages of the process are to present the Town Plan to the community and Town Council, and then to work with councillors to develop a business plan to take these actions forward.

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Key information about Ledbury

With a population of 9,636 (2011 Census), Ledbury is a market town and centre for some 20 parishes in Herefordshire, as well as several villages in neighbouring Gloucestershire and Worcestershire.

The Town has expanded from its core by two major additions – the Deer Park area (developed from 1972) and New Mills (developed in the 1990s) - increasing its population from 3,689 in 1951.

Ledbury is a popular place to which people retire – 25% of the population is 65 and over – 4% more than the county average. 32.5% of households consist of only one person.

The Town Centre has developed around a core of 15th, 16th and 17th Century buildings and retains its medieval street pattern. Key buildings in the centre include the Market House and Ledbury Park (both listed Grade 1 buildings by Historic England), the recently restored Masters House (Grade 2* listed), St Katherine's Hall and Almshouses, the Old Grammar School Heritage Centre (Grade 2* listed), St Michael and All Angels Parish Church (Grade 1 listed) plus the Feathers and the Talbot Hotels (both Grade 2* listed). Much of the retail accommodation in the centre of Town is of this age and recognised as historically important or special by listings of Grade 2 or Grade 2*. The Town Centre is a Conservation Area.

The town is proud of its markets, its thriving High Street and its independent shops which feature particularly local food, home interiors, and women's clothing (modern and retro), as well as supporting more general local needs.

As well as the town settlement, the parish of Ledbury includes a large area of productive agricultural land, orchards and woodland. The eastern part of the parish, including Frith and Conigree Woods, is within the Malvern Hills Area of Outstanding Natural Beauty.

The principal local industries (apart from agriculture) include drinks production (particularly cider), light engineering and distribution. There has been little recent expansion in land used for business purposes. UBL has recently transferred much of its activity from its Ledbury premises to Hereford.

Ledbury is appreciated by its visitors and is surrounded by beautiful countryside and rural attractions. It has a shortfall in local visitor accommodation – and most day visitors stay only for a short time. Many first time visitors are unaware of what Ledbury has to offer.

The town is bounded to the west and south by a by-pass channelling traffic towards the M50 (5 miles away). Traffic to and from Malvern has to pass through the historic town centre. Ledbury has a railway station with a regular service to Hereford, Malvern, Worcester and Birmingham and a less frequent through service to London.

The town's schools, Ledbury Primary School and John Masefield High School and Sixth Form College, are popular and successful, and are both rated Good by OFSTED.



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Ledbury has a strong voluntary sector, with over 120 local voluntary groups ranging from general interest through education to support groups for the less fortunate in the community. The volunteer resource needed to support such activity is likely to be extended by the continuing claims made on it to make up for services which Herefordshire Council are withdrawing as a result of budgetary constraints. An admirable example of this volunteer effort is the volunteer-run Market Theatre which provides popular live shows and cinema for the community.

Plans included in the Herefordshire Council Core Strategy propose that within the period 2011-2031, a further 800 homes should be developed in Ledbury parish and a further 600 within villages in the wider Ledbury locality. The challenge will be to ensure this growth is met with increased service provision, when many facilities are already operating at or near capacity.

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A Vision for Ledbury

In the Household Survey we asked you to identify what sort of a town you would like Ledbury to be. We asked you to pick 5 statements.

The most popular responses were:

- A friendly place to live
- Strong local employment
- A town with good shops
- A thriving rural centre
- Strong community

Based on these themes and other feedback in the surveys, we have drawn up a Vision for Ledbury as follows:

As a town we will:

Maintain and develop Ledbury in such a way that we can continue to be proud of our town and to gain a sense of well-being from living here.

Develop our town's infrastructure in line with the rate of housing development so that we can continue to enjoy good services and amenities, and a strong sense of community.

Work to maintain Ledbury as a vibrant, thriving community, with an attractive, well-managed and safe environment, living in sympathy with the surrounding natural landscape.

Ensure that our young people are well supported and encourage them to have a greater involvement in Ledbury.

Ensure that our town continues to be a popular and attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage.

Protect and enhance our role as a prosperous market town with a diverse economy and employment, and ensure that our heritage is preserved. We will cherish and nurture our vibrant retail core, and grow our reputation for markets and festivals.

Increase sustainability within the town so that Ledbury steadily gains the reputation for being a Green Town.

Encourage and support our volunteer organisations to provide the essential glue that enables us to function as a strong community.

Continue to serve the needs not just of Ledbury but of those communities around us in Ledbury and district.

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The Town Plan – Summary of Plan Objectives

This section summarises the plan objectives which are covered in detail in the next section of this document. Each objective is referenced by its reference in the Action Plans produced. Objectives are listed in the same order as they appear in the detailed section that follows.

Economic Development

Housing	Provide sufficient affordable/social housing to meet the needs of local people within new housing development	H1
	Provide more housing suitable for the elderly, including sheltered accommodation	H2
	Ensure a stock of suitable homes for downsizing	H3
	Ensure commensurate improvements to facilities and services in Ledbury are provided alongside new housing development	H4
Employment	Encourage the development of more local employment opportunities alongside the development of new homes	EM0
	Increase opportunities for full time and part time employment in Ledbury	EM1
	Foster and sustain new small business development in Ledbury	EM2
	Create more local jobs for young people	EM3
	Enable people of all ages to continue in or take up employment	EM4
Retail	Maintain numbers of shoppers, increasing value spend	R1
	Explore opportunities to expand the range of retail goods available in the Town Centre (where practical)	R2
	Develop facilities to support increased pedestrian and market activity in the High Street/Town Centre	R4
	Provide convenient parking for residents and visitors to access the Town Centre	R5
Visitors and Tourism	Promote Ledbury more effectively as a visitor destination	VT1
	Develop and improve facilities to make visitors welcome and provide for increasing visitor numbers	VT3
	Provide more reasons for people to visit Ledbury more often and stay longer by increasing the range of street markets and town events	VT5

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Environment

Public Safety	Maintain and promote Ledbury as a safe place to live	E1
	Ensure an improved and accessible police presence in Ledbury	E2
Public Spaces	Reduce nuisances caused by litter and dog mess – make Ledbury a cleaner place	E3
	Improve the standard of maintenance of public places in Ledbury	E4
	Enhance the attractiveness of Ledbury with more trees, benches and litter bins	E7
Energy Efficiency and Sustainability	Raise awareness of existing energy discount schemes and how the energy efficiency of homes can be improved	E8
	Promote opportunities for community energy projects in Ledbury	E9
Greening Ledbury	Encourage schemes for the management of woodland, the development of wildlife corridors and the management of public spaces to encourage biodiversity	E10
	Develop an enhanced footpath network in and around Ledbury	E11
	Make Ledbury a more attractive place by enabling the development of community garden initiatives throughout the town	E12
	Increase the amount of garden waste disposed of in a sustainable way	E13
	Provide facilities to “grow your own” food, encouraging increased local food sustainability (and good health)	E14
Heritage Buildings	Develop and implement plans and initiatives to ensure that the Town’s heritage public buildings are preserved and that the community gets best use from them	E15

Health and Well-being

Health	Improve access to NHS Dentistry services for Ledbury residents	HW1
	Improve access to out of hours GP services	HW2
	Improve access to GP appointments	HW3
	Encourage availability of timely information about health and welfare services	HW4
	Maintain and improve access to social and welfare advice and support services locally	HW5

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Well-being	Maintain and improve facilities for sport and exercise in Ledbury	HW6
	Encourage greater participation in sport and exercise	HW7
	Develop social links by encouraging more people to take part in leisure, cultural and social activities	HW8
	Acknowledge the value of the town-wide annual festivals and events	HW9
	Maintain and expand the availability and quality of public access spaces for recreation and leisure	HW10
	Explore with providers what additional learning opportunities could be provided (including evenings) for computer skills, foreign languages and cookery, and learning more about Ledbury	HW11

Getting Around - Traffic, Transport and Access

When you don't own a car	Support the travel needs of those who do not have ready access to car	TT1
	Encourage more use of car share and similar travel schemes to reduce overall transport use	TT2
Road quality, safety	Maintain a good standard of road and path maintenance both for safety and to encourage greater use	TT3
	Promote safety on Ledbury's roads, implementing measures where appropriate to safeguard motorists, cyclists and pedestrians, and to encourage visitors to stay	TT4
Parking the Car	Support the car parking needs of residents, workers and visitors to ensure access to retail, business, historic and hub services in the Town Centre	TT5
Walking, Cycling and Access for All	Promote walking and cycling in Ledbury for access and leisure use to reduce car use and to attract more visitors	TT6
	Provide safe access for all members of the community	TT7
Trains and Buses	Improved facilities at/serving the Railway Station	TT8
	Retain and improve rail services to increase the use of sustainable transport/reduce car use	TT9
	Develop and enjoy viable bus services in Ledbury and district	TT10

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Young People

Safe Places to Meet	Ensure and encourage safe use of local woods and riverside by young people	YP1
	Ensure that groups and clubs for young people are well “advertised” in Ledbury	YP2
	Provide a drop-in cafe where activities could take place and information and advice be made available	YP3
	Provide film shows for young people in Ledbury	YP4
Involvement and Recognition	Involve young people in having a greater say in what goes on in Ledbury	YP5
	Recognise young people who contribute something special to the community of Ledbury	YP6
	Develop ownership in young people for the cleanliness of the town	YP7
	Increase understanding of the work of Ledbury Town Council amongst young people	YP8
Safety	Enable young people to feel safe on the Recreation Ground	YP9
	Enable young people in Ledbury to feel safer in Ledbury with regard to the behaviour of others	YP10
	Enable young people to feel safer with regard to traffic	YP11
Outside Facilities	Improve play areas in Ledbury	YP12
	Provide additional activity facilities for young people in Ledbury	YP13
	Provide new and improved facilities for Young People on the Recreation Ground	YP14
	Involve the community in the management and improvement of the Recreation Ground	YP15

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The Town Plan

Introduction to this Section

This section details the work undertaken by the Action Planning Teams. The teams worked on the evidence, including the Household and Young People's Surveys.

Within this section we identify *Objectives* addressing particular issues. A number of *Actions* are recorded which could enable each objective to be achieved. Other objectives (including better ones) may be identified as these objectives are developed into projects.

