



LEDBURY TOWN COUNCIL

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24 November 2020

To: Councillors: Bannister, Knight, Howells and Morris
And: Christine Tustin, Caroline Green, Judi Watson, Griff Holiday, Carol Smith, Peter
Arscott and Nina Shields

Dear Member

You are invited to attend a meeting of the **Town Marketing, Tourism, Charter Market and Market House Working Party on Monday, 30 November 2020 at 2.00 pm** via Zoom, for the purpose of transacting the business below.

Please follow link to take part in the meeting:

Join Zoom Meeting

<https://us02web.zoom.us/j/86261859965?pwd=MmtCY0ZETzl1K0srNGxGenlEL2VuQT09>

Meeting ID: 862 6185 9965

Passcode: 723154

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Angela Price
Clerk

A G E N D A

1. To elect a Chairman for the newly amalgamated Town Marketing, Tourism, Charter Market and Market House Working Party.
2. Apologies for absence

3. Declarations of Interests

To receive any declarations of interest and written requests for dispensations.
Members are invited to declare disclosable pecuniary interests and other interests in items on the agenda as required by the Ledbury Town Council Code of Conduct for Members and by the Localism Act 2011.

(Note: Members seeking advice on this item are asked to contact the Monitoring officer at least 72 hours prior to the meeting)

4. Terms of Reference

- a. To receive updated Terms of Reference for the amalgamated Town Marketing, Tourism, Charter Market & Market House working party.
- b. To consider a shortened meaningful title for the Working Party – ‘Visitor Economy working party’

5. Tourism, Town Marketing, Charter Market & Market House Working Party Contact List

In order for Ledbury Town Council to hold and/or share contact information, each individual is requested to give their consent by completing a GDPR form.

6. Minutes

- a. To receive and sign as an accurate record the notes of the Town Market & Tourism Working Party held on 21 September 2020.
- b. To receive and sign as an accurate record the notes of the Charter Market and Market House Working Party held on 29 September 2020

7. Herefordshire Sustainable Destination Management Plan 2018 – 2022

- a. To receive an update on Visit Herefordshire and COVID-19 visitor economy recovery plans from Rachel Jones, Economic Development Officer, Herefordshire Council.
- b. To review the Herefordshire Sustainable Destination Management Plan 2018-2022 and make recommendations to Economic Development & Planning Committee on which actions Ledbury Town Council should consider.

8. Marketing & Tourism Strategy

To receive draft proposals for town marketing and tourism strategy for Ledbury from Cllr Howells and Cllr Knight and make recommendations to the Economic Development & Planning Committee.

9. Ledbury Chamber of Trade

To receive a motion from Cllr Morris, seconded by Cllr Howells, which has been delegated to the Town Marketing Working Party.

“That the Council begin and then build on business and constituent contacts in order to promote the town and its merits.”

10. Working Party Action Plan

To develop a Working Party action plan for recommendation to Economic Development & Planning Committee:

Suggested Working Party actions below for the meeting to discuss:

Action	Lead Organisation/Person	Timescale or Completion Date	Resources Required
Tourism			
Work with Visit Herefordshire			
Develop Aims & Objectives for the Visitory Economy			
Develop a draft plan which celebrates all things Ledbury, including events, history, buildings, businesses, arts & culture			
Update Explore Ledbury brochure			
Update & maintain Explore Ledbury website			
Tourism brown signs on main roads leading to Ledbury, ie, M50	https://www.gov.uk/guidance/apply-for-brown-tourist-signs-on-roads-the-highways-agency-manage		
Town Marketing			
Develop a Marketing Strategy for Ledbury, recommend adoption to ED&P Committee	Cllr Howells Cllr Knight		
Deliver actions from the strategy			
Establish a Ledbury Chamber of Commerce for all businesses			
To coordinate the Town Council newsletter			
Charter Market			
Charter Market Aims & Objectives			
Develop Charter Market policy and criteria			
Increase diversity of stalls			
Develop a range of markets throughout the year			
Market House			
To recommend & oversee maintenance to the Market House			
Budget monitor projects for the Market House			
Promotion of Market House, including hire			

11. Date of Next Meeting

To agree the date and time of the next Working Party meeting.

LEDBURY TOWN COUNCIL

TERMS OF REFERENCE

TOURISM, MARKETING, CHARTER MARKET & MARKET HOUSE WORKING PARTY

1. Membership

Members of the Working Party can be appointed at any time during the Municipal year and will consist of both Town Councillors and members of relevant local groups/organisations.

