

Outcome	Obj-No.	Objective	Actions	Target date	Committee Lead	Stakeholders	Comment
A Prosperous Ledbury	1	To work with others to ensure Ledbury is a vibrant place to live in, to work in and to visit.	To encourage and support formal and informal cooperation and knowledge sharing between local businesses and employers.	2020/21	ED&P	ED&P	combine with below
			To explore benefits of organised business forums and lobbying groups, e.g. creation of a local Chamber of Commerce, Business Improvement District, Business Breakfast Club, etc.	2020/21	ED&P	ED&P	Investigate the way forward for each of these initiatives taking learning from City and other market towns
			To lobby the Local Authority to secure investment in Technology & Enterprise projects in the town	2020/21 onwards	ED&P	ED&P	Liaison with HC inc on Economic Development
			Work with county council to ensure car park charging tariffs, on street parking, parking restrictions, lining and signage meets local needs.	2020/21 onwards	ED&P	ED&P	Liaison via ward members
			Invest in online and printed promotional material in support of local events and to encourage visitors and promote the local economy	2020 onwards	ED&P	ED&P, E&L	Strategy & Plan for town promotion
			Work with county council planners and local landowners to achieve sustainable growth by bringing forward local employment sites alongside new homes and improved community infrastructure	Continuous	ED&P	ED&PNDP	NDP and link to above on ED liaison
			Consider the introduction of community led housing schemes	2021/22	ED&P	ED&P	NDP and link to above on ED liaison
	2	To work in partnership with local schools and community groups to encourage and support lifelong learning	Work with schools and youth groups to continue the Youth Council and Youth Forum	2020/21	E&L	E&L	Investigate options for this in other
			Provide regular opportunities for young people to be involved in local decision-making	2020/21	E&L	E&L	Investigate options for this in other
			Promote opportunities for young people to be involved in town events and initiatives	2020/21	E&L	E&L	Investigate options for this in other
			Lobby for improved links to the emerging Hereford University initiative	2020/21	ED&P	ED&P	Via Ward members
A Resilient Ledbury	1	To react to the Worldwide Climate & Ecological Emergency and develop a green strategy for Ledbury Town Council	Develop a waste management and recycling policy for all areas of the Council	2020/21	E&L	E&L	Climate action plan & lon with Env group
			Work with Herefordshire Council and local groups to provide green waste collection service and advice on composting and recycling	2020/20 onwards	E&L	E&L	Climate action plan & lon with Env group
			Consider how best to exercise the parish power for the provision of allotments and to encourage local people to make better and more healthy food choices	2021/22	E&L	E&L	Climate action plan & lon with Env group & NDP on land allocation
	2	To work in partnership with County Council, schools and community groups to develop environmental initiatives to enhance the area	Introduce bird and bat boxes in the cemetery and Dog Hill Woods	2020/21	E&L	E&L	under Develop a Greenspace Management Plan
			Develop a Greenspace Management Plan for land assets owned or maintained by the council, to include proactive tree planting programmes and wildlife/biodiversity enhancement activity	2020/21	E&L	E&L	Develop a Greenspace Management Plan
			Work towards meeting the criteria for Green Flag award for open spaces within the town	2020/21	E&L	E&L	Under Develop a Greenspace Management Plan
			Plan to map/record all the footways as well as the PROW, cycle and bridleways in the parish. Identify extensions and enhancements to the network and promote the walking and cycling opportunities in the area. e.g. Herefordshire has a Walking Festival which we could take a more active part in. To be carried out via NDP working parties	2020/21 with the help from the NDP Working Party	ED&P	ED&P	NDP but also footpath warden
			Encourage the development of community gardens and community gardening schemes.	2021/22	E&L	E&L	Env Group and NDP for land allocations
	3	"Ledbury Wears it Beauty Lightly"	Work with Herefordshire Council and its contractors to ensure litter, dog waste, waste and recycling facilities and grit bins are correctly located, maintained and replaced/repared.	2020/21	E&L	E&L	Develop maps for each and condition assessment
			Develop a Public Realm management plan for the town centre and footpaths etc. to sit alongside the Greenspace Management Plan	2021/22	ED&P	ED&P	Develop a Public Realm management plan and link to Infrastructure Delivery Plan
			Be creative in introducing alternative and interactive projects to promote a tidy town, such as talking bins	2021/22	E&L	E&L	Link to public Realm Mgt Plan

			Support organisations such Ledbury in Bloom, U3A gardeners and the allotment association with planting and enhancement of the town	Annually	E&L	E&L	Link to greenspace mgt plan
			Promote 'stop the drop' and 'scoop the poop' campaigns and support community clean-up groups to minimise litter and untidiness in the town.	2021/22	E&L	E&L	Link to Greenspace and Public Realm Mgt Plans