We have tried to identify participants who are likely to be key players in making things happen. Ledbury Town Council is identified many times, but many objectives will require the involvement of other sections of the community. Again additional participants may be identified as we make progress with the projects.

Finally, we identified a priority and timescale – these are indicative and not cast in stone. In practical terms, projects and activities can only be progressed when the resources (including volunteers and funding) are available to take them forward.

The sections of the plan follow in this order:

- Economic Development
 - Housing (H)
 - Employment (EM)
 - Retail (R)
 - Visitors and Tourism (VT)
- Environment and Energy (E)
- Health and Welfare (HW)
- Getting Around – Traffic, Transport and Access (TT)
- Young People (YP)
- Communications and Engagement.

Each objective has a reference back to the detailed work in the Action Plans – e.g. **Ref:** HW1, TT2, or E6. Where actions from several plans are combined under one objective, all actions in the Action Plans are referenced e.g. TT4 (R6 & E6)

The following key is used throughout this section to identify agencies who will help to deliver the plan:

CAL	Community Action Ledbury
HC	Herefordshire Council
JMHS	John Masefield High School and Sixth Form College
LPS	Ledbury Primary School
LPSNT	Ledbury Police Safer Neighbourhood Team
LTA	Ledbury Traders' Association
LTC	Ledbury Town Council
PACT	Police & Communities Together (regular meeting hosted by LTC)

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Economic Development – Housing

How we use land and space in developing Ledbury is being covered fully by the Ledbury Neighbourhood Plan. These specific objectives reflect responses to questions in the Town Plan Household Survey about Housing Needs.

Issue: Affordable/Social Housing	
Objective: Provide sufficient affordable/social housing to meet the needs of local people within new housing development	
Evidence: 85% of respondents considered this important. Only around 25% of Ledbury's affordable housing need will be satisfied by currently planned development by 2031	
Actions: <ul style="list-style-type: none"> • Include requirement in Ledbury Neighbourhood Plan • Review development plans as they come forward to ensure they address future need • Liaise with developers and housing associations to ensure that plans best meet the needs of the Ledbury Community • Consider other housing models to secure locally owned affordable housing e.g. community and cooperative, self-build and co-build 	
Participants: LTC, HC, Developers, Housing Associations, Landowners, Community Groups	
Priority/Timescale: High/continuing	Ref: H1

Issue: Homes for the Elderly	
Objective: Provide more housing suitable for the elderly including sheltered accommodation	
Evidence: 46% of respondents considered this important. 8% of those planning to move in the next 5 years are looking for sheltered accommodation or extra care. Sentiments are supported by the Herefordshire Council report "A study of the Housing and Support needs of Older People in Herefordshire – January 2012" stressing the importance of Ledbury as a hub (The report is available on the Herefordshire Council website at www.herefordshire.gov.uk/housing/advice/assessment-of-housing-need).	
Actions: <ul style="list-style-type: none"> • Include requirement in Ledbury Neighbourhood Plan • Review development plans as they come forward to ensure they address future need • Liaise with developers and housing associations to ensure that plans best meet the needs of the Ledbury Community • Liaise with rural cluster parishes in Ledbury Locality to understand demographic pressure and people movements 	
Participants: LTC, HC, Developers, Housing Associations, Rural Parish Councils in Ledbury Locality	
Priority/Timescale: High/continuing	Ref: H2

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Issue: Downsizing – smaller homes for older people

Objective: Ensure a stock of suitable homes for downsizing

Evidence: 44% of respondents considered this important. 22% of those planning to move in the next 5 years are looking to downsize. Ledbury has the largest proportion of social housing inhabited by retired people in Herefordshire (28%). Enabling people to take care of their housing needs will help to maintain a mix of affordable housing and help people to manage their living costs and core needs.

Actions:

- Include requirement in Ledbury Neighbourhood Plan
- Review development plans as they come forward to ensure they address future need
- Liaise with developers and housing associations to ensure that plans best meet the needs of the Ledbury Community
- Liaise with rural cluster parishes Ledbury Locality to understand demographic pressure and people movements

Participants: LTC, HC, developers, Housing Associations, Rural Parish Councils in Ledbury Locality

Priority/Timescale: High/continuing

Ref: H3

Issue: Services for an expanding population

Objective: Ensure commensurate improvements to facilities and services in Ledbury are provided alongside new housing development

Evidence: Respondents were particularly concerned about road improvements (85%), healthcare provision (84%), and school places (82%). Many were also concerned about the provision of recreational space of all kinds (64%). An expansion of 800 homes will lead to an increase in population by 2,000 to 11,600. In addition, another 600 homes in local villages will add a further 1,500 to the population who look to Ledbury for their facilities and services.

Actions:

- Include requirement in Ledbury Neighbourhood Plan
- Review development plans as they come forward to ensure they address requirements
- Liaise with developers and housing associations to ensure that plans best meet the needs of the Ledbury community
- Review options for improving facilities ahead of the game with service providers

See also EM0 (H5) re increasing employment opportunities alongside new housing

Participants: LTC, HC, developers, service providers

Priority/Timescale: High/continuing

Ref: H4

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Economic Development – Employment

Ledbury has no strong organisations to promote the town economically. The revival of a Traders' Association is a start and will be key, now that Herefordshire Council has a very much reduced role in promoting the county and its towns. Other towns of Ledbury's size have local Chambers of Commerce, or similar business associations e.g. a Town Centre Team. Many have a local tourist organisation. These groups can focus on developing the economy and visitor potential of the town, replacing and enhancing activities previously undertaken by local authorities. Hereford has recently established a Business Improvement District within its City Centre to fund and coordinate events and investment.

It is recommended that Ledbury strengthens its ability to promote itself by establishing effective organisation(s) of this kind. The Town Council should be a party to this – but the initiative needs to include representatives of the whole of the town's economy. An important part of such an initiative would be to create an *Economic Plan for Ledbury*, looking forward to, say, 2020.

The economic objectives below depend on building such a resource in the town for their fulfilment, as do many of those included later in respect of retail and visitor development.

Issue: More local employment alongside housing development	
Objective: Encourage the development of more local employment opportunities alongside the development of new homes	
Evidence: 92% of respondents considered the provision of local employment important alongside the development of new homes to be important	
Actions: <ul style="list-style-type: none"> • Identify need to provide for homes for those employed locally in the Neighbourhood Plan • Liaise with developers, landowners and local agents to encourage development of employment opportunities in Ledbury • Work with HC, developers and landowners to bring employment sites forward alongside or as part of housing development 	
Participants: LTC, HC, developers, landowners, Chamber of Commerce, Marches Local Enterprise Partnership	
Priority/Timescale: High/continuing	Ref: EM0 (H5)

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Issue: More local people working locally

Objective: Increase opportunities for full time and part time employment in Ledbury

Evidence: 58% of respondents would like Ledbury to have strong local employment. 2,414 wanted local employment in place alongside new housing development. 52% (591) of respondents who were in work worked locally – an additional 491 said they would work locally if there was suitable local employment.

Actions:

External Generation of Opportunity

- Develop a local Chamber of Commerce (or similar association of local business) to promote Ledbury
- Encourage development of suitable industrial/office premises on designated employment land
- Market Ledbury as a place for business, developing a key Ledbury style and identifying business growth that will build on and maximise Ledbury's strengths.
- Explore opportunities to site some of the University of Hereford's activities in Ledbury
- Develop active links with other agencies with responsibilities for marketing to new business
- Identify and promote employment sites for "high-tech" or creative uses

Internal Generation of Opportunity

- Encourage a "Buy Local" business procurement culture
- Match local employment training to local employment needs
- Establish a business start-up club for potential entrepreneurs.
- Improve broadband and mobile phone services in Ledbury and district.
- Foster links between businesses and local schools – information, visits, work experience etc.
- Promote Ledbury facilities (e.g. as wedding venue, filming etc.) to businesses outside the area
- Encourage interchange between businesses – Business Mentor Group, Business Breakfast Club and other networking events.

Participants: LTC, HC, local business and business agencies, Marches LEP, landowners, neighbouring parish councils

Priority/Timescale: High/ongoing

Ref: EM1

Issue: Help for small and start-up businesses

Objective: Foster and sustain new small business development in Ledbury

Evidence: 252 people said they were running or considering starting their own business - 52% of these (130) said they were unable to access one or more of the necessary means of support for their business plans – working capital, suitable premises, support/mentoring

Actions:

- Promote person-to-person lending scheme to businesses, offering competitive rates
- Encourage local investors to fund projects by peer-to-peer (P2P) funding e.g. Funding Circle
- Ensure provision for small business premises is included in the Neighbourhood Plan. Encourage the development of such premises.
- Develop a team of business mentors to provide support to local start-ups
- Provide market space/pop up shops as an opportunity to test new ideas

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Participants: LTC, HC, funding organisations (e.g. banks, Funding Circle), local businesses, accountants, landlords, Federation of Small Businesses

Priority/Timescale: Medium/ongoing

Ref: EM2

Issue: Create more local jobs for young people

Objective: Stimulate provision of apprenticeships and other post-16 vocational training locally

Evidence: 10 individuals sought this kind of employment in the survey. Youth unemployment is low, but there is benefit in seeking to create more opportunities for young people local to Ledbury

Actions:

- Provide information and support for local employers
- Encourage interchange between local employers and schools
- Publicise employers with apprenticeships on the Town Council website and capture case studies
- Explore other means to exchange information between employers and young people e.g. a job club or job fair

Participants: Local employers, JMHS and other education providers, training agencies plus a coordinating local business organisation

Priority/Timescale: Medium/ongoing

Ref: EM3

Issue: Support for people in work or seeking work

Objective: Enable people of all ages to continue in or take up employment

Evidence: 100 out of the 454 parents answering the survey said that they would like a Holiday Club for their children, 60 said Breakfast Club and 40 said Homework Club. A number of respondents indicated that they would like to take up employment.

Actions:

- Work with schools and providing agencies to develop/maintain and promote Holiday, Breakfast and Homework Club services
- Provide return-to-work information at pre-school stage
- Offer advice on nursery places and funding
- Offer workshops to help e.g. back-to-work sessions, CV workshops
- Encourage employers to offer job-share and part-time work – including for those who want to continue working but with shorter hours

Participants: LPS, JMHS, Children's Centre, providing agencies, pre-school providers, local businesses and agencies

Priority/Timescale: Medium/ongoing

Ref: EM4 (EM5)

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Economic Development – Retail

Many residents and visitors have commented favourably on the range of shops in our Town Centre. This is an asset of the town that we should be promoting to the full in order to sustain and expand our local economy. This promotion should also include our many visitor attractions.