The Membership will be made up of a minimum of 3 x Ledbury Town Councillors working with stakeholders and representatives of local community groups

2. Chairman

A Chairman will be appointed annually, at the first meeting of the Working Party.

The Chairman will be the main point of contact for the clerk.

The Clerk will ensure minutes are taken from the meeting ensuring the capture of any actions proposed. This report will be submitted to the next meeting of the Economic Development & Planning Committee for consideration.

3. Powers

Working Parties cannot make decisions on behalf of the Town Council, and any recommendations made by this group will be subject to approval by the Economic Development and Planning Committee, Finance Committee and/or Council. This group has no budgetary powers.

The Council's Standing Orders apply to all meetings of the Working Party.

4. Responsibilities and Areas of Operation

- Marketing
 - To develop a draft marketing strategy for Ledbury
 - To formulate and recommend an action plan to deliver the marketing strategy
 - To prioritise and deliver the actions in the marketing action plan, following direction from the Economic Development & Planning Committee.

Charter Market

- To formulate and recommend Council Aims and Objectives for the Charter Market
- To develop and review a draft criteria and policy for the Charter Market
- To build on current market stalls to increase diversity and locally produced wares

○ Tourism

- To develop and recommend Aims and Objectives for Ledbury Tourism
- To foster good relationships with Visit Herefordshire
- To develop joint marketing brochures with surrounding market towns and rural attractions, i.e. Malvern Hills AONB, Malvern, Bromyard, Hereford and Worcester, especially for seasonal activities.
- To develop strong partnerships with:
 - Ledbury organisations
 - Visitor attractions and accommodation
 - Businesses
- To develop a draft plan which celebrates all things Ledbury, including events, history, buildings, businesses, arts and culture
- To develop a plan which promotes travelling to Ledbury

○ Signage

- To consider and make recommendations on highway brown signage, including the M50
- To undertake an audit of Ledbury town centre finger-posts and make recommendations on updating where applicable

○ Market House

- To act upon direction from Economic Development & Planning Committee regarding the Market House:
 - Maintenance
 - Budget monitoring
 - Receive reports on use
 - Promote use of the market house

The Working Party will keep the Council fully informed, providing reports to the Economic Development & Planning Committee meetings and ensuring that copies of all relevant documentation are made available for inspection by Council members.

Ledbury Town Council

Minutes of a meeting of the Town Marketing and Tourism Working Party held on 21 September 2020

Present: Councillor Knight, Councillor Howells, Councillor Morris,

In Attendance:

Caroline Green - Ledbury Traders Association

Christine Tustin – Ledbury Places

Angela Price - Town Clerk

Olivia Bundy – Minute Taker

Peter Arscott - Ledbury Poetry

T.1 APOLOGIES

Apologies were received from Councillor Bannister and Griff Holiday

T.2 DECLARATIONS OF INTEREST (Councillors Only)

None received

T.3 TO ELECT A CHAIRMAN

Members elected Councillor Morris as the Chairman of the Town Marketing & Tourism Working Party.

T.4 TERMS OF REFERENCE

Councillor Morris noted that the Town Marketing and Tourism Working Party was under the umbrella of Economic Development and Planning standing Committee as opposed to Environment and Leisure. He asked whether this could be amended on the Terms of Reference and if they could be deferred to the next working party.

RESOLVED: That the Terms of Reference be deferred to the next meeting of the Town Marketing and Tourism Working Party, noting that the standing committee be changed to Economic Development & Planning Committee.

T.5 TO DISCUSS PROPOSALS FOR TOWN MARKETING AND TOURISM IN LEDBURY

Councillor Morris referred members to the Town Plan and advised the primary interest was to increase awareness of Ledbury town, facilities it has to offer and the attributes to the public.

Members agreed that they would like to send a recommendation to Economic Development and Planning Committee to update the Explore Ledbury Brochure due to the success it had on Ledbury's tourism over 2 years.

Christine Tustin reminded members that an explore Ledbury website was created to accompany the leaflet and asked whether this could be completed and made live. Members agreed that a tourism website would be important due to Covid-19 as many visitors are now using the internet to gather information, Caroline Green suggested appointing somebody to manage the website and social media.

The Clerk advised that the Council had discussed the potential to employ a Town Community Officer, and that their job description would include the management and uploading of the website and social media to promote tourism in Ledbury. She advised that she could prepare a Job Description for the next Resources meeting in November.

