

SUPPLEMENT TO THE AGENDA FOR

Cabinet

Thursday 1 December 2016

10.00 am

**Council Chamber, The Shire Hall, St Peter's Square, Hereford,
HR1 2HX**

	Pages
6. 2017 / 18 CAPITAL BUDGET	3 - 4
7. HEREFORDSHIRE ECONOMIC DEVELOPMENT STRATEGY	5 - 78

PROPOSED CAPITAL BUDGET ADDITIONS (subject to Cabinet or Cabinet member approval)

Scheme Name	Capital spend			Total Cost £000	Capital funding			Total Funding £000	Total net cost £000
	17/18 £000	18/19 £000	19/20 £000		17/18 £000	18/19 £000	19/20 £000		
Priority schemes									
Stretton Sugwas closed landfill site gas extraction system	95			95				-	95
Customer services and libraries - investment in equipment	133			133				-	133
Private sector housing improvements - match funding per housing unit to generate savings	800	800	800	2,400	400			400	2,000
Priority corporate property estate works	1,171			1,171				-	1,171
Sub total	2,199	800	800	3,799	400	-	-	400	3,399
Subject to additional funding confirmation									
Herefordshire Enterprise Zone, shell store incubation centre	2,500	3,200	500	6,200	2,500	2,500		5,000	1,200
Development Partnership project mobilisation and investment	600	10,000	10,000	20,600		10,000	10,000	20,000	600
Highway asset management & major infrastructure investment (including Hereford by-pass)	14,543	7,735	7,000	29,278	14,000	6,000	5,523	25,523	3,755
Energy efficiency invest to save programme	100			100	12			12	88
Model Farm, Ross on Wye, new enterprise park	2,520	4,250	300	7,070	2,520	4,250	300	7,070	-
Sub total	20,263	25,185	17,800	63,248	19,032	22,750	15,823	57,605	5,643
School capital investment strategy									
Preliminary works to inform key investment need throughout the county	300	1,774		2,074	300	1,774		2,074	-
Expansion for Marlbrook school to make it full 3 form entry and create an early year's hub.	2,000	726		2,726	2,000	726		2,726	-
	2,300	2,500	-	4,800	2,300	2,500	-	4,800	-
1% contingency	228	278	186	692				-	692
Total	24,990	28,763	18,786	72,539	21,732	25,250	15,823	62,805	9,734

Corporate prudential borrowing required

3,258 3,513 2,963 9,734

Invest Herefordshire

Herefordshire's Economic Vision



5



Contents

Foreword	4	SECTION 3 - Supporting Investors & Delivery	30	Dare to Win - Herefordshire's outdoor, action & extreme sports offer	54
Why an economic vision?	6	SECTION 4 - Delivering our vision	34	Hereford river quarter	56
SECTION 1 - Herefordshire the county	8	Map of projects	35	Business hotel & sports/leisure development	58
Economic Challenges	10	Investment Opportunities	38	The Urban Realm and parking	60
SECTION 2 - Vision, aims and outcomes	14	The Hereford Enterprise Zone		Leominster Railway Station Improvements	62
Aim 1 - A great place for business	16	- North Magazine	40	Leominster retail led regeneration scheme	64
✓ Aim 2 - A great place to learn	18	Hereford business quarter	42	Business incubator programme	66
Aim 3 - A great place to live	20	Model Farm enterprise park	44	The Herefordshire food and rural business centres	68
Aim 4 - A great place to visit	22	NMITE	46	The Lugg Living Lanscape	70
Aim 5 - Great movement and accessibility	24	Hereford urban village	48		
Aim 6 - Countywide ambition	26	Berrington Street regeneration area	50		
Aim 7 - A great environment	28	Hereford Football Club	52		



Foreword

Herefordshire is a dynamic, vibrant and growing county. It has areas of outstanding natural beauty and sites of specific scientific interest, with wildlife and conservation sites covering 9% of the county. It is popular with tourists seeking to experience the outdoors, natural beauty and is home to town hailed as the birthplace of British tourism- Ross-on-Wye. Every May and December, thousands of visitors arrive to the Hay Festival of Literature in the Welsh border town and the River Wye attracts water-based activities all year round.

It is not only tourists who enjoy Herefordshire. The county's entrepreneurial spirit and room to grow has proved fruitful to business, including Bulmers (Heineken), British Land, Cargill, Weston's Cider, Bloor Homes and Tyrrells Crisps. The defence industry is well-represented across the county, as home to the Special Air Service and a short distance from Gloucester-based Government Communication Headquarters.

