



LEDBURY TOWN COUNCIL



27 June 2025

To: Councillors Chowns, Morris, and Hughes
Ward Councillors: Harvey, Peberdy, Simmons
Alison Braithwaite, Penelope Shaw
Nina Shields and Griff Holliday

Dear All

You are invited to attend a meeting of the **Tourism, Events and Markets Project Board** on **Tuesday, 1 July 2025 at 10:00 am** in the **Committee Room, Council Offices, Church Lane, Ledbury, HR8 1DL** for the purpose of transacting the business below.

Yours faithfully

Angela Price PSLCC, AICCM
Town Clerk

FILMING AND RECORDING OF COUNCIL MEETINGS

Members of the public are permitted to film or record meetings to which they are permitted access, in a non-disruptive manner. Whilst those attending meetings are deemed to have consented to the filming, recording, or broadcasting of meetings, those exercising the rights to film, record and broadcast must respect the rights of other people attending under the Data Protection Act 1998.

A G E N D A

1. **Election of Chair for 2025/26 Municipal Year**
2. **Apologies for Absence**
3. **To approve and sign the minutes of the meeting of TEMAP held on 3 June 2025**
(Pages 118- 123)
4. **Terms of Reference** (Page 124)
5. **TEMAP Membership** (Page 126)
6. **To give consideration to Draft Implementation Plan – Short-term Actions**
(Page 128)

7. To receive and note copy of report being submitted to Full Council on 3 July 2025 (Pages 130 - 133)
8. Victorian Room – Masters House, Ledbury (Pages 134 - 135)
9. Ledbury Map distribution (Page 136)
10. Date of next meeting – 19 August 2025

**MINUTES OF A MEETING OF TEMAP
HELD ON TUESDAY 3 JUNE 2025**

PRESENT: Councillors Hughes and Morris (10:14 am)
Angela Price – Clerk
Al Braithwaite – Ledbury Places
Penelope Shaw – Ledbury Places

ALSO PRESENT: Nina Shields
Griff Holliday

1. APOLOGIES FOR ABSENCE

Councillors E Harvey, S Simmons and J Peberdy

2. MINUTES OF PREVIOUS MEETING (6 MAY 2025)

Approved by Nina Shields, seconded by Griff Holliday.

3. CONSIDERATION OF DRAFT FEASIBILITY STUDY

The Clerk suggested an integrated action plan is needed, driven by Council's approval timetable, not missing opportunities, but feed into it. The Clerk further reported that AB has sent to her, a suggested format for this, and the Clerk further suggested that this be shared with whole group.

Councillor Hughes suggested going through Executive Summary of the feasibility report, point by point, and identify short-, medium- and long-term aspirations, and also whether to propose or shelve ideas. The time periods identified as follows:

- short term (this tourism season – before end of October 2025);
- medium term (between end of short term and end of tourism season 2026 (October 2026));
- long term – a timescale beyond end of October 2026.

Discussions followed as to when other representatives should be brought in. It was agreed that other representatives would be invited as/when topic dictated.

AB suggested TEMAP's terms of reference should be updated to reflect the changed arrangements.

RECOMMENDATION:

- a. Circulate action plan (AB/AP) – attached as a draft to these minutes
- b. The Membership of TEMAP be reviewed and to potentially include those who attended the inaugural meeting. To be discussed at the next TEMAP meeting.
- c. Terms of reference to be reviewed and considered at the next TEMAP Meeting.

10:14 am Councillor Morris joined the meeting.

TOURISM, EVENTS AND MARKETS ACTION PLAN FOR LEDBURY PREPARED BY EIGHTEEN 73 AND ROSE REGENERATION FOR LEDBURY TOWN COUNCIL

Executive Summary (pp. 4-5)

Partnership Working & Management/Delivery Structures

A joined-up and collaborative approach to growing Ledbury's markets and visitor offer is necessary. Both the town council's sub-committees, retailer-led traders' association and existing attractions and provider are committed to the same outcome, a successful economy.

- **Identify any constraints – some traders are not in traders' association. GH suggested straw man approach.**

Extend membership of TEMAP to bring in traders, Ledbury Places, Ledbury Poetry, Eastnor Castle and Herefordshire County BID plus other key stakeholders (eg Hellens Manor, The Feathers) to harness the positivity demonstrated throughout this consultation to move forward the town's tourism offer in a coordinated manner. To meet quarterly.

