

**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 TMAP 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.
- TMAP 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.