The commitment to superfast broadband is connecting creative and diverse businesses across the county, with big business existing alongside successful smaller businesses. There are significant investment opportunities in a county that is already forward-thinking and ambitious. A number of schemes are underway, with the Hereford Bypass in progress and significant city-centre refurbishment and investment creating an exciting and sympathetic historic shopping and leisure destination.

There is commercial potential to capitalise on the county's links to the Midlands, the South West and Wales alongside local specialisms in defence and security, manufacturing, food, drink and tourism. This economic vision identifies key projects and investment opportunities across the county and starts the conversation between local partners and the investment and development community.

As we all expect to be able to connect online, offline, to commercial centres and with natural surroundings, we need a thriving economy that creates high value jobs, whilst maintaining and enhancing the quality of life and natural capital of this fertile county. This economic vision identifies the ambitions and intentions of a range of stakeholders and partners, to help make Herefordshire an even better place to live, work and learn.

This is just the start. We aim to be aspirational and forward thinking, to look beyond what is currently planned, identify new opportunities and build a bigger picture. We look forward to working with you to deliver this economic vision for Herefordshire.



6

Why an economic vision?

■ Britain's economy is changing. Regions must compete ever more effectively for investment, whether from the private sector or the public sector. Herefordshire is performing well – and competitively – in attracting inward public investment into our county's infrastructure, but we cannot depend upon public investment to drive our economy in the long-term, or to unlock its real potential.

10 The aim of setting out the economic vision is to realise the full economic potential of the county through a coordinated plan that is at once dynamic but coherent and, whilst ambitious, is persuasive, achievable and sustainable.

The economic vision focuses on a broad investment picture. It identifies a series of private sector investment opportunities that will contribute to the growth of the county. It also sets out what the public sector, in an enablement role, will provide in terms of creating the conditions to encourage economic growth.

The economic vision has four key roles:

1. to support the growth of the Herefordshire economy by identifying priority projects:
2. to attract investment to Herefordshire and guides it within the County:
3. to raise the profile of Herefordshire and the investment opportunities:
4. to provide Herefordshire with clear priorities for negotiations:

Alongside local stakeholders the principle audience is intended to be the development and investment community. Consequently the vision aims to demonstrate the economic momentum and opportunity within Herefordshire.

The timescale of the vision is set over fifteen years, split into three blocks each of five years. This gives focus on the projects which are already in development whilst also allowing an element of ambition and vision to be articulated over a longer time period.





SECTION 1

Herefordshire the county

■ Herefordshire is an entrepreneurial county, 15% of the population are self-employed; there are excitingly high levels of patent registrations; and good business survival rates. The county's business base is both diverse and healthy.

Despite its relatively rural location the county benefits from being on the motorway network linking South Wales to the West Midlands in addition to having direct and regular rail links to London, Birmingham, Manchester and Cardiff. Birmingham, Bristol and Cardiff airports are all accessible within a 90 minute drive.

manufacturing, defence and security, food and drink production, agriculture and tourism. Within the county a number of global companies – including Cadbury/Mondelez, Heineken, Cargill, Kingspan, and Special Metals, operate alongside well known British brands – including Tyrells, Weston's Cider, and PGL, most of whom have started and grown in Herefordshire.

To support the county's continuing growth, Herefordshire Council has recently adopted a local plan which by 2031 will have delivered 16,500 new homes; new bypasses for Hereford and Leominster to reduce congestion and improve access to markets; and sufficient employment land to meet the needs of a growing business base.

Much has already been achieved in recent years to implement this proactive pursuit of growth. Major investments include:

- The Old Market retail and leisure development. This £90m development, in partnership with British Land, brought a new cinema, retailers that include a department store and high end supermarket and restaurant chains reinforcing the role of Hereford as a retail destination.
- Fastershire. A £32.5m programme of investment in superfast broadband infrastructure, delivering a 21st century digital network, to 55,000 homes and businesses countywide.
- Hereford Enterprise Zone. A 74 hectare new business park development which has already secured over £23m of public and private investment delivering business growth and new job opportunities.