			Introduce a litter clean-up plan and work in partnership with schools and local organisations and stakeholders to organise Litter Picks in areas within the town	Monthly	E&L	E&L	Link to Greenspace and Public Realm Mgt Plans
A Healthier Ledbury	1	To organise, promote and support events which improve the health and wellbeing of all	Work with mental health and wellbeing organisations to promote their services, including the social media platforms/	Continuous	E&L	E&L	Health Group liaison and promoting health messages on website and social media
			To become a Dementia Friendly Town in order to generate awareness of how to support people living with dementia	Start 2021/22 - with aim to achieve by 2023	E&L	E&L	NOM to council. Health Group liaison possibly tie in with ecumenical church group
			To ensure the health and wellbeing of all events run by the Council or in partnership with other local organisations is a priority	Continuous	E&L	E&L	
			Work with HC and local lobbying and user groups to secure improvements to public transport services	2020 onwards	ED&P	ED&P	GHAL, We Love Our Bus groups and liaison with ward members
			Work with local stakeholders, landowners and HC planners to improve facilities at/serving the train station	2020 onwards	ED&P	ED&P	NDP & liaison with ward members
			Promote walking and cycling in Ledbury	Continuous	E&L	E&L	Link to Town Promotion plan
			Promote road safety and take an active approach to traffic management in partnership with HC	Continuous	ED&P	ED&P	Working Party & liaison with ward members
			To encourage the Mayor to include an event that highlights health and wellbeing	2019/20	Clerk	Clerk	Clerk and Mayor consider
			To invite local health board representatives to pre council meetings to give presentation on health and wellbeing in Herefordshire and in particular Ledbury	Annually	Clerk	Clerk	
			Encourage grant applicants to demonstrate how their organisation contributes towards the health and wellbeing of the residents of the town.	When applying	Clerk	Clerk	Adjust grant form to cover H&W
	2	To work in partnership with local Health Board and community organisations to develop and promote health and wellbeing	Investigate possible health and wellbeing projects within Ledbury that the Town Council could support	Continuous			Health Group liaison and promoting health messages on website and social media. Also
			Work with local domestic abuse support groups and sign up to the principles of the White Ribbon Pledge	2021/22	Clerk	Clerk	NOM to council. Clerk put a paper together and ask talk by support group to understand the issue locally
			Have Town Council representation at PACT meetings and invite police or CSAs to speak to council regularly on local issues.	Continuous	E&L		Coordinate PACT meetings with council meetings
			Support crime reduction initiatives, such as, Community Watch, We Don't Buy Crime, etc.	Continuous	E&L		
			Work with the local health board to improve NHS dentistry, GP Services and minor injuries unit within the town	Continuous through the NDP	E&L		Health Group
			Encourage availability of information about health and welfare services	Continuous	E&L	E&L	
			Maintain and improve access to social and welfare advice and support services locally such as CAB, Community Action Ledbury and Age UK	On-going	F&GP then E&L for ongoing contact	E&L for ongoing	Improve lision and comms and agree service support
	3	To reduce loneliness and isolation of people in Ledbury	Encourage Town Mayor to hold and attend regular coffee mornings within the Town	Annually	E&L	E&L	Not this - more about providing info on services and events available and promote - maybe through CAB
			Promote projects that help reduce isolation and loneliness – bridge the gap between young and old with workshops	2020/2021	E&L	E&L	

A More Equal Ledbury	1	To engage with, encourage and support a diverse range of groups to create a more inclusive and equal community	Invite non-Councillor representatives to sit on Economic Development & Planning and Environment & Leisure committees	Annually	ED&P	ED&P	Via Large Application WG etc
			Invite non-Councillor representatives to sit on Council Working Party Groups	When setting up working parties	Clerk & Website	Clerk & Website	Via Large Application WG etc
			Promote diversity in democracy throughout the council through information on council social media platforms	Continuous	F&GP	F&GP	Comms Plan & public engagement in local democracy
			To work with local youth groups to encourage participation in local issues	Continuous	E&L	E&L	See above on youth council/forum
			Assist in providing support for a safe place for the youth of the town to meet such as a drop-in centre	2020 onwards	E&L	E&L	Financial support and liaison with Ward Councillors and local landlords
			Ensure grant funding is allocated equally amongst a diverse range of organisations	On application	F&GP	F&GP	Aligned with the council's priorities and report in annual plan/report