- **Councillor Hughes – suggested membership be extended back to people we invited to initial Tourism Strategy Meetings (from November 2023). NS suggested waiting until the end of today's meeting to see if there's enough information to share with full meeting next time. SHORT TERM ACTION – See recommendation 3b & c above.**

Create an independent Festivals & Events Committee to bring together all stakeholders interested in progressing this specific agenda. Representative to sit on TEMAP to ensure clear lines of communication.

- **Instead of creating a new Festivals & Events Committee, suggest to Council a renaming of the Events Working Party to become Festivals & Events Committee. AB suggested it had a subset of terms of reference.**

MH suggested that Full Council is asked to create terms of reference for it. SHORT TERM ACTION

Meet regularly with other town clerks and the LVEP (Local Visitor Economy Partnership) to share ways of working, intelligence etc and ensure Ledbury is aware of all promotional and funding opportunities.

- **The Clerk reported that clerks of local councils do meet up, with mayors at mayors' meetings, but recognised that the clerks do need to work more collaboratively together. Some clerks felt they didn't want to travel from one side of the county to the other for a meeting, so a central location was being sought. Councillor Hughes suggested that given time constraints - there are existing meetings, meetings are wider than this committee, meetings already exist, take advantage of current meetings and build on that over a period of time, and if important enough. This item should be considered MEDIUM TERM.**

Town Council to facilitate/reinforce dialogue between the LVEP and tourism businesses, eg, share opportunities to get involved in County BID activities.

- **SHORT TERM ACTION. LVEP – Diane Mansell part of this. BID will be included in membership of TEMAP.**

Staff Resourcing & Training

Recruit a Tourism & Markets Manager to run the Tourist Information Service and the Market as well as oversee bookings for St Katherine's Square. This individual would also attend the TEMAP meetings and sit on the Festivals & Events Committee.

- **The Clerk stated that a staff organisation review at the Town Council is currently underway. Councillor Hughes suggested the recommendations from this report feed into staff review, and it's for Council to say if they think it's a good idea to recruit a tourism and markets manager. It's also for the Council to firm up and make it a priority. NS – it is a priority to have them in place by the autumn to be ready for next season.**
- **The Clerk confirmed that the staff review is to look to see current staff are able to deliver the activities required by the Council. Councillor Hughes asked if the council should explore a commercial contract to operate contract in this town? NS suggested there are two issues surrounding this – 1) how you manage the market, 2) available resource. It was suggested that in the past, the outsourcing of Market Manager had not worked well. NS reminded the meeting that past performance is not a good predictor of future performance. Are the skills and capacity available internally? The role must be made clear. PS commented that perhaps separate roles would be needed for markets and tourism, given the nature of the work. The Clerk suggested three areas for**

consideration: markets, tourism and events. The Clerk asked where does the recommendation come from? It was suggested that both the staff review and TEMAP should offer recommendations. The Clerk identified that Markets and Tourism are the two biggest areas to look at in terms of staff capacity. However, all three areas need attention. Resources Committee to work out the best way forward. If market management is outsourced, it needs an intelligent client to manage the contract. NS asked who should specify skills needed in that management? The Clerk confirmed that this can come from the staff review, as the company who are carrying out the review, have experience of this throughout the country. The Clerk is hoping that the company will talk to councillors too.

SHORT-TERM ACTION:

- Staff review to ensure that the three key strands, Tourism, Markets and Events (and festivals) are adequately reflected through the staff review.
- TEMAP recommends to Council that roles appropriate to delivering the tourism, markets and events agenda be included in the staff review and acknowledged by the Resources Committee/Full Council for delivery.

Work with an initial team of volunteers which is ready to help run a new TIC, having previously worked in the original one on Homend.

- PS expressed concern of using volunteers only, rather than paid staff to run the TIC. Councillor Hughes proposed the TIC be set up as a commercial enterprise. Councillor Morris was concerned over the term 'commercial'. AB recommended the appointment of a tourism manager and once in post, part of their remit is to prepare business case as "commercial" entity. This should be produced in preparation for 2026 season, and it should be a viable business case the council is willing to support. Councillor Hughes suggested we can 'propose' these ideas, and then it's up to Council to make a decision, based around capacity.

SHORT-TERM ACTION:

- Recommend to Council that a good location for the TIC would be the Victorian Room of Master's House. This would require negotiation and agreement between LTC and Herefordshire Council for occupation.
- Recommend to Council that the role of Tourism Manager be in place by autumn 2025, so that a viable business case can be presented to Council for the provision of a TIC service which would be operational for 2026 season.