Issue: Maintaining a strong retail economy

Objective: Maintain numbers of shoppers, increasing value spend

Evidence: 71% said they do their main food and grocery shopping in Ledbury. 78% shop once or more a week in the Town Centre. 715 identified shops and business as “something good about Ledbury” (2nd highest choice). 92% of visitors value the variety of shops. The variety of retail units in the town is rated high amongst the qualities of the town centre for both residents and tourists.

Actions:

- Provide publicity on-line and as hand-out* of who sells what and where in main streets and elsewhere (including market days/traders). **Produced by the Traders Association in July 2015*
- Identify property owners and form team to achieve planned mix of trades upon re-letting units, avoiding dead frontages in main areas.
- Work with shopkeepers to preserve wide mix and vibrancy, with common fascia themes.
- Encourage outside café areas around Market House with planted tubs and baskets.
- Encourage stronger and more inclusive Traders Association, to include retail units in trading estates.
- Investigate benefits and costs of establishing a Town Centre development manager (and supporting team) to promote the town, learning from other places e.g. Hereford City Business Improvement District
- Research incentive schemes to encourage shoppers (e.g. possible loyalty options)

Participants: LTC, LTA, other retail traders, property owners and agents

Priority/Timescale: High/1 to 2 years

Ref: R1

Issue: Satisfied Shoppers

Objective: Explore opportunities to expand the range of retail goods available in the Town Centre (where practical)

Evidence: When asked what items residents buy outside Ledbury, 489 identified food and grocery items, and 788 identified clothing – particularly affordable/reasonably priced. 1,503 said they would like to see more choice in supermarkets. 851 said they would like a local budget clothes shop. 1,189 said a wider range of shops would encourage visitors to stay longer. 1,587 considered provision of more shopping facilities important alongside new housing development. Because of Ledbury's size, there are always going to be limits on what is available to buy – new methods of shopping (e.g. online) will satisfy some of the perceived shortfalls.

Actions:

- Develop improved and co-ordinated publicity for those existing retail outlets which are already meeting some of perceived needs. (See also Objective R1 above)

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- Meet with senior supermarket management to discuss policy for future of local stores, profile of customers' needs and potential for improved store performance.
- Discuss with supermarkets how they might fill the gaps of specific items within their current floor space. (*Refer to R1 above re High St Tenant mix.*)
- Look to increase the range of goods available through the local markets.
- Circulate the data on retail in the Town Plan to traders and meet to discuss
- Plan for additional retail space for the Town Centre within the Neighbourhood Plan – including considering particularly the desired mix and nature of retail development in the Lawnside Road area (identified in Herefordshire Core Strategy as the retail growth point for the town).

Participants: LTC, LTA, local shoppers, retailers, property developers

Priority/Timescale: High/1 year

Ref: R2

Issue: Creating accessible space for all in the Town Centre

Objective: Develop facilities to support increased pedestrian and market activity in the High Street/Town Centre

Evidence: 1,062 supported more room for markets in the Town Centre

Actions:

- Investigate options for extending High Street market area considering a more pedestrian friendly street layout, speed limits, and traffic/parking restrictions for market days.
- Review what facilities would encourage better use of the area around and under Market House both when used for markets and at other times – for example with improved lighting, an outdoor café area, screening, more seating, trees

Participants: LTC, HC, LTA, retail traders

Priority/Timescale: Medium/1-2 years

Ref: R4

Issue: Supporting those who need to visit the Town Centre by car

Objective: Provide convenient parking for residents and visitors to access the Town Centre

Evidence: 1,335 respondents identified convenient car parking as an attraction to shop more in Ledbury. 670 identified Parking as what needs improving in Ledbury (highest ranking). 1,803 identified more off street parking as an improvement to the Town Centre (*but land is very limited*)

Actions:

- Consider both well-used and innovative options to encourage short term parking for shoppers
- Obtain data on car parking use - for guidance.
- Progress out-of-centre free parking provision integrated with the coach park and existing circular bus route to town centre.
- Progress use of school car parking areas at weekends and in holidays – with signage.
- Longer term – review park and ride and out of town options – consider in Neighbourhood Plan. (*See also Parking proposals under Traffic and Transport TT5*)

Participants: LTC, HC, LTA, JMHS, LPS

Priority/Timescale: High/1 year

Ref: R5

Ledbury Town Plan

Economic Development – Visitors and Tourism

Although Ledbury's historic core attracts many visitors, many do not know what the town offers until they arrive. The recent renovation of the Master's House extends the range of historic buildings in the Town Centre and is an example of this. Ledbury's tourist assets are not just heritage-based, it also offers beautiful countryside, walking, cycling, events, local visitor destinations (e.g. Eastnor Castle, Weston's Cider Mill and Hellens), and local food to eat (and drink) in or take away. Can we encourage more people to enjoy these?

Issue: Attracting more visitors

Objective: Promote Ledbury more effectively as a visitor destination

Evidence: Feedback in surveys etc. that Visitors lack awareness of Ledbury's attractions. Discussion with Visit Herefordshire. Visitors were positive about the Town (when they get here) – they were most critical about visitor information (visitors' survey). Residents saw the need for better visitor information (1,022) and more publicity about the town (951).

Actions:

- Establish a Visitor Development Working Group of interested parties to progress a plan to attract visitors, aiming to place Ledbury as the premier visitor destination in the Herefordshire/Malvern Hills area. (*A group has been established in Autumn 2015*)
- Develop a tourism development and marketing plan (*Initial plan developed – Autumn 2015*)
- Co-ordinate tourist effort with e.g. Eastnor Castle, Weston's and Hellens initially with a destination leaflet to sell Ledbury and district, and longer term with coordinated publicity for the district via articles/ programmes in glossy publications. Utilise effective leaflet distribution to tourist offices throughout UK via professional operators e.g. Take One Media (and Eastnor's own channel). (*Leaflet being issued for 2016 holiday season.*)
- Design and implement a co-ordinated design for marketing media (pamphlets, website etc) for promoting Ledbury and Ledbury attractions.
- Develop/commission a coherent web-site to market Ledbury as a first stop for tourists (and local residents), linking with local attractions' own websites
- Develop links with visitor enablers – coach companies, train operators, local festivals including Ledbury Poetry Festival and events, the cycle networks etc.
- Plan town events to complement local attractions' calendars
- Provide better quality tourist information in town, including establishing tourist information points in the central area, improving signage and updating maps of tourist attractions on existing boards in town, obtaining sponsorship from local trader adverts.

Participants: LTC, Local visitor destinations, LTA, Visit Herefordshire, Tourist Info Centre, HC, Accommodation Providers, Ledbury Poetry Festival, Ledbury Places, Ledbury Food Group

Priority/Timescale: High/6 months

Ref: VT1 (& VT2)

Issue: Meeting visitors expectations

Objective: Develop and improve facilities to make visitors welcome and provide for increasing visitor numbers

Evidence: Visitors were positive about facilities in the Town (Visitor Survey). Residents saw the need for more visitor accommodation (812), availability of public conveniences (1,623), helpful signage (535), better visitor information (1,022), and opening on Sundays (729). Only 11% of visitors in the visitor survey were staying in or near Ledbury.

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Actions:

- Investigate use of premises in Town Centre (e.g. Town Council offices, Barrett Browning Institute or Heritage Centre) for central tourist information queries and information, possibly via Painted Room staff or volunteers.
- Overhaul/replace current signage within the Town Centre – including that to and from car parks
- Ensure public facilities – conveniences, public gardens etc. are maintained and developed
- Encourage and support development of tourist/visitor accommodation in and close to Ledbury (particularly serviced accommodation)
- Set up signposted heritage walking trail with special features (e.g. quizzes) to interest all ages
- Include the Masters House and St Katharine's hall/medieval chapel in the Heritage trail
- Investigate how we can welcome more visitors on Sunday

Participants: LTC, local visitor destinations, LTA, Visit Herefordshire, Tourist Info Centre, HC, accommodation providers, Ledbury & District Civic Trust plus Visitor Development Working Group, Ledbury Places

Priority/Timescale: High/develop plan in 1 year

Ref: VT3 (& E6)

Issue: Attracting more visitors more often

Objective: Provide more reasons for people to visit Ledbury more often and stay longer by increasing the range of street markets and town events

Evidence: 32% of respondents identified the need for more markets and 26% for more events for visitors. 483 quoted heritage/cultural/activity as what is good about Ledbury. 697 supported more Local Food Events. 899 supported Markets with more stalls specifically to attract visitors.

Actions:

- Expand the current regular markets - discuss opportunities with other towns that are notable for their street markets and consider opportunities which could arise from changes in market management and fees
- Develop regular "destination markets" for visitors – e.g. specialist markets – local food, craft etc. at regular intervals, and publicised in advance.
- Develop and promote a Ledbury Heritage Open Day as part of the Heritage Open Day movement. Encourage cafes, shops to open specially for such events.
- Develop a programme of well-publicised regular events with local groups building on the existing range of events we already run

See R4 above in respect of improving the area around the Market House to better support markets and events

Participants: LTC, HC, LTA, Ledbury & District Civic Society, Ledbury Poetry Festival, Ledbury Food Group, other local groups, Herefordshire Farmers Market, market traders, Ledbury Places

Priority/Timescale: High/1 year

Ref: VT5 (& R3)

Ledbury Town Plan

Environment – Public safety

Ledbury is a very safe place to live, with little crime. Recent burglaries and targeted theft from vehicles have reminded us that we still need to be vigilant. Like many public services, the local police are having to change the way they work in and with communities. We need to build strong and effective links between police and community and to look after one another as good neighbours.