Councillor Morris recalled that a budget had already been accepted for the Explore Ledbury website and felt that it was important to make the website live before the end of the year. Therefore, Councillor Howells proposed that a recommendation is sent to Economic Development and Planning Committee to agree to complete the Explore Ledbury website in line with the budget and quote that had previously been accepted.

Both Councillor Howells and Knight agreed to prepare a marketing plan and consultation process for the next meeting.

Peter Arscott advised that Ledbury Poetry & Ledbury Places have been working together and that they have received a grant from Architectural Heritage Fund for Historic Places for the Barrett Brown Building.

RESOLVED:

- 1. That a RECOMMENDATION be sent to Economic Development and Planning Committee to update the Explore Ledbury Brochure**
- 2. That a RECOMMENDATION is sent to Economic Development and Planning Committee to agree to complete the Explore Ledbury website in line with the budget and quote that had previously been accepted.**

The next Town Marketing and Tourism Working Party will be held on Monday 2 November at 2:00pm

Chairman Date

Ledbury Town Council

Minutes of a meeting of the Charter Market and Market House Working Party held on 29 September 2020 via zoom

Present: Councillor Knight, Councillor Howells, Councillor Morris
(Chair)

In Attendance:

Caroline Green – Ledbury Traders Association
Angela Price – Town Clerk
Olivia Bundy – Minute Taker
Peter Boff – Market Trader Director

C.1 APOLOGIES

Apologies were received from Councillor Bannister

C.2 DECLARATIONS

No declarations received.

C.3 TERMS OF REFERENCE

It was agreed that members email their suggestions for the terms of reference to the Town Clerk to make comment at the next Charter Market and Market House meeting on 2nd November 2020.

C.4 TO CONSIDER DEVELOPMENT OF THE CHARTER MARKET

The Clerk welcomed Steve Boffy to the committee.

Steve introduced himself to the meeting and advised that he is the director of Boffy, a freelance arts development company that manage Artisan Charter Markets all over the Midlands. His aim was to promote local traders and subsequently he has over 400 market traders with a waiting list. He felt that Ledbury's economy would grow and benefit from a high-quality market which would encourage new audiences to visit and shop in Ledbury. The criteria for Market Traders would include local handmade goods which are high quality and original.

The Town Clerk advised that the administrators in the office had been in contact with existing Market Traders to ask whether they would like to come back to the Ledbury market. However, due to Covid-19 many are postponing. She reminded members that some Traders have been supporting Ledbury for years and that it was important to keep them in mind when looking to bring an artisan market to Ledbury.

Steve proposed that members contact him when they are ready to provide special markets and that he would be happy to advise what he could bring to Ledbury in the future and left the meeting.

There was a lengthy discussion on whether the market could be extended near St Katherine's car park. The Clerk advised that Ledbury Council do not own the land and would have to seek permission beforehand.

It was noted that some traders had been parking behind their stalls in order to restock fresh produce regularly which have caused issues with traffic wardens. Councillor Howells suggested that the Town Clerk circulate a copy of the terms of conditions for the hire of a pitch at the Market for members to discuss at the next meeting.

Caroline Green had contacted the Market Manager at Ludlow and advised that he would be more than happy to attend the next meeting.

The Town Clerk had recently been approached by a Trader who had asked whether it would be possible to hire a pitch for a burger van. Members felt that it would be inappropriate due to the local organic shop and café opposite the pitch.

RESOLVED:

- 1. That the Town Clerk circulate a copy of the terms and conditions for the ledbury Charter Market and the list of existing Market Traders.**
- 2. That Caroline Green pass on the Town Clerks details to the Charter Market Manager at Ludlow.**

C.5 POSSIBLE RENOVATIONS TO THE MARKET HOUSE

RESOLVED: Members agreed to defer the above agenda item to the next meeting of the Charter Market and Market House Working Party on 2 November 2020.

C.6 DATE OF NEXT MEETING

That the next meeting of the Charter Market and Market House working Party be held on 2 November 2020 by virtual means.

Ledbury marketing & tourism strategy – summary briefing paper

Report to the amalgamated Town Marketing & Tourism and the Charter Market & Market House WPs for Monday 2nd November 2020 by Cllrs Howells and Knight

As per item T5 of the minutes of the Town Marketing & Tourism WP held on 21st September 2020, Councillor Howells and Knight agreed to prepare a Ledbury marketing plan and consultation process briefing paper for the next meeting. We met in mid-October and agreed the following idea summary as the suggested way forward.