The largest business sectors are currently



13

- Halo Leisure. Investment of £10million in the redevelopment of a range of sports and leisure centres to bring facilities into the 21st century, enhance the user experience, and improve the company's economic viability.
- Securing over £43m from central government for road infrastructure schemes which will enable the development of several hundred city centre homes, and form the first section of a Hereford bypass.
- Investing £7m in the construction of a new Livestock market to facilitate the retail and leisure development within the city and provide a state of the art market to serve the Marches agricultural sector.

These and other investments represent well over £250m of recent public and private investment in the county, improving the economic infrastructure and enabling private sector growth.



Economic Challenges

As with any county or region there are challenges affecting the economic and social character of Herefordshire.

■ Challenge 1 – Productivity and a low wage economy

Herefordshire has very low unemployment, 3.5% over the period July 2015 to June 2016, finding jobs is not an issue within the county. However in 2016 Herefordshire finds itself within the bottom 5% of council areas across Great Britain in terms of average weekly wage. This is largely a legacy of an economy built upon agriculture, food and drink processing, and manufacturing. It impacts on the resident population's disposable income, social mobility and living standards. Our solution to these social and economic issues is to aim to become a higher value economy with a focus on knowledge intensive employment and businesses.

When measured per head of population, Herefordshire's gross value added (GVA) in 2013 was £17,900, highlighting lower levels of economic productivity when compared to both regional (£19,400) and national (£24,000) GVA per capita.

The knowledge economy (founded on technological progress and advanced products and supported by highly skilled workers in financial and business services, communications and information) has driven UK economic growth for the last 40 years. Yet within Herefordshire these sectors make a significantly lower contribution than the more traditional sectors of agriculture, public administration, and manufacturing.

Herefordshire is moving towards a more knowledge based economy. This is bringing forward improved communications infrastructure, upskilling of the workforce, attracting highly skilled employees who benefit from the opportunities on offer and the high quality of life within the county.





Economic Challenges

■ Challenge 2 – Skills and Higher Education

Herefordshire has a very high proportion of good and outstanding early year's providers, schools and colleges. The sixth-form college is one of the best performing in the country and was voted Times Educational Supplement Sixth form College of the Year in 2016.

The education System in Herefordshire is highly collaborative; this has led to a year on year improvement in education outcomes, moving Herefordshire from below average performance to second and top quartile performance nationally for most children.

Whilst qualification performance is strong, further improvement is needed in developing the right match of skilled employees for current and future business needs. We want to achieve this through strong and enduring relationships with the business sector.

9.4% of the working age population have no qualifications (8.6% nationally) and it is recognised that local engineering and manufacturing companies are struggling to recruit people with the right skills.

The evidence is clear that increasing the level of skills in the workforce is fundamental to economic long term growth. As the national economy moves to a model characterised by high performing and high value added sectors, this in turn requires more people to be employed in higher level jobs with the skills to match.

Key to increasing the skills base of the local workforce is the provision of higher education courses. The current lack of a university within the county leads to a significant proportion of college graduates leaving the county to further their education. Few make an immediate return leading to a localised “brain drain” that is not reversed until people enter their late thirties, start families and begin to have a different set of priorities.

It is therefore vital that we ensure that young people have the skills that they need to find work and that people are supported throughout their lives to upskill and achieve their potential. Provision of a higher education institution will help to replace the students choosing to study out of county and provide a source of graduates to local businesses. Collaboration between businesses and skills providers will need improving to be responsive to changing and emerging business and skills needs.

■ Challenge 3 – Infrastructure and capacity

Large areas of the county are a considerable distance from the national motorway network. Other areas may suffer from slow broadband connectivity or unreliable mobile phone coverage. In the “digital age” any under provision of electronic communication can be as big an inhibitor to growth as the lack of road, rail or utility infrastructure: To address this infrastructure challenge the council and BT are investing £32.5m in the Broadband network locally.

The significant growth in housing and employment sites planned for the county can only be accommodated if the required supporting infrastructure is in place. The challenge is to ensure this infrastructure is in place in time to facilitate the growth.

The current principle infrastructure constraints relate to the road infrastructure in and around
↕ Hereford, with similar but smaller scale issues to be addressed in Leominster. Additional constraints apply to the capacity to treat waste water and mitigate phosphate discharge, and the provision of suitable broadband speeds to meet the needs of businesses and residents.



SECTION 2

Vision, aims and outcomes

The Herefordshire economy will be grown by delivering new jobs which generate increased output per head through exploiting knowledge whether in the manufacturing, leisure, or service sector.