Issue: Keeping safe	
Objective: Maintain and promote Ledbury as a safe place to live	
Evidence: 39% of respondents said that they felt safe “always” and 57% said they felt safe “most of the time”. 709 said what is good about Ledbury is that it is “friendly and welcoming”. 36% didn’t know how to contact the Safer Neighbourhood Team. 72% were unaware of PACT (Police & Communities Together) meetings.	
Actions: <ul style="list-style-type: none"> • Keep residents up to date on actions taken to maintain a safe environment • Make sure residents know how to contact the local Safer Neighbourhood Team – promoting police contact numbers • Make information from the police more readily available • Revitalise local neighbourhood watches and develop the community contacts scheme • Use PACT meetings to address local issues effectively <p><i>See also specific concerns of young people in Young People – Safety – YP9</i></p>	
Participants: LTC, LPSNT, PACT Meeting	
Priority/Timescale: Continuing – some actions have already been taken	Ref: E1

Issue: Keeping safe	
Objective: Ensure an improved and accessible police presence in Ledbury	
Evidence: 55% of respondents said a higher policing presence would make a difference to their security and safety. 36% didn’t know how to contact the Safer Neighbourhood Team. 72% were unaware of PACT meetings.	
Actions: <ul style="list-style-type: none"> • Explore options to improve deterrence and reduce crime in Ledbury • Review via the PACT group patrolling targets for Local Patrol Officers identifying areas which should have priority • Provide scheduled times/ places when residents can meet police representatives (e.g. PCSOs) on local matters 	
Participants: LTC, LPSNT, PACT Meeting	
Priority/Timescale: Continuing	Ref: E2

Ledbury Town Plan

Environment – Public Spaces

Well-maintained public spaces promote well-being and provide reassurance of safety. Maintenance of public spaces is mostly under the responsibility of Herefordshire Council. The work required is now under pressure from reduced budgets. After the Household Survey took place, considerable concerns were raised about grass cutting in public spaces. One group, Prince Rupert Green Community Group, has taken over grass maintenance. Another local group, Browning Road Outdoor Spaces & Play Areas Group, has raised funds to replace playground equipment. Several volunteer groups now garden flower beds in town, formerly maintained by Herefordshire Council, which otherwise would be abandoned or grassed over.

Issue: Litter and Mess

Objective: Reduce nuisances caused by litter and dog mess – make Ledbury a cleaner place

Evidence: 46% of respondents considered dog mess a regular concern. 42% considered litter a regular concern

Actions:

- Review current provision of litter/dog bins around town and ensure an appropriate mix and frequency of bins is available
- Remind dog-owners that both types of bin can be used for dog waste
- Promote schemes to help dog owners run by Ledbury Town Council
- More signage as a reminder to use bins and what the penalties are for abuse.
- Organise regular litter picks – involving young people
- Ask people to report persistent problems so that appropriate action can be taken – enforcement/clean up
- Consider need for broadening designated Dog Control Order areas in town

Participants: LTC, HC, local voluntary groups

Priority/Timescale: Medium/1 year

Ref: E3

Issue: Looking good and feeling safe

Objective: Improve the standard of maintenance of public places in Ledbury

Evidence: 33% of respondents said that better path and street cleaning would make a difference to their security and safety, and 12% identified removal of shrubs and bushes. Herefordshire Council have reduced or ceased some environment maintenance services since the survey was undertaken.

Actions:

- Maintain and prioritise an effective reporting service for areas of problem
- Utilise new lengthsman scheme and P3 footpath scheme effectively
- Encourage local action groups to take charge of maintenance of some public areas following lead of Prince Rupert Green Community Group and Browning Road Residents
- Publicise route to set up such groups, and provide help e.g. paperwork to assist groups
- Monitor/audit services provided by Herefordshire Council for adequacy

Ledbury Town Plan

Participants: LTC, HC, local voluntary groups

Priority/Timescale: Medium/1 year

Ref: E4

Issue: Appearance of Public Space

Objective: Enhance the attractiveness of Ledbury with more trees, benches and litter bins

Evidence: 1,750 suggestions were received for siting of benches, trees, litter bins, flower beds, and winter grit bins. The locations identified as most important for improvement are:

- Recreation Ground
- Market House area
- Masters House area
- Deer Park, New Mills and Riverside Walk

Actions:

- Establish a group to review suggestions for improvements in the “public realm” and establish priorities, taking into account existing facilities
- Draw up a scale of cost/price for sponsorship/donations to take forward a programme of improvement
- Invigorate the Ledbury Green Spaces Group to support initiatives to improve public space

Note that improvements at the Riverside Park are also covered in Environment 11

Participants: LTC, HC, community and voluntary groups, Green Spaces Group

Priority/Timescale: Low/2 years

Ref: E7

Environment - Energy efficiency and sustainability

Rising energy costs and the impact of carbon emissions should encourage us to look for more sustainable ways to obtain our energy supplies. Ledbury Solar Cooperative has recently completed a solar panel installation on Ledbury Community Hospital, providing locally generated power locally. Ledbury Primary School also now has solar panels.

Issue: Fuel costs and usage

Objective: Raise awareness of existing energy discount schemes and how the energy efficiency of homes can be improved

Evidence: 1,018 respondents showed interest in purchasing their energy through discount schemes. 793 said they would like to improve the insulation properties of their home to reduce heat loss.

Actions:

- Encourage public forums and initiatives to raise general awareness and provide advice
- Publicise what offers are available on energy supplies
- Review with residents whether they could get a better deal for their energy supply
- Review with residents how they could improve their home's insulation
- Explore possible group energy discount schemes
- Publicise energy and fuel poverty statistics

Ledbury Town Plan

Participants: Ledbury Energy Information Centre, Keep Herefordshire Warm, HC, Marches Energy agency, hEnergy, LTC

Priority/Timescale: Medium/ongoing

Ref: E8

Issue: Sustainable locally produced energy

Objective: Promote opportunities for community energy projects in Ledbury

Evidence: 713 respondents said that they were interested in investing in a community energy scheme. The first scheme of this kind in Ledbury organised by Ledbury Community Solar Coop in Spring 2015 was over-subscribed indicating local demand to participate in this kind of community project.

Actions:

- Develop a plan to support more local energy schemes
- Work with local energy groups and businesses to increase the scale of local energy production
- Explore opportunities for local community or neighbourhood schemes
- Encourage sustainable energy schemes within any new housing development
- Consider ongoing opportunities for local energy schemes for the Neighbourhood Plan

Participants: Ledbury Community Solar Cooperative with local energy schemes/promoters and HC

Priority/Timescale: High/1 year

Ref: E9

Environment – “Greening Ledbury”

We live surrounded by fabulous countryside and woodland. We can do more to maintain and improve the spaces we enjoy for the well-being of us all, and nature. Gardening offers us the opportunity both to improve our neighbourhood and to grow more of our own food. We need to ensure our green waste gets used effectively.

Issue: Healthy and biodiverse woodlands and public spaces

Objective: Encourage schemes for the management of woodland, the development of wildlife corridors and the management of public spaces to encourage biodiversity

Evidence: 1,613 of respondents were in favour of managing our local woodlands actively for timber and wildlife. 1,515 were in favour of active management of green spaces and encouragement of wildlife corridors. Positive management of such areas can be very beneficial in improving both biodiversity (increasing the number of species found) and the general health of the natural environment.

Actions:

- Contact local groups with an interest in the natural environment
- Develop a “Ledbury Conservation Group” to establish objectives and a management plan
- Identify funding and publicise activities and ambitions
- Recruit volunteers to take plans forward
- Identify and protect “green corridors” for wildlife in the town and linking to the countryside

Ledbury Town Plan

Participants: LTC, HC, Ledbury Naturalists Field Club, Herefordshire Wildlife Trust, local landowners (including Forestry Commission)

Priority/Timescale: Low/ongoing

Ref: E10

Issue: Making “green space” more accessible for amenity use

Objective: Develop an enhanced footpath network in and around Ledbury

Evidence: 1,468 respondents were in favour of developing new rights of way/footpaths around the town. 1,794 were in favour of an extension of the Riverside Walk and Town Trail. To the east of the town, there are many opportunities for safe walking in and around Frith and Conigree Woods linked by Dog Hill. Public footpath routes are much more limited on the north, west and south sides of the town – with few routes avoiding main roads. Walking is an increasingly popular holiday pastime, and an important activity to maintain good health.

Actions:

- Contact groups/agencies with a specific interest in developing our footpath network
- Research possible new routes and options to enhance existing routes to develop an improved network of footpaths in and around Ledbury
- Explore funding options
- Establish effective ongoing monitoring/management (via the P3 scheme) for the enhanced network
- Promote the benefits for both tourism and local health
- Promote walks with booklets, etc. – consider use of existing and out of print guides

Participants: LTC, HC, Ledbury Area Cycle Forum, local walking groups, Herefordshire Wildlife Trust, local landowners, neighbouring parishes e.g. Wellington Heath

Priority/Timescale: Medium/ongoing

Ref: E11

Issue: A pleasant environment

Objective: Make Ledbury a more attractive place by enabling the development of community garden initiatives throughout the town

Evidence: 1,012 of respondents were in favour of developing community gardens. Herefordshire Council is no longer maintaining any flower beds or gardens in the town. Volunteer groups (including Ledbury in Bloom, and U3A Gardeners) are taking over existing public gardens maintenance. Ledbury has been a consistent Gold Award winner in the annual Britain in Bloom competition for its category.

Actions:

- Encourage local groups to take ownership of their own community areas
- Support existing community gardening groups with facilitation and funding
- Explore opportunities for increased community cohesion via local garden schemes (*which could include food production – see Environment E14*). Research schemes which are up and running elsewhere, consult locally, and promote preferred options.
- Encourage community garden areas in new developments

Participants: LTC, Ledbury in Bloom, voluntary groups, Ledbury Allotment Association (advice)

Priority/Timescale: Medium/ongoing

Ref: E12

Ledbury Town Plan

Issue: Green waste

Objective: Increase the amount of garden waste disposed of in a sustainable way

Evidence: 1,742 respondents were in favour of green waste collection facilities.

Actions:

- Publicise existing green waste collection services – from the home and via the local recycling centre
- Encourage greater use of composting
- Explore other possibilities for the disposal or reuse of green waste
- Put Ledbury forward to Herefordshire Council for a pilot collection scheme

Participants: LTC, HC, local recycling centre, local commercial green waste service providers, voluntary groups with interests in sustainability

Priority/Timescale: Low/ongoing

Ref: E13

Issue: Grow your own

Objective: Provide facilities to “grow your own” food, encouraging increased local food sustainability (and good health)

Evidence: 781 of respondents were in favour of more allotments. Allotments are currently available at the Ledbury Allotment Association site in Burtons Lane off Bromyard Road.