- 'In preparation we both read 'The Herefordshire Sustainable Destination Marketing Plan 2018-2022' submitted at the last meeting. We agreed this provided a very appropriate template on which to build a specific Ledbury plan. It defines destination management as being:
 - *'about the delivery of quality experiences for visitors and addressing the needs of enterprise and the local area in a range of ways, rather than simply promotion'*
- This is because we felt the main thrust of our own plan was to be about promoting Ledbury as an attractive destination in line with this definition
- However, it mainly outlines a management plan (ie. what we aim to do) and not a marketing plan (ie. how we deliver it) so we suggest the working name of the Ledbury plan should be:
 - *'The Ledbury sustainable destination management and marketing plan 2021-2025'*
- Using the template as a guide, key objectives suggested to be:
 - To grow Ledbury as a visitor destination
 - To develop great experiences and memories
 - To deliver on the town's Corporate, Neighbourhood Development, Town and Traffic Management plans
 - To produce a management plan for the protection of the Ledbury Conservation Area
 - To develop competent and motivated employees and businesses to act as advocates to promote Ledbury and their businesses
- It should incorporate not only the adapted Ledbury specific components from the Herefordshire plan, but also demonstrate how LTC intends to deliver on the aspirations of the town's Corporate Plan, NDP, Town and Traffic Management plans in terms of management and promotion – prioritised by time
- A key aim should be to define and articulate/graphically represent a distinctive Ledbury brand complementing the Herefordshire branding and shared values
- Three stages are envisaged
 - Drafting a scoping document using the template as a content guide with key stakeholder consultation (eg. community groups, business)
 - Wide consultation on the detailed elements of the management and marketing plan
 - Completing and publishing the final version
- Timescale probably 6-12 months
- Seek funding for professional support to help conduct each stage
- Suggest setting up a small (3-4 people?) task and finish group to move it forward

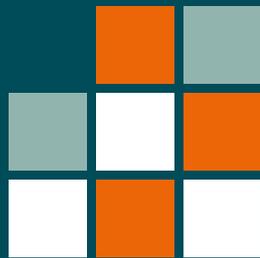
TOWN MARKETING, TOURISM, CHARTER MARKET & MARKET HOUSE WORKING PARTY

ACTION PLAN

(November 2020)

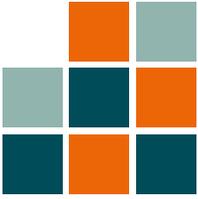
Action No.	Action	Lead Organisation/ Individual Involvement	Timescale or Completion Date	Resources Required
Tourism				
T1	Work with Visit Herefordshire - Herefordshire Destination Management Plan / Visit Herefordshire	https://www.brightspacefoundation.org.uk/our-projects/economy/destination-management-plan-rural-herefordshire		
T2	Develop Aims & Objectives for the Visitor Economy			
T3	Develop a draft plan which celebrates all things Ledbury, including events, history, buildings, businesses, arts & culture			
T4	Explore Ledbury brochure for the town: <ul style="list-style-type: none"> • Inclusive of all attractions, inc historic sites, theatre, festivals • Inc info on visitor accommodation or where to look • Travelling to Ledbury • Food & drink 			

T5	Explore Ledbury website - portal site to inc. links to visitor accommodation/B&B site, local attractions, etc			
T6	Tourism brown signs on main roads leading to Ledbury, ie, M50	https://www.gov.uk/guidance/apply-for-brown-tourist-signs-on-roads-the-highways-agency-manage		
Town Marketing				
TM1	Develop a Marketing Ledbury Strategy, recommend for adoption to ED&P Committee	Cllr Howells & Cllr Knight		
TM2	Deliver actions from the strategy			
TM3	Establish a Ledbury Chamber of Commerce for all businesses			
TM4	To coordinate the Town Council newsletter			
Charter Market				
CM1	Charter Market Aims & Objectives			
CM2	Develop Charter Market policy and criteria			
CM3	Increase diversity of stalls at Charter Market			
CM4	Develop a range of markets throughout the year			
Market House				
MH1	To recommend and oversee maintenance to the Market House			
MH2	Budget monitor projects for the Market House			
MH3	Promotion of Market House, including hire			



THE **MOSAIC** PARTNERSHIP
PEOPLE TRANSFORMING PLACES

Herefordshire Feasibility Study | September 2019 Executive Summary Report from The Mosaic Partnership



Executive Summary

Introduction

The Mosaic Partnership was commissioned by the Herefordshire Sustainable Food & Tourism Partnership (HSFTP) to assess the feasibility of developing a Destination Business Improvement District (BID) for Herefordshire.