The following headings from the Executive Summary were noted and it was felt had been addressed through the above recommended actions

<i>Developing the scale and scope of tourism in Ledbury</i>	}	<i>Expected to be</i>
<i>Revitalising and better promoting the market</i>	}	<i>included in job</i>
<i>Improving local visitor information provision</i>	}	<i>description/person</i>
<i>Exploring opportunities for an improved range of festivals and events</i>	}	<i>specification.</i>
<i>Developing an event plan for St Katherine's Square</i>	}	

SUMMARY OF RECOMMENDATIONS & SHORT-TERM ACTIONS FOR COUNCIL FROM EXECUTIVE SUMMARY OF TEMAP REPORT FROM CONSULTANTS

RECOMMENDATION:

- a. Circulate action plan (AB/AP) – attached as a draft to these minutes.
 - b. The Membership of TEMAP be reviewed and to potentially include those who attended the inaugural meeting. To be discussed at the next TEMAP meeting.
 - c. Terms of reference to be reviewed and considered at the next TEMAP Meeting.
 - d. Identify any constraints – some traders are not in traders' association. GH suggested straw man approach.
 - e. Instead of creating a new Festivals & Events Committee, recommend to Council a renaming of the Events Working Party to become Festivals & Events Committee. AB suggested it had a subset of terms of reference. MH suggested that Full Council is asked to create terms of reference for such a group.
 - f. LVEP – Diane Mansell part of this. BID will be included in membership of TEMAP.
 - g. Staff review to ensure that the three key strands, Tourism, Markets and Events are adequately reflected through the staff review.
 - h. TEMAP recommends to Council that roles appropriate to delivering the tourism, markets and events agenda be included in the staff review and acknowledged by the Resources Committee for delivery.
 - i. Recommend to Council that a good location for the TIC would be the Victorian Room of Master's House. This would require negotiation and agreement between LTC and Herefordshire Council for occupation.
 - j. Recommend to Council that the Tourism Manager be in place by autumn 2025, so that a viable business case can be presented to Council for the provision of a TIC service which would be operational for 2026 season.
- 4. UPDATE FROM COUNCIL ON THE CONSULTANTS' REPORT AND AGREED ACTIONS TO PROGRESS AND ASSOCIATED TIMELINES**

The Clerk advised that the report had gone to Full Council and they agreed to note the contents. Full Council felt that a full report from TEMAP by 12 June was too speedy. TEMAP is asked to suggest a timescale that will fit the needs of the report.

The Clerk confirmed that a press release has been completed and that the document is now in the public domain.

5. NEXT STEPS

Councillor Hughes suggested sending the proposals we have to Council but stating that more will follow as this is a work in progress. 3 July agenda – it can be included.

Final, final version of feasibility study to go to council on 3 July, sitting alongside TEMAP's short-term recommendations.

6. DATE OF NEXT MEETING

Tuesday 1 July 2025.

Meeting closed at 1101hrs.

Other matters:

Position the Market House undercroft as a place to meet and eat – Councillor Hughes stated that this is something that is already in being. It was proposed by Councillor Harvey at the last TEMAP meeting that the TRO (Traffic Regulation Order) be moved and that the Market House undercroft and upstairs spaces are used for the markets and further spread to St Katherine's Square as/when needed. Councillor Hughes suggested this is part of the wider conversation about the use of the Market House. Can't advertise a public meeting in the Market House due to access limitations. GH suggested we could do a lot to change High Street, reduce traffic and increase pedestrianisation. Councillor Hughes it has been proposed over the decades since 1960s however this doesn't form part of this proposal. It was considered where almshouses bus stop is, it could become part of markets, flowing through to St Katherine's.

TERMS OF REFERENCE FOR THE TOURISM, EVENTS & MARKETS ACTION PLAN (TEMAP) PROJECT BOARD

Membership

Councillor Hughes

Councillor Morris

Clerk to the Council

Community Engagement Officer

Al Braithwaite, Project Advisor

Penelope Shaw, Project Advisor

Senior Supplier: Appointed Consultant (from Grant Funding via Herefordshire Council) – as and when required to ensure progression of the commissioned works and alignment with the current Tourism framework.