Actions:

- Publicise existing allotment facilities of Ledbury Allotment Association.
- Explore opportunities for local shared community gardens for fruit and vegetable production (*See also Environment E12*)
- Ensure provision of allotment facilities is included as part of new housing developments

Participants: LTC, Ledbury Allotment Association, community groups

Priority/Timescale: Low/ongoing

Ref: E14

Ledbury Town Plan

Environment – Heritage Public Buildings

Ledbury's heritage public buildings including the Market House, the recently restored and opened Master's House, the Barrett Browning Institute, the Town Council Offices, the Butcher Row Museum and the Heritage Centre provide a framework around which the rest of the Town Centre sits. These are important assets of the town in all kinds of ways – historic, cultural, social and economic. It is important for their survival that they are not just considered museum pieces, but contribute through use to the well-being of the community.

Issue: Preserving and using Ledbury's heritage public buildings

Objective: Develop and implement plans and initiatives to ensure that the town's heritage public buildings are preserved and that the community gets best use from them

Evidence: This objective recognises the continuing activities by the Ledbury community to develop long term plans for the preservation and use of public buildings in Ledbury through e.g. the Master's House project, the Ledbury Places initiative etc.

Actions:

- Develop plans and secure funding for the long term future of buildings to be transferred from the ownership of Herefordshire Council
- Develop plans and secure funding where necessary for the long term use of other public buildings
- Consider opportunities that will best benefit Ledbury from a community perspective when developing these plans
- Plan for the continued evolution of the Master's House as a social and community hub, including the continuing provision of fit-for-purpose library and information services.

Participants: LTC, HC, Ledbury Places, Ledbury & District Civic Trust, Trustees of the Barrett Browning Institute, Ledbury Library Development Group, local voluntary and community groups, building users

Priority/Timescale: High/1-2 years

Ref: E15

Ledbury Town Plan

Health and Well-being – Health

Ledbury is currently served by two general practice surgeries, St Katherine's Surgery and Market Surgery, serving about 8,500 and 4,500 patients respectively in Ledbury and district. Both surgeries have a Patient Participation Group. The proportion of patients who would recommend St Katherine's surgery was 68% and Market Surgery 94%, in the National Patient Survey (2014).

There are two dental practices in town.

Ledbury Community Hospital provides ongoing medical care and rehabilitation to help recovery after a stay in an acute hospital, and local services including a minor injuries unit.

Health issues for Ledbury may best be progressed by a small group of interested people representing patients and local health services – in the absence of a group of this kind, Ledbury Town Council may be able to support.

Issue: Lack of access to NHS Dentistry Services

Objective: Improve access to NHS Dentistry services for Ledbury residents

Evidence: 646 respondents had difficulty accessing a dentist. The two dental practices in Ledbury which undertake NHS Dentistry are currently not accepting new patients. The nearest practices to Ledbury currently accepting NHS patients of any ages are in Malvern (NHS website – Nov 2015). Travel away from town is particularly unwelcome for the elderly and for parents with children.

Actions:

- Provide the plan data to local practices and invite comments
- Lobby for provision of improved services
- Provide information about NHS dentistry services that are available locally – *this is available on the NHS website, but not accessible to all.*
- Encourage initiative on dental care in nurseries and pre-schools

Participants: LTC, local NHS commissioning, proposed local health group

Priority/Timescale: High/ongoing

Ref: HW1

Issue: Seeing the Doctor (1)

Objective: Improve access to out-of- hours GP Services

Evidence: 386 respondents said that they had difficulties accessing out-of- hours GP services. In the NHS Patient Survey (2014) 61.8% of patients at St Katherine's Surgery were satisfied with their experience of making an appointment – for the Market Surgery 94.7% were satisfied. 69.3% of patients were satisfied with the practice opening hours at St Katherine's Surgery and 73% at the Market Surgery

Actions:

- Ensure awareness out-of-hours GP services e.g. the NHS Taurus GP service in Ross and Hereford available in the evenings and at weekends
- Press to extend the service to Ledbury for those less able to travel

Note – it is government policy to extend GP out-of-hours provision within this Parliament

Ledbury Town Plan

Participants: LTC, local NHS commissioning, local GP surgeries, proposed local health group	
Priority/Timescale: Medium/ongoing	Ref: HW2

Issue: Seeing the Doctor (2)

Objective: Improve access to GP appointments

Evidence: 510 of respondents identified difficulties accessing healthcare from your GPs. 420 of you identified the difficulty of getting early or convenient appointments with GPs or with the same GP.

In the NHS Patient Survey (2014), 61.8% of patients at St Katherine's Surgery were satisfied with their experience of making an appointment – for the Market Surgery 94.7% were satisfied. 69.3% of patients were satisfied with the practice opening hours at St Katherine's Surgery, and 73% at the Market Surgery.

Actions:

- Review current service levels with local GP surgeries
- Develop strategies for improving the service/making the service more acceptable for patients
- Ensure requirements for ongoing medical provision are considered within any plans for major housing expansion in Ledbury
- Neighbourhood Plan to consider future need for GP services as regards land allocation

Participants: LTC, local NHS commissioning, local GP surgeries, proposed local health group

Priority/Timescale: High/1 year	Ref: HW3
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Issue: Finding out about services

Objective: Encourage availability of timely information about health and welfare services

Evidence: Evidence from responses in the survey shows a lack of awareness of what services are available, when and where. Service providers are increasingly providing comprehensive information on the internet about the services they offer, when and where. However, the feedback is that the people who need this information are not necessarily the people who have access to the Internet. GP surgeries have a large amount of information available in leaflet form. A new project has been established in Herefordshire to develop a directory of services covering health, social care and wellbeing (WISH – Wellbeing Information Signposting for Herefordshire)

Actions:

- Create a "resource centre" or "pointer" in Ledbury where you can either find out what you need to know – or it can tell you where to look. WISH may help with this.
- Advertise the service and find funding to support it
- Bid for wellbeing hub in Ledbury

Participants: Local GP surgeries, proposed local health group, Community Action Ledbury, WISH Project, plus NHS and HC resources.

Priority/Timescale: Medium/1 year	Ref: HW4
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Ledbury Town Plan

Issue: Keeping services local	
Objective: Maintain and improve access to social and welfare advice and support services locally	
Evidence: 577 said the Citizens Advice Bureau (CAB) service is important. The CAB outreach service in Ledbury has been withdrawn due to lack of funding (Spring 2015). Many respondents rely on other local services	
Actions: <ul style="list-style-type: none"> • Make provision at Town Council level for advice services based in town • Lobby for a replacement service for debt counselling and other advice services • Ensure current services are recognised for their value and protected, and where there is need, improved 	
Participants: LTC, local support groups	
Priority/Timescale: Medium/ongoing	Ref: HW5

Health and Well-being - Well-being

Availability of sports and recreational facilities is vital to the well-being of all ages. As well as sports fields, we need to remember the facilities needed by the many who keep fit and healthy by walking, jogging, cycling. Equally important for our well-being are the groups and facilities that enable people to meet socially, whether just for leisure or to pursue interests, and the provision locally of learning experiences.

Issue: Provision of sports facilities	
Objective: Maintain and improve facilities for sport and exercise in Ledbury	
Evidence: 800 respondents said they use the swimming pool; 425 said it needed improvement. Many also recorded use of gym and leisure centre facilities (and see above). Both Ledbury Rugby Club and Ledbury Swifts are successful in encouraging young people into sport. A study, the "Ledbury Area Playing Pitch Assessment October 2012" (Herefordshire Council), identified a number of key improvements to increase provision particularly for younger people. Since then, the Cricket Club is securing a move to a new and improved ground at Orlham Lane, and the future of the Football Club field as a playing field is uncertain (September 2015).	
Actions: <ul style="list-style-type: none"> • Revitalise the Ledbury & District Sports Federation to act as a lobby group for the improvement/growth of sport and exercise facilities in Ledbury • Review the conclusions of the Ledbury Area Playing Pitch Assessment and develop a plan to take these forward. • Provide for improved and expanded sports facilities within the Neighbourhood Plan 	
Participants: LTC, HC, Halo Leisure, sports clubs, Sports Council, sports funding bodies.	
Priority/Timescale: High/2 years	Ref: HW6

Ledbury Town Plan

Issue: Participation in sport and exercise

Objective: Encourage greater participation in sport and exercise

Evidence: 955 respondents never participate in organised outdoor sport or exercise. More positively 1,568 undertook personal outdoor exercise of one kind or another.

Actions:

- Provide more information about what sport and exercise facilities are available.
- Support local clubs to enable them to improve facilities and encourage young participants.
- Maintain and improve space and facilities for residents to undertake personal outdoor exercise – recreation areas, exercise trails, footpaths etc. (See Objective HW10 below)

Participants: LTC, HC, sports clubs

Priority/Timescale: Medium/Ongoing

Ref: HW7

Issue: Joining In (1)

Objective: Develop social links by encouraging more people to take part in leisure, cultural and social activities

Evidence: 57% of respondents said they do not take part in any organised activities. People of working age are less likely to take part in activities – only 25% of age group 25-44, compared with 53% of Over 65s.

Actions:

- Provide more accessible information about what is available.
- Support initiatives like Ledbury Community Day and the Carnival to encourage people to participate more
- Research reasons why people do not take a greater part – e.g. time, accessibility, lack of transport, fear of going out
- Encourage local groups to have more 'taster' days or enrolment events

Participants: LTC, event organisers, local groups and organisations, CAL

Priority/Timescale: Medium/Ongoing

Ref: HW8

Issue: Joining In (2)

Objective: Acknowledge the value of the town-wide annual festivals and events.

Evidence: 80% of respondents had attended at least one event or venue, the most popular being the Carnival and the Market Theatre.