			Provide safe and ready access to council services for all members of the community	Continuous	Clerk	Clerk	Website and office plus location of meetings
	2	To ensure all staff and Councillors have a clear understanding of the principles of Equalities legislation	Provide Equality & Diversity training for all staff and Councillors	Termly and/or following elections	F&GP	Clerk & F&GP	Training Plan
			Assess all new policies, plans or projects for Equality & Diversity compliance in respect of protected characteristics	Continuous	F&GP	Clerk & F&GP	
			Draft and adopt a new Equality Policy	2020/21	F&GP	Clerk & F&GP	
			Adopt the Equality & Human Rights Commissioners Moving Forward Pledge	2021/22	F&GP	Clerk & F&GP	Report and NOM debate - encourage local employers to sign up
			Pledge to become a Real Living Wage Employer	2020/21	F&GP	Clerk & F&GP	Report and NOM debate - encourage local employers to sign up
	3	Enhance equal opportunities in Ledbury.	Introduce a to Mayor's Youth Champion	2021/22	E&L	E&L	Link to youth discussions above
			Encourage local businesses to provide work experience places for all groups	Continuously	ED&P	ED&P	Promote opportunities in liaison with HC & ward members - LAC employment and KickStart2020
			To promote services and how to access them for the disabled within the town	Continuously	E&L	E&L	CAL - link to website, link to local access group
			To promote equality for our armed forces families within the town	Continuously	ED&P	ED&P	Forces covenant - promote through website
Cohesive Communities in Ledbury	1	To engage with the people of Ledbury, encouraging community participation	Promote and encourage public participation at Council meetings	On-going	F&GP	Council	Better use of comms channels and invite public to register interest in topics through website
			To have a presence at Community events in Ledbury such as the Community Day, Carnival and other such events	Annually	E&L	E&L	Add to annual calendar for council
			To hold Candle Lighting events at Ledbury Cemetery Mother's Day and Father's Day last weekend before Christmas	Annually	E&L	E&L	
			To hold more Parish Meetings to engage with the community	When deemed required	F&GP	Council	Consider timetable to fit council year
			Continue to present a Citizen of the Year and Youth Citizen of the Year Awards	Annual Parish	F&GP	Council	
			Introduce a Ledbury business of the Year Award	2021/22	ED&P	ED&P	Link to Business Forum/Chamber formation

		To encourage young people to have a greater say in what goes on in Ledbury	Continuously	E&L	E&L	Discuss with Youth Council/Sally Holliday	
	2	To provide financial assistance support to a thriving voluntary community within Ledbury	Annual grants giving exercise	Annually	F&GP	Council	Align with council priorities/local issues
			Consider proposals for new projects or events at Full Council or via public forums such as Parish Meetings	Continuous	All Committees	Council	Participatory Budgeting and public consultation on annual business plan
			Request feed-back from organisations granted financial assistance to establish the impact of their group on the town and its community	Annually	F&GP	F&GP	Part of existing process
			To ensure good publicity of the Council's grants processes	Annually	F&GP	F&GP	
	3	To support well connected and enhanced community networks and safeguard community facilities	Engage with organisations such as Network Rail including invitations to give presentations pre council meetings	Annually	Clerk	All Committees	
			Work in partnership with Herefordshire Council through the Ledbury Neighbourhood Plan when considering planning applications to ensure Ledbury focused S106 projects.	Annually	ED&P	All Committees	... primarily through effective working with ward members
			Increase social media presence to enhance engagement with the community and businesses	2019/20 social media presence has been growing over the past year	F&GP	All Committees	
			To work with the Market Town's in Herefordshire through the Market Towns Forum	2019/20	Clerk & Nominee/s	All Committees	
			Work with providers of public transport to ensure the needs of the community are met	2020 onwards	ED&P	E&L	
			Continue to develop the Neighbourhood Development Plan	To be adopted by May 2021	ED&P	ED&P	
			To provide public toilets and baby changing facilities in the town	2020/21	ED&P	E&L	
			To continue to work with residents on traffic management issues	2019 onwards	ED&P	ED&P	
	Vibrant Culture & Heritage in Ledbury	1	Enhance community participation in the arts, culture and heritage	Work in partnership with arts festival groups to support and develop local projects and events such as the Ledbury Poetry Festival and the Ledbury Fringe	Annually	E&L	ED&P
Produce a business plan for the Painted Room				2020/21	ED&P	E&L	Possible link to Ledbury Places engagement
Maintain the Council offices and Market House to the required standard and provide access as and when required				Continuously	F&GP	E&L	Link to Ledbury Places/Civic Soc dialogue
Produce an Asset Management Plan for the council to include maintenance and improvements to council- owned buildings				2020/21	F&GP	F&GP	Link to Ledbury Places/Civic Soc dialogue