Our vision will be delivered through implementation of seven Aims

A Great Place for Business

Creating the conditions in Herefordshire to encourage new business start-ups and an increase in productivity leading to higher value employment and greater innovation.

A Great Place to Learn

Increasing the range of higher education provision and improving the balance between business demand and the supply of skills and qualifications.

A Great Place to Live

Offering diverse and well located new homes and a broader range of jobs whilst maintaining and improving the quality of life within the county.

A Great Place to Visit

Developing a broader range of visitor and leisure attractions and increase the length of visitor stay and amount of spend.

Great movement and accessibility

Improving the connectivity of people and business to jobs and markets.

Countywide Ambition

Enabling Market Towns and rural communities to maximise their role in building thriving, distinctive, service centres that support their communities and rural hinterlands.

A Great Environment

Improving competitiveness and growth through energy and resource efficiency and implementing a range of landscape enhancements.

Vision

Herefordshire will offer an unrivalled balance of economic opportunity and quality of life. The much sought after Herefordshire rural and urban living environments will be further enhanced by thriving communities and economies that are better connected and made more sustainable by

➤ *conserving and enhancing the natural environment. The County will host a range of exciting investment opportunities and be open and welcoming to external investment.*

Businesses that exploit knowledge will start-up, grow and invest in a supportive environment. A diverse range of high value jobs will be produced in sectors where there is a competitive advantage. The county will become a world class choice for students in specialised disciplines whilst retaining and attracting young people and skilled workers.



Aim 1 - A great place for business

Creating the conditions in Herefordshire to encourage new business start-ups and an increase in productivity leading to higher value employment and greater innovation.

■ Vision

Assets will exist in the form of a nationally important cyber security centre of excellence and a suite of business incubation centres. Dedicated facilities on the Skylon Park enterprise zone will enable collaborations between local businesses, the New Model in Technology and Engineering (NMiTE) university and other higher education partners. Hereford will be a sub-regional office location serving the county, eastern Wales and beyond, catering for a growing professional services and creative industries sector. All of the above will create jobs in higher value sectors and boost GVA.

The enterprise zone will be fully occupied and a range of relevant, attractive business parks will operate within the city and the market towns in locations that capitalise on the motorway and trunk road network. Electronic communications will benefit from a superfast broadband infrastructure that enables connected work environments throughout the county. Herefordshire companies will have access to a supportive business landscape where company growth is encouraged by a supportive regulatory framework, specialist advice, and a range of finance options.

School and college students will recognise starting a business as a viable and achievable career choice and will have access to a range of support and accommodation to facilitate their business growth.

■ Outcomes

Increase GVA per head by 10% in real terms, from £19,500 to £21,500 by 2031 (at 2015 prices).

Directly assist in the creation of 1,000 new businesses by 2031.

Create 10,000 new jobs by 2031.



Projects

1. Development of a new Hereford central business district as a sub-regional office centre meeting increased demand for office space from professional services and creative industries.
2. Construction by the University of Wolverhampton of a new Cyber Security centre of excellence which facilitates collaboration between research faculties and businesses.
3. Continued commitment to the build out of the Hereford Enterprise Zone and investment within the existing Rotherwas industrial estate.
4. Development of an entrepreneurial culture among school and college children to create a genuine future career option of starting a business.
5. Build out of the Model Farm enterprise park at Ross on Wye and encouraging delivery of existing major employment allocations at Three Elms in Hereford, Moreton on Lugg, and the market towns;
6. Construction of a range of new or refurbished business incubation centres within Ross on Wye, Leominster, Ledbury, Bromyard and Kington.
7. Development of the Marches Growth Hub offer to coordinate and maximise the range of advice, funding and support available to businesses across the county.



Aim 2 - A great place to learn

Increase the range of Higher Education provision, improve the balance between business demand and the supply of skills and qualifications, and strengthen the relationship between business and schools

■ Vision

Higher Education provision at the College of Arts and Hereford and Ludlow College the city and wider county will become home to a vibrant and growing student population. There will be an innovative and successful cluster of spin out businesses from several institutions locating in a series of business incubation centres across the county. Herefordshire business will have access to a range of opportunities to engage in research and development in collaboration with local Universities and other private sector facilities.