The Mosaic Partnership specialises in partnership and BID development. We have worked with over 100 locations in the UK and abroad and to date have provided support in the development of over 100 BIDs including all 7 Destination BIDs the UK. These BIDs will bring in over £120m in income the next five years.

Herefordshire is a large, predominately rural, landlocked county situated in the south western corner of the West Midlands region, on the border with Wales. The county covers 218,000 hectares and has a population of 188,000, it has a close interaction in terms of its economy, infrastructure and character with neighbouring Gloucestershire, Shropshire, Worcestershire, Monmouthshire and Powys. Vital to Herefordshire's identity are several natural and historical features that are key economic asset creating not only an attractive place to live and work but also an important tourist destination.

Herefordshire faces many of the typical challenges that destinations face, such as, regional, national and international competition for market share and visitors, access and infrastructure issues, modernising and attracting investment, engagement with local residential and business communities and of course organisational and funding stability. It is against this backdrop and the desire to continue to evolve and succeed that the concept of a Business Improvement District (BID) is being investigated.

This document provides a summary of the full and detailed report.

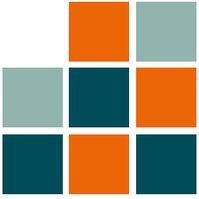
What are BIDs?

A BID is a formal mechanism governed by the BID Regulations of 2004 which allows dedicated funds to be collected for the delivery of an agreed business plan. It is an arrangement whereby businesses get together, decide what additional improvements they want to make, how they're going to manage and deliver those improvements and what it will cost them. This all goes into a business plan which is voted on by all those who would have to pay. If the majority vote yes by number and rateable value then all pay. The BID can last for a maximum of 5 years and must be able to demonstrate how it has benefited.

Study Area

The Feasibility Study looked at the whole county of Herefordshire At the outset the Study Area covered all business rated organisations in every sector.

- 8,171 Business Rated Units (BRU's) in total
- A total Rateable Value of £134.6m
- 28 Identifiable Sectors



Market Research and Consultation

A market research & consultation exercise is carried out for the Feasibility Study. At this stage the key objectives for this part of the study are:

- Look at current plans, policies & partnerships and determine the need for a BID
- Assess the type of projects & services that are required and whether there will be enough resources generated to be able to do this.
- Assess the level of business engagement and enthusiasm (30% total consulted at this stage through surveys, area workshops, 1 to 1's, key stakeholder meetings and presentations) to move further onward.

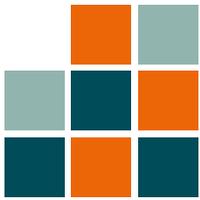
This engagement is summarised below in two categories, the project priorities and in terms of moving forward with the development.

In terms of project priorities, these can be summarised as below:

1. A coherent and co-ordinated marketing and promotions programmes for Herefordshire and its areas/sectors
2. Improved access in relation to parking, public transport, coaches and the state of the roads.
3. Better information and signage
4. Development of crime prevention initiatives particularly in rural areas
5. Better street and litter cleansing
6. Better mobile and broadband connectivity
7. An effective 'Herefordshire Business' voice
8. Centralised Procurement – Trade Waste, Recycling

In terms of moving forward some other issues are clear. These are:

1. Visit Herefordshire as an organization is 'not saleable' and the BID should not be seen as a means to restore that.
2. A 'Federal' approach is needed in working with existing areas and their organisations, many of which are operating well.
3. A Herefordshire 'Umbrella' set up is still required due to practical (strong collective business voice and economic and administrative efficiency) and policy/funding reasons (regional/national funding directed to bigger areas)



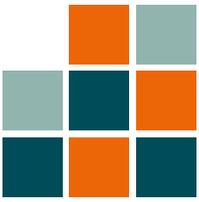
4. There are strong relationships with existing private 'Tourism Marketing' organisations in many areas in the County. Whilst the actual membership of these organisations represent only about 2% of the BID area, it is important that the BID works with these going forward in our opinion due to both the quality of their offer and their experience.
5. Some concern that smaller businesses because of any exemption levels may not be able to play a full part in a BID These to a large part are unfounded as exempt organisations, if they pay a voluntary contribution, would have the exact same rights and benefits of non-exempt members.
6. A Destination BID should not be just about 'tourism marketing and management' but address issues of infrastructure, appearance, access, business support and strategic development)

Recommendations

Having made a comprehensive assessment of the current situation in Herefordshire we would highlight some of the key elements and rationale which informs our recommendation. We would need to feel confident that all the following key elements are in place to a large degree.