Terms of Reference:

1. This new Project Board will provide a steer on various project-related issues (Tourism, Events & Markets) throughout the lifecycle of the overarching TEMAP project.
2. The Project Board will review the progress of the TEMAP project and recommend whether to continue, change or stop associated/contributing projects.
3. Project Board members have been chosen to represent major stakeholder groups and for their specialist knowledge associated with the TEMAP project.
4. To oversee and monitor delivery of the TEMAP project and associated projects to ensure that timescales are achieved and are in line with the current Tourism framework.
5. The Project Board will provide regular reports to the appropriate committee for approval in line with standing orders and council processes and aligned with the Council's Corporate Plan.

Frequency of Meeting

1. Monthly as a minimum, unless there are urgent issues to resolve.

TEMAP WORKING PARTY	1 JULY 2025	AGENDA ITEM: 5
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Report prepared by Angela Price – Town Clerk

TEMAP MEMBERSHIP

Purpose of Report

The purpose of this report is to ask Members of the TEMAP Working Party to review its membership and extend it to those who had attended the inaugural meeting.

Detailed Information

Members will recall that Tourism Meetings were initially set up as a Task and Finish Group to develop a Tourism Strategy for Ledbury. Various sub-groups were established to look at the different areas of Tourism in Ledbury and a strategy developed and provided to Council for consideration. At this point the Task & Finish Group was dissolved due to having completed the task assigned to them. Following consideration of the Tourism Strategy by Council the TEMAP Working Party was established, with reduced membership, to consider how to take the strategy forward.

In August 2024 Herefordshire Council advised Ledbury Town Council of UKSPF funding of up to £25,000 which had been allocated for the undertaking of a Feasibility Study. Ledbury Town Council opted for a Feasibility Study into Tourism, Events and Markets in Ledbury in the hope that an action plan could be formulated from the study.

A number of groups were invited to participate in both the Task and Finish Meetings and the initial TEMAP meetings, however the membership was reduced to a smaller group to work with the consultants appointed to carry out the Feasibility Study.

At the last meeting of TEMAP it was agreed that the membership of TEMAP should now be revisited to consider whether those who had previously been invited to attend should now be brought back on board to help progress the recommendations of the Feasibility Study.

Previous Membership had included members of various organisations within the town and further afield, such as Eastnor Castle, Ledbury Poetry, Carnival.

Recommendation

Member are requested to give consideration to the future membership of the TEMAP Working Party being extended to help put into action recommendations made within the Ledbury Tourism, Events and Markets Feasibility Study.

AGENDA ITEM: 6

Draft Implementation Plan

Proposed draft Short-Term actions

	ACTIVITIES	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Governance	Review of TEMAP ToR and membership - Present to Council	prepare new ToR	Full Council meeting					
	Align TEMAP mtgs with relevant committee				Advise new TEMAP members of role and mtg deadlines			
	Present schedule of Short, Medium & long term actions to committee							
Recruitment								
	Creation of new management roles to support TEMAP and align with Staff review	Prepare Job profiles	Approval of roles		Recruitment	Appointment	negotiation of rental & space for TIC	
	Creation of Tourism Officer roles				Approval of role		recruitment	

The following report has been submitted to Council for consideration at its meeting scheduled for 3 July 2025 and is provided to this Working Party for information purposes only.

FULL COUNCIL	1 JULY 2025	AGENDA ITEM: 7
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TOURISM, EVENTS AND MARKETS ACTION PLAN FOR LEDBURY – UPDATE REPORT ON CONSULTANTS’ REPORT

Prepared by Al Braithwaite and Penelope Shaw

1. INTRODUCTION

The report provides an update from the TEMAP Project Board on the initial review of the TEMAP Consultants’ report and the potential actions required by the Council to commence implementation of the report.

2. ACTIONS TO DATE

The TEMAP project Board considered the Executive Summary (pages 4-5) and decided that taking an integrated yet phased approach to respective headings in the report would provide an effective manner for implementation to proceed. Subject to Council’s approval.

The detail of the recommended approach is set out below using the headings (in italics) in the Executive report. The time periods are identified as follows:

- short term (this tourism season – before end of October 2025),
- medium term (between end of short term and end of tourism season 2026 (October 2026)),
- long term – a timescale beyond end of October 2026.

Partnership Working & Management/Delivery Structures

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- SHORT TERM ACTION. LVEP – Diane Mansell part of this. BID will be included in membership of TEMAP.

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SHORT-TERM ACTION:

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- Recommend to Council that the role of Tourism Manager be in place by autumn 2025, so that a viable business case can be presented to Council for the provision of a TIC service which would be operational for 2026 season.