Develop and promote the Council Offices and the Market House as the Heart of the Tourist focus in Ledbury				2021/22	ED&P		Link to Ledbury Places/Civic Soc dialogue and to Tourism WG
Promote Ledbury in Bloom				Annually	E&L		
Support the Town Twinning between Ledbury and Strömstad				Annually	ED&P		
Hold an open day at Ledbury Cemetery and make the burial books available for inspection and family history searches				Bi-annually	E&L		
Continue to support events such as the October Fair, Ledbury in Bloom, Christmas Lights switch on, Poetry Festival, Ledbury Big Breakfast and Community Day.				Annually	E&L	F&GP	Events calendar link to business forum

A Globally Responsible Ledbury	2	Encourage participation in sports and recreation	Support local sports clubs via financial assistance grants	Annually	F&GP		Just sports? Or promote healthy lifestyles
			Work in partnership with Herefordshire Council to promote and support sporting events in Herefordshire and in particular Ledbury	Continually	E&L		County tourism connection and through market towns forum
			Work with the community and stakeholders to ensure land for sporting activities is available	2020/21 via NDP Working Party	ED&P	E&L	Neighbourhood Plan and Ward Members
			Maintain and expand the availability of quality public access spaces for recreation and leisure	Continuously	E&L	ED&P	Neighbourhood Plan and Ward Members
			Encourage greater participation in sport and exercise	Continuously	E&L		Healthy lifestyles
	3	Promote heritage, culture and achievements	Celebrate outstanding achievements of citizens through Freedom of the Town	As nominated	F&GP		Rare event
			Publish up to date Tourist leaflet	2019/20	ED&P		Tourism WG
			Publish regular editions of a Council e-Newsletter	Quarterly	F&GP	Clerk	
			Consider possible Blue Plaque sites within Ledbury	2021/22	ED&P	E&L	
			Work in partnership with military organisations in respect of commemoration plaques for military theatre	2021/22	E&L		
			Create a memory project in partnership with Old Ledbury to capture people, addresses, pictures, events, memories about the WW2	To be updated regularly	E&L	ED&P	Maybe broaden beyond WW2 to local memory projects, inc AgeUK memory project
			To repair and maintain the War Memorial	2020	E&L		Asset mgt plan
			To consider the erection of a statue of the Poet Laurette "John Masefield"	2021/22	E&L		maybe widen to consider public art as part of tourism attraction
			Celebrate all the poets with connections to Ledbury by way of a poetry and literature project in conjunction with the Ledbury Poetry Festival	?	E&L		Maybe fund project through the festival, or become parton of the festival on a particular theme which
			Promote Ledbury more effectively as an attractive visitor destination	Continuously	ED&P		Tourism WG
			Develop and improve facilities to make visitors welcome	Continuously	ED&P	E&L	Ledbury Places, Tourism WG, Public Realm plan
			Maintain and expand the availability of quality public access spaces for recreation and leisure	Continuously	E&L		NDP and green spaces mgt plan
	1	To promote and contribute to global wellbeing	Build relationship with schools, churches, voluntary organisations and businesses to encourage them to be globally responsible in line with the Global development target list - https://sdg.humanrights.dk/goals-and-targets	2020/21 onwards	ED&P		Link to Climate action for Ledbury and social justice/responsibility pledge?
			Endeavour to use environmentally sustainable products at all Civic and Corporate events	2019/20	F&GP		Review Fair Trade Town status and possible new frameworks to support
	2	To undertake local procurement wherever possible, whilst achieving best value for money	Staff to consider supply chain when entering into the purchase of goods and services	As required	F&GP		
			Reduce carbon footprint	Continuously	E&L	F&GP	Climate Action Planning
			To work with local businesses and community to provide water refill stations throughout the town	2021/22	E&L		consider alongside making visitors welcome - revise as necessary w,r,t, covid
			Initiate and work with local traders to promote Shop Local Campaign	2021/22	ED&P		Through business forum
			Raise awareness of existing energy discount schemes and how energy efficiency of homes can be improved – facilitate an eco-fair	2021/22	F&GP	E&L	Through Environment Group and ward members to HC support

		Promote opportunities for community energy projects	Continuously	E&L	ED&P	Through Environment Group and ward members to HC support
3	A plastic free Ledbury	Develop a plastic free policy for Ledbury Town Council and pledge a commitment to working towards a plastic free town	2020/21	E&L	ED&P	With Food Group and Business Forum
		Facilitate and develop regular litter pick events or work with organisations who already do this	2019/20	E&L		With Environment Group, Ledbury in Bloom, Community Clean-up and Business Forum on sponsorship of bins etc.
		To provide recycling bins within the town		E&L		Work with HC/BBLP and Environment Group