Businesses will have a strong relationship with schools, through the provision of business governors, involvement in curriculum opportunities and careers development and developing a better understanding of skills requirements

Herefordshire schools, colleges and training providers will have benefited from £100m of public – private sector investment to improve the learning environment and give Herefordshire children the best possible start in life.

■ Outcomes

Provide 1,500 HE student places in county by 2025.

Increased take up of apprenticeships.



Projects

1. Implementation of the New Model in Technology and Engineering University, as a regional centre of engineering excellence, with associated teaching and administration space, student accommodation, and linked laboratory and development workshop space.
2. New build student accommodation and associated facilities for students attending the Hereford College of Arts.
3. Investment in the Holme Lacy campus and development of the campus and college farm for an expanded range of courses and outside, but linked, activities.
4. Increased linkages between the county's schools and colleges and the local business base, expansion of entrepreneurship based programmes such as Young Enterprise.
5. Implementation of the £100m schools capital investment programme over the next twenty years.



Aim 3 - A great place to live

Offering diverse and well located new homes and a broader range of jobs whilst maintaining and improving the quality of life within the county.

■ Vision

The county will offer an unrivalled work / life balance. Improved road and electronic communications will facilitate greater access to markets. Supportive planning policies and improved broadband infrastructure will make home working and live / work units a genuine work choice for significant numbers of people. The City of Culture bidding process will have led to increased participation in cultural activities across the county and an expansion of the existing vibrant arts and cultural offer.

Herefordshire will be known across the country for its natural capital and access to an outdoor lifestyle. The county will be host to a number of regional or national level sporting or leisure events that capitalise on significant local participation and a number of purpose built facilities.

Each market town and the city will have built on their distinctiveness and vibrancy. A range of sympathetic and high quality developments will enhance the residential, leisure and commercial offer improving the viability of the town centres. New build housing will have been encouraged towards energy minimisation and Passivhaus developments will be an increasingly common form of new build.

■ Outcomes

Construct 16,500 new houses including maximising the number of affordable housing units by 2031.

Increase gross weekly pay from £420 to £460 by 2031 (at 2015 prices).



Projects

1. Continue the development of the urban village within Hereford city as a mixed use site providing jobs, housing and public services;
2. Promotion of the Berrington Street area as an opportunity for a new 'city living' development with small scale/niche retail accompanied by cafés, bars and food outlets alongside live/work units and residential or student accommodation.
3. Working with Hereford Football Club to refurbish the Edgar Street ground to provide a range of ancillary uses and improve the facilities available to the club and supporters.
4. Development of a calendar of outdoor sporting or leisure events of regional or national standard that build upon the creation of locally available facilities and locations.
5. Submission of the city of culture bid to improve the range and profile of cultural activities and increase the local engagement with various cultural assets and facilities.
6. Encouragement of housing schemes and business premises that minimise energy consumption with particular focus on the provision of Passivhaus standard homes and office locations.



Aim 4 - A great place to visit

Developing a broader range of visitor and leisure attractions and increase the length of visitor stay and amount of spend.

■ Vision

Building on current strengths Herefordshire will become nationally known for its outdoor sporting and leisure competitions and experiences. Organised competitive and recreational events will be held across a range of disciplines supported by facilities that offer a year round opportunity for more casual and leisure use. At the forefront of this outdoor offer will be the River Wye, access to, and use of, the river will be improved at key locations to develop its economic potential.

The local food and drink sector will present a significant tourist attraction. Building on the growth of local food entrepreneurs the county will attract those who want to sample high quality cooking using traditional and local ingredients. There will be the opportunity to experience not only local food and drink but a range of music, arts and other cultural events through a range of festivals, producer tours and open days, street events and specialist retail outlets supporting local producers.

Building on the history and cultural offer of the county a number of new visitor attractions will have opened under private ownership. Combined with the Cathedral, National Trust properties, and other existing attractions significant numbers of visitors are drawn to the county to experience its history and heritage in a variety of forms.

Underpinning the entire visitor offer will be a wide range of quality and unique accommodation experiences including yurts, Hobbit Holes, bivouacs, and high-end glamping. At the other end of the scale, Hereford will feature a new high quality hotel to meet the increased demand from visitors to the new university and increased business and cultural tourism.

■ Outcomes

Increase the total visitor spend by 7.5% (from £442 million to £475 million) by 2021.

Increase the total number of annual visits by 10% to over 5.5 million visitors.