Actions:

- Continue to support and expand the town's festivals and events – including support for the voluntary organisations involved
- Review ways of increasing number and mix of attendance at events

Note: see also Economic Development re attracting more people to Ledbury

Ledbury Town Plan

Participants: LTC, Event Organisers, Local Sponsors	
Priority/Timescale: Medium/Ongoing	Ref: HW9

Issue: Quality spaces for recreation and leisure

Objective: Maintain and expand the availability and quality of public access spaces for recreation and leisure

Evidence: In response to a question about places people use for recreation and leisure, 1,392 said Town Trail, 1,285 Riverside Park, 1,018 Dog Hill, 887 Frith Wood, 759 Recreation Ground, and 739 Conigree Wood – our green spaces are popular and well-used. 57% of Young People responding said they used the Recreation Ground at least once a month and 58% regularly used other green space in and around Ledbury

Actions:

- Ensure continued good quality access all year round by regular inspections and maintenance
- Encourage local volunteer groups to undertake regular maintenance – providing support to help their establishment
- Develop a plan for the expansion of public access facilities – including provision of enhanced footpaths (all weather), new routes etc. *Note: see also Traffic and Transport*
- Improve lighting beside the recreation ground (*mentioned by young people*) and on the Town Trail

Participants: LTC, HC, Landowners, Voluntary Groups, Neighbouring parishes e.g. Wellington Heath

Priority/Timescale: Medium/ongoing – plan in 2 years

Ref: HW10

Issue: Learning and improving skills

Objective: Explore with providers what additional learning opportunities could be provided (including evenings) for computer skills, foreign languages and cookery, and learning more about Ledbury

Evidence: The Household Survey showed evidence of demand locally for learning or improving skills. 411 respondents said Computer Skills, 373 Foreign Languages, 310 Learning more about Ledbury, and 265 Cooking Skills

Actions:

- Publicise the evidence from the questionnaires with local colleges and with local schools, the WEA, the U3A and discuss opportunities.
- Explore opportunities with local voluntary groups e.g. for cookery classes
- Explore funding sources and grant schemes for providing local educational courses

Participants: LTC, HC, Voluntary Groups, Schools, Colleges

Priority/Timescale: Medium/1 year

Ref: HW11

Ledbury Town Plan

Getting Around – Traffic, Transport and Access-

Not surprisingly, Ledbury residents are reliant on cars to get about, although there is a significant minority that has no access to a car. Traffic within the town area is encumbered by narrow roads and on street parking. Whilst many walk into town rather than use their car, town centre parking is important to many residents in order to conduct their daily lives accessing shopping, businesses, health facilities etc.

Public transport links are relatively good to Hereford and Worcester, although the bus service to Newent and Gloucester has recently been reduced. The Railway Station is well used, with over 200,000 rail journeys starting or ending there in 2014/15, but is not well served with parking or access facilities for the disabled.

Getting Around – When you don't own a car

Issue: Isolation	
Objective: Support the travel needs of those who do not have ready access to car	
Evidence: 36% of non-drivers had no access to a car.	
Actions: <ul style="list-style-type: none"> • Support and publicise the local ring and ride service. • Explore opportunities to provide a service for hospital/medical out of hours visits when public transport is not available • Consult with local taxi drivers to explore whether a more accessible local taxi service with a single point of contact could be provided • Research needs for local bus services in Ledbury 	
Participants: LTC, CAL, HC	
Priority/Timescale: Medium/Ongoing	Ref: TT1

Issue: Sustainability and Travel Costs	
Objective: Encourage more use of car share and similar travel schemes to reduce overall transport use	
Evidence: 134 respondents were interested in a work car share scheme, 147 in an occasional use scheme.	
Actions: <ul style="list-style-type: none"> • Research successful local Car Club Schemes e.g. Malvern Hills/Colwall • Establish a local Car Club Scheme for Ledbury and district • Publicise the Herefordshire Council Lift-share and Park and Share schemes • Encourage car sharing at local employers within Ledbury • Encourage employers to staff shifts geographically to assist with car sharing 	
Participants: LTC, HC, Malvern Hills Car Club, Local Car Share Group (to be established)	
Priority/Timescale: Medium/Ongoing/2 years for car club if there is interest	Ref: TT2

Ledbury Town Plan

Getting Around – Road quality, safety and ease of movement

Issue: Quality of roads and footways	
Objective: Maintain a good standard of road and path maintenance both for safety and to encourage greater use	
Evidence: 2,111 said road maintenance was unacceptable. 1,818 have not reported faults to the council. 73% were supportive of Ledbury Town Council having responsibility to fix minor problems. Since the survey, the road surface at Top Cross and in High Street has been re-laid by Herefordshire Council, however other major routes have deteriorated, e.g. the Homend.	
Actions: <ul style="list-style-type: none"> • Encourage the community to report any faults in roads and footways to Herefordshire Council (Balfour Beatty) • Develop the local lengthsman scheme to address minor maintenance issues in local roads (classified C and U) more quickly • Expand scheme to include links and liaison with local parishes 	
Participants: LTC, HC and HC's agents	
Priority/Timescale: Medium/ongoing	Ref: TT3

Issue: Road Safety and Traffic Circulation	
Objective: Promote safety on Ledbury's roads, implementing measures where appropriate to safeguard motorists, cyclists and pedestrians and to encourage visitors to stay	
Evidence: Over 2,000 people identified particular road safety concerns that they had in Ledbury. The places mentioned most were Knapp Lane, New Street, Bye Street, Long Acre (Primary School) and Bridge Street. Evidence of commuter parking in residential areas near Town Centre causing obstructions and loss of visibility in e.g. Bye Street and New Street. Use of Town Centre by heavy goods vehicles. A number of traffic restriction orders are already with Herefordshire Council (Balfour Beatty) for implementation	
Actions: <ul style="list-style-type: none"> • Conduct a review of ongoing traffic management needs for the Town, particularly in and around the Town Centre (<i>to take account of this and other needs, e.g. car parking, to provide a holistic plan</i>) in order to develop an integrated Transport Plan for Ledbury • Press for action by Herefordshire Council on identified areas for road safety improvements • Progress any areas of concern outside the Town Centre as individual cases • Obtain more effective enforcement of the current restrictions on Heavy Goods Vehicles through the Town Centre • Consider restricting deliveries to town centre in peak trading hours • Explore using resident staffed speeding enforcement team in places where speed limits are persistently ignored 	
Participants: LTC (partly with professional help), HC, LTA, schools, larger employers, neighbouring parishes	
Priority/Timescale: High/1 year	Ref: TT4 (R6 & E6)

Ledbury Town Plan

Getting Around – Parking the car

Issue: Car Parking

Objective: Support the car parking needs of residents, workers and visitors to ensure access to retail, business, historic and hub services in the Town Centre

Evidence: 78% of local car drivers regularly park in Ledbury Town Centre – 52% say they have had difficulty parking. 1,740 respondents thought car parking important and it should be cheaper. 89% of visitors come by car (visitor survey). 82% of visitors were positive about car parking provision. Many residents wanted more off street parking – but the practicality is that there is no space for this in or near the Town Centre.

Actions:

- Develop a Park & Ride service for periods of heavy demand for parking.
- Review ongoing parking needs of the Town for residents and visitors to get best economic value for the Town from the public car parks
- Encourage workers in town to car share (*see above – Objective TT2*)
- Encourage weekend use of car parks at John Masefield High School and Ledbury Primary School – this could be a source of funds for the schools
- Develop an initiative to encourage coach parties to spend longer in Ledbury
- Ensure all parking provision in town is well signed
- Provide practical solutions for the car parking needs of residents who do not have access to off-street parking.
- Publish - e.g. via website - bus and train information for visitors (to encourage use of public transport and ease pressure on car parking)
- Consider a dedicated drop-off and pick-up point in the centre for volunteer drivers
- Include parking needs in the recommended development of an integrated Transport Plan for Ledbury (*see TT4 above*)

Participants: LTC, HC, LPS, JMHS, local businesses, LTA, CAL

Priority/Timescale: High/1 year

Ref: TT5 (E6 & VT4)

Getting Around – Walking, cycling and access for all

Issue: Reducing car use

Objective: Promote walking and cycling in Ledbury for access and leisure use to reduce car use and to attract more visitors

Evidence: About 500 respondents said they cycled in Ledbury at some time. 65% felt safe most of the time when they cycled in Ledbury. A volunteer group Ledbury Area Cycle Forum formed by cyclists in Ledbury exists to promote cycling in Ledbury.

Actions:

- Improve routes for walking and cycling in Ledbury including: The Town Trail (with wider bridge at Orchard Lane), Riverside Park (Hereford to Ross Roads), access at the railway station (e.g. by a crossing of Bromyard Road at bridge height), other footpath routes in the built area, improved crossings of major roads, all weather (tarmac) surfaces
- Ensure provision for safe cycle and footway routes, linking to the rest of the town, is included in the planning of any new developments or facilities
- Ensure road and footway maintenance is undertaken (*See Objective TT3*)
- Provide additional safe cycle parking in the Town
- Promote and publicise Ledbury as a “cycling town” with details of routes, parking provision etc.

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<ul style="list-style-type: none"> Promote cycling proficiency schemes for children and adults Provide parking and a bike stand at North End of Riverside Park to facilitate access for park users Explore provision of secure bike parking and rent-a-bikes at the railway station 	
Participants: LTC, HC, Ledbury Area Cycle Forum, Schools	
Priority/Timescale: Medium/Ongoing/1 year for improvement plan	Ref: TT6

Issue: Access for all	
Objective: Provide safe access for all members of the community	
<p>Evidence: Ledbury suffers in respect of accessibility from its medieval road layout and the age of many of its shop and business premises. Respondents identified the following hazards or concerns in respect of their safety and access to the town - 858 narrow pavements, 620 trip hazards, 633 crossing the road/vulnerability to traffic, 268 wheel/pushchair access, and 171 lack of drop-downs. Feedback from a consultative session and comments in Household Survey reinforced the needs of minority groups in our community.</p>	
<p>Actions:</p> <ul style="list-style-type: none"> Include the access needs of all members of the community including pedestrians, pram pushers, the disabled and those of limited mobility, when developing improvements in Ledbury e.g. under Objective TT6 above (where appropriate and viable) Confirm sites of greatest concern in terms of general hazards Publicise accessibility “goes and no-goes” in the Town Centre – including the directory of accessibility to shops maintained by Community Action Ledbury Improve Town Centre accessibility – drop-downs, access to premises etc – e.g. via a public realm investment plan. 	
Participants: LTC, HC, Ledbury Area Cycle Forum, Ledbury Access Group, CAL, LTA, local businesses and retailers	
Priority/Timescale: Medium/Ongoing	Ref: TT7 (&E5)

Getting Around – Trains and buses

Issue: Access to the station	
Objective: Improved facilities at/serving the Railway Station	
<p>Evidence: 252 identified access as an issue. Currently passengers can only cross via the footbridge to the Worcester-bound platform. Shortfall in car parking at/near station was noted by 469 respondents.</p>	
<p>Actions:</p> <ul style="list-style-type: none"> Continue to lobby for non-step access to the Worcester Platform Expand the availability of car parking at/near the station Improve the accessibility of the pedestrian link between the Station and the Town Centre – drop downs, road crossing etc. Improve the bus service between the Town and the Station (<i>See Objective TT10</i>) Review need for parking restrictions near the station and between the station and the Knapp Lane Junction to mitigate danger to pedestrians, cyclists and other road users Review measures to reduce “nuisance parking” to residents and businesses nearby 	

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Participants: LTC, HC, user groups, Network Rail, train operating companies	
Priority/Timescale: Medium/3 years	Ref: TT8

Issue: Rail services

Objective: Retain and improve rail services to increase the use of sustainable transport/reduce car use

Evidence: 1,970 respondents said that they use trains at least occasionally, demonstrating a strong local need. 468 identified a later evening service (from Birmingham, Worcester and Malvern) as something particularly for improvement.