1. The research and consultation process shows areas of **consensus and concern** that can be addressed by this process.
2. The geographical boundary and sectoral make up allows for a **focused approach**.
3. The revenue generated will allow **real and tangible** improvements to be made.
4. **Level of confidence & credibility** in partnership working already exists which can be developed.
5. **Key individuals and organisations** have shown strong and enthusiastic support for the concept including business representatives (national & independent) and the Local Authority. However it is clear the 'same individuals' drive many of the organisations. It will be very important that this 'base of people' is widened to be more evidently representative.

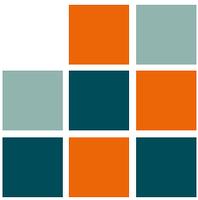
THEREFORE, AT THIS STAGE, BASED ON THE FINANCIAL ANALYSIS AND CONSULTATIONS, OUR CONCLUSION IS THAT A DESTINATION BID FOR HEREFORDSHIRE WOULD BE VIABLE.



Preliminary Projects Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors. The following diagram sets out the key project areas.

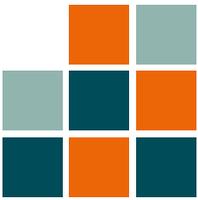




BID Funding Projections

The Destination Herefordshire BID would formally contain **673 business units** with a total Rateable Value of approximately **£39.4m** with all the exemptions (financial (£12K and below, sectoral and Hereford BID)). It is our opinion based on the consultation and financial analysis that working assumption at this stage should be a **1.5%** levy which would raise approximately **£591,000pa and nearly £3m over 5 years**. This would allow sufficient resources to develop and implement projects as well as the ability to provide a tangible difference.

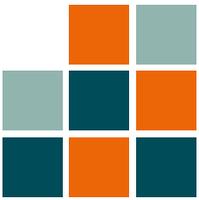
Potential Annual Income Profile	
BID Levy (1.5%)	£591,000
Additional Income (20%)	£118,200
TOTAL	£709,200
Potential Annual Expenditure Profile	
Project Spend <i>Marketing, Access, Business Support Environment, Safety and Security</i>	£589,200
Overheads	£120,000
TOTAL	£709,200



Indicative Timetable For BID Development

The development of a BID is likely to take at least 12 months from this stage. The timetable below sets out the key milestones if the decision was taken now to pursue the development of a BID.

	Key Milestone	Estimated Date
FOUNDATION PHASE	Complete Feasibility Study	Month 0
	Secure Resources for Development & Campaign Phase	Month 1
	Agree Preliminary Study Area	Month 2
	Agree Preliminary Ballot Date	Month 3
DEVELOPMENT PHASE	Project Support in Place	Month 4
	Set up BID Task Group	Month 5
	Complete Detailed Consultation	Month 6
	Agree Initial Project Lists & Costs	Month 7
	Agree Baseline Statements	Month 7
	Agree Delivery Model	Month 7
	Agree Operating Agreement	Month 8
	Agree Final BID Area	Month 9
Agree Business Plan	Month 9	
CAMPAIGN PHASE	Agree Formal Ballot Process	Month 9
	Agree Champions, Campaign Methods & Material	Month 9
	Campaign Period	Month 10
	Formal Ballot Notification	Month 10
	Formal Ballot	Month 11/12



Next Steps

If Herefordshire were to choose the option of going down the BID route and pursuing the Development and Campaign Phase, then the following key steps will be required in the short term:

- 1. Formal decision taken to proceed to Development and Campaign Phases.**
- 2. Secure necessary resources for next phases through including costs for dedicated staff support and a project fund.**
- 3. The creation of a BIDs Task Group with additional members who are able to commit 1 hour per week in time over the next 12 months. The BID Task Group members should ideally be potential levy payers and be representative of the preliminary BID area in terms of geography and sector. We would propose the following at this stage:**