Projects

1. Development of a 'river quarter' within Hereford to open up access to the river and provide a focal point for the county's recreational and outdoor pursuits offer.
2. Utilisation of elements of the Hereford racecourse and surrounding area to develop an enhanced hotel and conferencing facility with wraparound leisure offer.
3. Working with local communities and organisations to expand upon and better promote the distinctive and sustainable music, arts and other festivals and events (h.Art, Three Choirs Festival, Hay Festival, Ledbury Poetry Festival) run throughout the year.
4. Working with specific attractions and landowners to develop a series of facilities that will accommodate sporting and leisure competitions that would ultimately be able to host a regional or national level event.
5. Continued support of the local food and drink sector in the enhancement of their visitor offer and experience and in the development of a series of food and drink orientated events and festivals which showcase the best the county has to offer.
6. Development and implementation of a Herefordshire Destination Management Plan to coordinate tourism activity and encapsulate new visitor economy drivers.
7. Support to new visitor attractions that add to the cultural and economic diversity of the county and have the potential to expand the visitor offer and generate additional visitor spend.



Aim 5 - Great movement and accessibility

To improve the connectivity of people and business to jobs and markets.

■ Vision

Hereford's bypass will enable the growth of the city. Through a network of attractive routes the participation in walking and cycling into and across Hereford will be increased. A range of street enhancements will link between the city core and the residential areas to the west and north by introducing pedestrian friendly crossing points and removing underpasses. New multi storey car parks will be situated in locations where they divert commuters and visitors before they impact on the city centre traffic, while the railway station will feature a public transport hub to combine bus, rail, and taxi provision.

Across the wider county improvements will be made to the A road network reducing journey times and improving safety. Railway stations throughout Herefordshire will feature enhanced car parking provision and, to improve reliability, the line between Hereford and Ledbury will be twin tracked.

The whole county will benefit from superfast broadband, enabling businesses to operate flexibly and allowing residents to benefit from the latest communication media and electronic leisure entertainment.

■ Outcomes

By the end of 2018 everyone in Herefordshire will be able to access the broadband services they need.

A 30% reduction in Hereford through traffic average journey times (A49 to A49) by 2031.

100% increase in the number of people cycling regularly by 2021, and a 200% increase by 2031.



Projects

1. Implementation of new public realm, bus and active travel measures across the city, including:
 - Continuing the road surface treatment on Newmarket Street along Blueschool Street and into Commercial Street.
 - Future road surface improvements along Edgar Street and Victoria Street towards the current road bridge over the River Wye.
 - Removal of the underpasses at Eign Gate and the Barton Road junction.
2. Development of new multi storey car parking sites to serve commuters and visitors to the city centre.
3. Construction of a new transport hub interchange at Hereford railway station to link rail, bus and taxi users.
4. Continued improvements to the cycle and footpath networks across Hereford city and the market towns to help increase walking and cycling options for commuters, school children and college students.
5. Implementation of the Hereford bypass transport package including an A49 to A49 bypass of Hereford and a range of active mode measures and behavioural change projects to encourage walking and cycling across the city.
6. Implementation of car parking improvements at Leominster and Ledbury railway stations to improve facilities available to passengers and increase usage.
7. Investment in the Hereford to Ledbury railway line to include twin tracks wherever possible to improve reliability, reduce journey times, and increase rail usage.



Aim 6 - Countywide ambition

Enabling market towns and rural communities to maximise their role in building thriving, distinctive, service centres that support their communities and rural hinterlands.

■ Vision

The market towns of Bromyard, Kington, Ledbury, Leominster, Ross on Wye and villages across the county will be vibrant places with a clear sense of community. They will all have built their own distinct identity focussing on identified target audiences to create a sense of distinctiveness and a niche tourism offer. Town centres will be sought after places to live, shop and visit. They will support small scale production, niche retailing and a growing local food, drink and hospitality sector.

Through the neighbourhood planning process new residential developments will be integrated into existing settlements, enabling sustainable growth for communities of all sizes. A series of premises will have been developed or converted to provide accommodation for small scale production and niche retailers alongside localised services such as post offices, business start-up space, and community facilities.

■ Outcomes

Reduce shop vacancy rates to 10% or less in each market town by 2025.
Develop and promote a distinctive visitor offer in each of the five market towns.