Actions:

- Investigate opportunity for later evening service from Malvern, Worcester and Birmingham to Ledbury
- Lobby for retention and improvement of frequency of services when rail franchise renewal process commences (*London Midland expires in June 2017, First Great Western in March 2019*)
- Develop and maintain links with rail user groups – Herefordshire & Cotswold Line groups

Participants: LTC, user groups, train operating companies

Priority/Timescale: Medium/1 year re service/ 1 to 2 years re franchises	Ref: TT9
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Issue: Bus Services

Objective: Develop and enjoy viable bus services in Ledbury and District

Evidence: 1,700 respondents use the buses at least occasionally –like the train services, these are valued. Services have reduced since the Household Survey as a result of cuts in subsidies by local authorities. 205 respondents said better connections between bus and train would encourage them to use public transport more.

Actions:

- Work with Herefordshire Council to develop a joined-up picture of bus options in Ledbury and its locality
- Review options for better services within Ledbury and district – linking with railway station
- Seek retention and where justified improvement of services connecting Ledbury with Hereford, Malvern/Worcester, Gloucester and Cheltenham
- Investigate options for better connections between bus and train at Ledbury Station

(Achievement of these objectives may require a new approach to how services are provided)

Participants: LTC, HC, local bus operators, neighbouring parishes (e.g. Wellington Heath re route 675)

Priority/Timescale: Medium/2 years	Ref: TT10
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Ledbury Town Plan

Young people

Young people were asked their opinions in two surveys – one for 9-11 year olds and one for 11-16 year olds. The objectives below address a number of topics that came out of the surveys – Safe Places to Meet, Involvement and Recognition, Safety and Outside Facilities. The Young People Group have already ensured that there are no short term actions required by reviewing with schools and the local police the comments raised about Safety. The Group has also started work on a number of objectives ahead of completion of this plan.

Youth Service provision provided by Herefordshire Council has all but disappeared – communities are going to have to make their own provision for their young people.

It is recommended that Ledbury establishes a team (or several coordinated teams) willing to address the objectives in this plan. For the purposes of this plan, this team is called the Youth Action Team. It should include representatives of Ledbury Town Council, local community and youth groups and people with special skills to support young people. It will need to find funding to take actions forward. It is important that this work is focused and coordinated to agree priorities and ensure the best use of resources and funding.

Involvement with young people in developing plans is also paramount – a youth representative group or body (*See Objective 5 below*) will support and in some cases lead progress.

Young People - Safe Places to Meet

Issue: Safe spaces for recreation	
Objective: Ensure and encourage safe use of local woods and riverside by young people	
Evidence: Survey responses showed that many young people value the green spaces around Ledbury for unsupervised recreation. These areas could offer opportunity for more activity based recreation (<i>see Objective YP13</i>).	
Actions: <ul style="list-style-type: none"> • Review safety aspects of current meeting spaces enjoyed by young people • Carry out risk assessments of spaces • Consider relevance of supervision at these sites 	
Participants: LTC/Youth Action Team, LPSNT, youth groups, landowners	
Priority/Timescale: Medium/2 years	Ref: YP1

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Issue: Not knowing about leisure and recreation activities

Objective: Ensure that groups and clubs for young people are well “advertised” in Ledbury

Evidence: Survey responses indicated that many are unaware of the range of leisure and recreational activities available in Ledbury and district

Actions:

- Establish list of groups that meet and the activities they do, times and frequency
- Look at website/contact group leaders for information about their groups
- Determine how to make the information available and accessible for young people (and their parents) and how to maintain it – e.g. printed, online
- Establish a reliable and secure means for maintaining and updating the material

(November 2015 – this information has been collated by the Young People Group)

Participants: LTC, Youth Action Team, CAL (data maintenance),

Priority/Timescale: Medium/6 months

Ref: YP2

Issue: “Nowhere to hang out”

Objective: Provide a drop-in cafe where activities could take place and information and advice be made available

Evidence: 53% of 11-16 year olds said they would use a drop-in if one was available. This objective was also well supported by parents in the Household Survey. A drop-in centre can also be a place at which other services can be offered to young people e.g. mentoring, health advice etc. The drop-in café concept is more in tune with young people’s culture than the more structured approach of the traditional youth centre.

Actions:

- Provide a short term drop-in centre which will help to research longer term needs
- Carry out further consultation with young people to establish where and when a drop in should open and how it should operate
- Carry out further research to establish other longer term venues for a drop in centre/social meeting space

(February 2016 – a group in Ledbury is taking forward a drop-in centre)

Participants: Youth Action Team, community groups, young people

Priority/Timescale: High/1 year

Ref: YP3

Issue: “Nothing to do”

Objective: Provide film shows for young people in Ledbury

Evidence: 72% of 11-16 year olds wanted a cinema in Ledbury. A further survey undertaken by the Young People Group in 2015 confirmed that there is enough support to set up a film group.

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Actions:

- Discuss opportunities at Market Theatre for youth film provision
- Investigate possibilities with LPS as another venue
- Find costs of films and other costs and funding options
- Look at possibility of setting up a parent/youngster film group

Participants: Youth Action Team, Market Theatre, volunteer parents

Priority/Timescale: Medium/2 years

Ref: YP4

Young People - Involvement and Recognition

Issue: Youth involvement and engagement

Objective: Involve young people in having a greater say in what goes on in Ledbury

Evidence: 40% of those who responded felt they were given no opportunity to have their say about what happens in Ledbury (40% had no opinion). 51% thought a Youth Council would be a good idea (30% no opinion). 17% were interested in being involved in a Youth council

Actions:

- Seek support from the Town Council to progress the idea of a Youth Council (*Already done*)
- Research setting up a Youth Council or similar organisation (*Already done*)
- Develop ideas with young people to establish the best model to follow

(February 2016 – meetings being held to inaugurate a Ledbury Youth Council)

Participants: LTC, JMHS, Youth Action Group

Priority/Timescale: High/1 year to establish on-going body

Ref: YP5

Issue: Recognition

Objective: Recognise young people who contribute something special to the community of Ledbury

Evidence: Young people's comments in the survey on the need for recognition

Actions:

- Consider how young people's efforts could best be recognised
- Develop the award process e.g. the Ledbury Town Council's Good Citizen Award
- Ask young people how they think this could be done in a way that's appreciated

Participants: LTC, Youth Council/young people, community groups

Priority/Timescale: Medium/2 years

Ref: YP6

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Issue: Young people's engagement in Town	
Objective: Develop ownership in young people for the cleanliness of the town	
Evidence: 56% of young people disagreed that Ledbury is a "clean place"	
Actions: <ul style="list-style-type: none"> Review areas where regular littering occurs Involve young people's organisations in regular litter picks – targeting specific times e.g. start of the tourist season 	
Participants: LTC, community groups, Youth Council, LPS, JMHS	
Priority/Timescale: Medium/ongoing	Ref: YP7

Issue: The Town's engagement with young people	
Objective: Increase understanding of the work of Ledbury Town Council amongst young people	
Evidence: Stated need to foster recognition of young people within the survey	
Actions: <ul style="list-style-type: none"> Encourage regular meetings between town councillors and young people e.g. the proposed Youth Council Consider what messages the Town Council would like to put to young people Review with John Masefield High School how the Town Council can add value to their citizenship activities Take part in Local Democracy Week - a Europe-wide initiative ran by the Council of Europe that aims to 'foster the knowledge of local democracy and promote the idea of democratic participation at a local level. 	
Participants: LTC, JMHS, community groups	
Priority/Timescale: High/ongoing	Ref: YP8

Young People - Safety

Issue: Safety on the Recreation Ground	
Objective: Enable young people to feel safe on the Recreation Ground	
Evidence: 44% of responses in the junior survey said they didn't feel safe at the Recreation Ground with regards to the behaviour of older teenagers. A number also mentioned lighting as a safety issue	
Actions already completed: <ul style="list-style-type: none"> Reviewed the results with the Safer Neighbourhood Team Undertook further research to assess whether this was a continuing problem 	
Actions: <ul style="list-style-type: none"> Monitor regularly young people's perceptions of their safety and take action if necessary Review lighting and CCTV arrangements at the Recreation Ground 	

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See also Environment E1 in respect of other actions relevant to young people

Participants: LTC, Youth Action Group, Youth Council, LPSNT, LPS, JMHS

Priority/Timescale: High/ongoing

Ref: YP9

Issue: General safety of young people

Objective: Enable young people in Ledbury to feel safer in Ledbury with regard to the behaviour of others

Evidence: In the survey young people perceived the following threats: drinking (44% of responses), drugs (46%), hanging around (31%). It is important to recognise these responses as perceptions of risk, rather than evidence of an actual threat experienced.