The following headings from the Executive Summary were noted and it was felt had been addressed through the above recommended actions

Developing the scale and scope of tourism in Ledbury *Expected to be*
Revitalising and better promoting the market *}included in job*
Improving local visitor information provision *}description/person*
Exploring opportunities for an improved range of festivals and events }
Developing an event plan for St Katherine's Square *}specification.*

RECOMMENDATIONS

The following is a summary of the recommendations from the TEMAP Project Board in relation to the Executive Summary for the Council for consideration.

- a. The Membership of TEMAP be reviewed and to potentially include those who attended the inaugural meeting.
- b. Terms of reference to be reviewed and considered at the next TEMAP Meeting.
- c. Instead of creating a new Festivals & Events Committee, recommend to Council a renaming of the Events Working Party to become Festivals & Events Committee, with a subset of Terms of Reference created by the Council.
- d. LVEP/BID will be included in membership of TEMAP.
- e. Staff review to ensure that the three key strands, Tourism, Markets and Events are adequately reflected through the staff review.
- f. TEMAP recommends to Council that roles appropriate to delivering the tourism, markets and events agenda be included in the staff review and acknowledged by the Resources Committee for delivery.
- g. Recommend to Council that a good location for the TIC would be the Victorian Room of Master's House. This would require negotiation and agreement between LTC and Herefordshire Council for occupation.
- h. Recommend to Council that the Tourism Manager be in place by autumn 2025, so that a viable business case can be presented to Council for the provision of a TIC service which would be operational for 2026 season.
- i. An integrated action plan be developed covering all three elements of the report, Tourism, Events and Markets.

TEMAP WORKING PARTY	1 JULY 2025	AGENDA ITEM: 8
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Report prepared by Angela Price – Town Clerk

VICTORIAN ROOM – MASTERS HOUSE, LEDBURY

Purpose of Report

The purpose of this report is to provide Members with an update in respect of the Victorian Room at the Masters House, Ledbury.

Detailed Information

Al Braithwaite and Penelope Shaw have recently shared some information that has come to light regarding the Victorian Room in the Masters House, Ledbury.

The Victorian Room is situated adjacent to the Panelled Room and is currently unused. It has its own access via an external door and is a room that Ledbury Town Council have previously considered that this space would lend itself well to a Tourist Information Office in Ledbury.

Previously the Estates Office have advised that the cost to rent the room per annum would be £6,000, but the Council have not pursued this to date.

The information being shared by Al and Penelope is that the Victorian Room is no longer managed by the Estates Office at Herefordshire Council, but is now the responsibility of the Library and it is understood that they can rent the room and benefit from the income directly.

This information has been shared with both Councillor Hughes and Councillor Harvey and Councillor Harvey has advised that she will look into this. Also, the Clerk will be attending a meeting in the Panelled Room prior to this meeting and intends to discuss this with the Library staff when there. Any further information in respect of this will be provided to this group accordingly so that they may consider making a recommendation to Council that they enter into negotiations with the Library in respect a rental fee for the hire of the Victorian Room for the potential relocating the Tourist Information Office to the Masters House, and that a report be provided outlining the requirements of such a venture to include details on required resources, opening hours, services to be provided etc.

RECOMMENDATION

That subject to confirmation that the Library that they are now able to hire out the Victorian Room directly a recommendation be submitted to Ledbury Town Council that they enter into negotiations with the Library in respect a rental fee for the hire of the Victorian Room for the potential relocating the Tourist Information Office to the Masters

House, and that a report be provided outlining the requirements of such a venture to include details on required resources, opening hours, services to be provided etc.

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Hereford & District - TIC

1

Hereford & District - Visitors

11

Herefordshire East - Leisure

11

Herefordshire East - Visitors

8

Herefordshire Wye Valley - Visitors

11

Herefordshire Wye Valley - Leisure

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Worcester & Malvern Hills - Leisure

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Wychavon - TIC

3

Total

141

Ledbury

- ALL Traders
- ALL Attractions
- New housing estates, estate offices

Nearby

- Eastnor Castle
- Hellens Manor
- Weston's Cider
- Colwall Park Hotel
- Barton Court

Herefordshire

- The Old House (Black & White House)
- The Green Dragon
- Castle House Hotel
- Courtyard

Worcestershire

- Malvern Library
- Cottage in the Wood
- Abbey Hotel

Gloucestershire

- Three Choirs
- New Inn