Actions already completed:

- Discussed the results of the survey with the Safer Neighbourhood Team
- Checked with local schools
- Confirmed there were no short term issues needing urgent attention

Actions:

- Undertake regular monitoring of young people's perceptions
- Include this as a regular PACT topic – with representation from and consultation with young people

Participants: LTC, LPSNT, PACT, Youth Action Group, Youth Council, LPS, JMHS

Priority/Timescale: High/ongoing

Ref: YP10

Issue: Road Safety

Objective: Enable young people to feel safer with regard to traffic

Evidence: Concerns have been expressed about parking outside Ledbury Primary School by the school, parents and pupils. There is also particular concern about safety in The Southend before and after school on the part of pupils, staff and parents of John Masefield High School

Actions:

- Restrict road-side parking in the vicinity of Ledbury Primary School (*In progress*)
- Develop school travel plans to address pupils journeys to and from school in conjunction with the schools (*This work is in progress*)
- Provide safe drop off points away from schools
- Progress road safety improvements in the Southend with support of JMHS
- Include requirements for young people within the development of the *Transport Plan for Ledbury* (see *Traffic, Transport and Access TT4*)

Participants: LTC, HC, LPS, JMHS

Priority/Timescale: High/1 year

Ref: YP11

Ledbury Town Plan

Young People - Outside Facilities

Issue: Encouraging healthy recreation (1)	
Objective: Improve play areas in Ledbury	
Evidence: Junior survey contained evidence of good use of both New Mills and Martins Way play areas and demand for improvements. The Browning Road Outdoor Sports and Play Areas Group has recently completed the upgrading of the Browning Road play area.	
Actions: <ul style="list-style-type: none"> • Learn from the experience of the Browning Road play area project • Establish local groups to take other initiatives forward • Provide assistance to help groups with funding • Seek support of Fortis Housing and other agencies to take forward projects 	
Participants: LTC, HC, local voluntary groups, HVOSS, Youth Action Team, young people	
Priority/Timescale: Medium/plan in 1 year/improvements in 3 years	Ref: YP12

Issue: Encouraging healthy recreation (2)	
Objective: Provide additional activity facilities for young people in Ledbury	
Evidence: Young people told us they would use: <ul style="list-style-type: none"> • Adventure playground (52% of boys and 81% of girls in the Junior Survey) • Mountain biking facilities (60% of boys and 40% of girls in the Junior and 47% in the Senior Surveys) 	
Actions: <ul style="list-style-type: none"> • Study feasibility of developing new facilities – e.g. linking to Eastnor estate • Identify possible funding sources to develop and maintain facilities • Establish a project team to take forward feasible proposals <p>(Consider with Objective YP1)</p>	
Participants: LTC, Youth Action Team, Youth Council, Local landowners	
Priority/Timescale: Medium/2 to 4 years	Ref: YP13

Issue: Encouraging healthy recreation	
Objective: Provide new and improved facilities for Young People on the Recreation Ground	
Evidence: The Recreation Ground is very well used by Young People. In respect of how the facilities could be improved, they particularly identified the following facilities and improvements: toilets, shelter, picnic area, café/soft drinks outlet, more seating, improving the skate park, and lighting	

Ledbury Town Plan

Actions:

- Inform the Town Council of the findings of the survey (*completed*)
- Progress plan for improvements in consultation with young people
- Explore funding options and research solutions elsewhere
- Include in the Town Council's development plan for the Recreation Ground – being developed by the Recreation Ground Working Party
- Publicise availability of Halo's toilet facilities
- Consider provision of toilet facilities in any new plans for the Lawnside area – an infrastructure consideration for the Neighbourhood Plan

Participants: LTC, Youth Action Team, Youth Council, young people users

Priority/Timescale: Medium/ongoing plan for improvement based on funding **Ref:** YP14

Issue: Engagement

Objective: Involve the community in the management and improvement of the Recreation Ground

Evidence: In all our surveys – young people and grown-ups - it is clear that the Recreation Ground is well used and valued.

Action:

- Develop a "Friends of the Recreation Ground" group involving young and old – working with the existing Recreation Ground Working Party to maintain this valuable resource.
- Encourage public participation in developing the management and development plans for the Recreation Ground

Participants: LTC, representatives of the whole community

Priority/Timescale: Medium/6 months **Ref:** YP15

Ledbury Town Plan

Communications and Engagement

In the Household Survey we asked a number of questions on communications in the Community and residents' views about Ledbury Town Council. In summary the responses were as follows:

Where do you find out what's going on in Ledbury?

77% make use of the Ledbury Reporter and 72% the Ledbury Focus. 56% used word of mouth.

Do you feel adequately informed about what is going on in Ledbury?

82% said "Yes". Those answering "No" provided additional comment available for analysis.

Would you like to know more about the responsibilities, work and activities of Ledbury Town Council?

55% of respondents said "Yes".

Would you be prepared to pay more Parish Precept in order for Ledbury Town Council to maintain and improve services in the town?

53% said "Yes".

Should the community explore other means to raise funds for improvements or services?

85% said "Yes".

The Town Plan Working Party has asked Ledbury Town Council to review these responses to consider:

- whether there are ways in which communication in the town and community can be improved
- in what ways the council can engage more effectively and informatively with residents
- how the town can best address the diminution of services previously provided by Herefordshire Council

Ledbury Values - Ledbury Town Council has accepted the invitation of Ledbury Primary School* to explore what may be involved in establishing Ledbury as a "Values Town". An additional objective or objectives will follow for the Town Council and the town if this initiative is taken forward.

*The school has been a Values-based school since 2006 and has been awarded the International Values Education Trust Mark for its work in promoting values through learning. It has secured a grant from the Big Lottery Fund to promote its values in the community and is working with local people, community groups and visitors to Ledbury to gather everyone's ideas about the Values in Ledbury.

Ledbury Town Plan

What happens next...?

All the Action Plans that underline this Town Plan have been reviewed by committees and working parties of the Town Council.

The content of the draft plan has been presented to the community of Ledbury for information in early 2016 by way of a drop-in exhibition at the Town Council Offices on Friday 29th and Saturday 30th January to coincide with the Ledbury Big Breakfast. Around 250 people visited the exhibition.

The draft plan (version 0.3) has also been circulated to over 50 local organisations, groups and parish councils for information and suggestions.

Comments received from these exercises are included in this version of the Town Plan (version 1.0)

This version of the plan is being presented to Ledbury Town Council for adoption.

The Town Council may use the plan to help build up its own business plan detailing what it is seeking to achieve in each Council Year, taking account of its resources and funding.

In carrying out their Town Plans, other Councils have found it useful to set up an Implementation Group to monitor progress/success and to help resolve anything causing delay or frustration. If there is a strong Action Group working on certain parts of the plan, e.g. Young People, this may be unnecessary. For example the Young People's Action Group may take a lead on many of the objectives, and can report back to the Council.

Recommendation

The Town Plan Working Party recommends to Ledbury Town Council that it adopts the Ledbury Town Plan 2015.

The Town Plan Working Party proposes that the Town Council sets up appropriate structures to monitor the fulfilment of this plan, and that the Town Council reports at regular intervals (at least annually) on what has been achieved to the community of Ledbury.

Ledbury Town Plan

Thanks to all those who have helped...

Vivien	Arscott	Miriam	Evans	Sue	Millington Jones
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Andrew	Burrows	Liz	Harvey	Bill	Stump
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Jean	Buttle	Tony	Hodder	Nina	Shields
Viv	Carter	Sally	Holliday	Gemma	Steel
Fred	Cassap	Griff	Holliday	Brenda	Stroud
Pat	Cassap	Phillip	Howells	Anne	Tattersall
Sandra	Clements	Ian	James	Peter	Tattersall
Alex	Clive	Bella	Johnson	Christine	Tustin
Allen	Conway	Laura	Jones	Diana	Veasey
Mary	Cooper	David	Kettle	Malcolm	Thomas
Sarah	Courtenay	Paul	Kinnaird	Peter	Veasey
Annette	Crowe	Jill	Jupp	David	Wall
Ken	Dafforn	Barbara	Langlois	Eileen	Wall
Rosemary	Dafforn	John	Lee	Andrew	Warmington
Andrew	Davies	Pat	Lee	Dean	Whattler
Judy	Davies	John	Lindeck	Liz	Whattler
Hilary	Davis	Bob	Littlefair	Patricia	Wilkin
Christine	Daws	Jan	Long	Paul	Winter
Elizabeth	Dickson	Peta	McCauley	David	Wood-Robinson
Robert	Dillon	Andrea	McLean	Brenda	Worby
Christine	Dunn	Valerie	McLean	Carol	Wright
Derek	Durham	Jenny	McNae	Rob	Yeoman
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Photographs provided by: **Tony Cook, Steve Glennie Smith, Griff Holliday**

...and to those whom we should have mentioned

Ledbury Town Plan

Supporting Documentation

The following documents have been produced in support of this plan:

- 1 **Ledbury Town Plan – Household Questionnaire – “Your Town, Your Plan, Your Say”**
Questionnaire used in the Household Survey in November 2013
- 2 **Report of the Household Survey**
This document records in detail the responses provided by residents in the Household Survey conducted in November 2013. The survey data is currently maintained on a Survey Monkey database.
- 3 **Your Town, Your Plan, Your Say**
Free Text Analysis by Data Orchard on Questions 2 and 3 of the Household Survey.
- 4 **Report of the survey of Primary School Children in Years Five and Six**
This document reports the results of this survey undertaken in Summer 2013. The survey data is currently maintained on a Survey Monkey database.

A summary of the results is also available - **Summary – Ledbury Town Questionnaire for Young People aged 10 and 11**
- 5 **Report of the survey of young people aged between 12 and 18**
This document reports the results of this survey undertaken in Autumn and Winter 2013/14. The survey data is currently maintained on a Survey Monkey database.
- 6 **Action Plans for the following:**
 - **Economic Development – Employment, Housing, Retail, Visitors**
 - **Environment and Energy**
 - **Health and Welfare**
 - **Transport and Traffic**
 - **Young People**

These documents are provided for continuing use by those taking forward objectives in this plan. They contain additional information.
- 7 **Presentation Material**
PowerPoint presentations are available summarising the objectives and actions of each of the Action Plans.

In addition, material has been retained from the Planning for Real sessions held in late 2012 (the results of which are held in Excel databases), the distribution of the Household Survey in 2013 and the Action Planning workshop held in January 2015.

Use has been made of information available through public channels about Ledbury, including particularly that contained on the Herefordshire Council website.