Projects

1. Development of a suite of managed workspace or 'business centres' across the county to encourage small, creative and innovative businesses.
2. Development of a series of rural employment and service centres where a combination of small scale production and niche retailing can flourish for example in craft and arts or food and drink based industries.
3. Redevelopment of specific and appropriate sites within the market towns to enhance the retail, service, employment and residential offer, starting with the redevelopment of Leominster Broad Street car park.
4. Establishment of business improvement districts in the market towns to give each a definitive business plan owned by local businesses and finance to deliver a range of improvements and programme of activity.
5. Growth of the emerging local food and drink and hospitality sector which is typified by the growing number of craft pubs, breweries, pop-up food outlets and speciality offers, to attract a wider and more diverse customer base.
6. Development of specialised retail and visitor propositions within each of the market towns based on local niche markets and linked to relevant local leisure and tourism offers.



Aim 7 - A great environment

Improving competitiveness and growth through energy and resource efficiency and implementing a range of landscape enhancements.

■ Vision

The overall quality of Herefordshire's landscape will have been enhanced through a series of conservation and ecology projects that attract visitors and serve local communities. Sites will be linked by a series of trails and facilities that encourage participation and access to conservation activities. Additionally projects will maintain and enhance the county's natural capital by increasing resilience to flooding, climate change, and loss of pollinators that service agriculture.

Work will continue on the delivery of the Nutrient Management Plan, specifically with the water companies, farmers, landowners and housebuilders to minimise the amount of phosphate reaching the watercourses.

The Urban Village development in the city centre will be served by a new district heating and energy system that offers a low carbon solution and reduces heating and power costs across this new and sustainable community.

Villages and communities elsewhere across the county will have introduced measures that lead to energy self-sustainability such as local energy schemes that allow revenues to be shared among local communities and bring about a reduction of numbers of households in fuel poverty.

■ Outcomes

Carbon dioxide reduction of 179,000 tonnes by 2021 a saving of £41m.

Number of visitors to Living Landscape projects – 150,000 by 2031



Projects

1. Delivery of the Lugg Living Landscape project restoring habitats and ecology across the river valley with accompanying access improvements and associated visitor and tourism facilities.
2. Implementation of the nutrient management plan to reduce phosphate levels, improving water quality and unlocking future development land.
3. Implementation of a range of localised energy schemes that contribute to increased energy self-sufficiency by delivering secure, low carbon and affordable energy.
4. Implementation of a range of other Living Landscape projects across the county in appropriate locations.
5. Development of Herefordshire's strong environmental technologies sector and provision of support to the fitting of energy efficient measures within business, community and public buildings.
6. Constructing a district heat and energy scheme for the Urban Village development utilising the requirements of the Heineken and Cargill factories alongside the demand created by the hospital and emerging NMiTE university proposals.



Invest Herefordshire

Herefordshire's Economic Vision



APPENDIX 2

Investment Pitchbook

■ The Economic Vision has “kick-started the conversation” with investors, partners and communities. Viable investment propositions that offer opportunities for both investors and for the economic growth of Herefordshire have been identified. To realise these projects, the council and its partners are committed to positively engaging with, and supporting investors.

36

The council’s partners include the Marches Local Enterprise Partnership (MLEP), local public sector agencies, the Chamber of Commerce, Federation of Small Businesses, and other organisations with a more specific focus such as Hereford Business Improvement District and Enterprise Zone. Between the council and these partners, there are excellent links to the private and public sectors as well as connections to Whitehall departments that includes direct access to ministers. The council and partners have an excellent track record of delivering growth projects and bringing forward investment.

The council and partners will build on this track record and can support investors in a number of ways:

- **Infrastructure:** An extensive programme of road, rail and digital infrastructure, as outlined in section 3 above, is underway in Herefordshire. This will unlock the development of many of the masterplan projects and improve commercial aspects of all projects.
- **Joined-up regulation:** Planners and other regulatory services can offer a joined approach, working proactively with investors to support appropriate initiatives.
- **Expertise/connections:** Collectively, there is a large degree of experience in developing capital projects and a broad range of connections within both the public and private sector that can be employed to support the development of projects.

- **Land:** Between the council and its partners, there is a portfolio of significant land holdings within the county which can be utilised, where appropriate, to bring forward projects. Support to engage with other land owners, assemble land and direct development assistance through the council’s Development Partnership will also be made available.
- **Communications:** The inclusion of the project within the Economic Vision will open-up communication to a wide range of stakeholders.

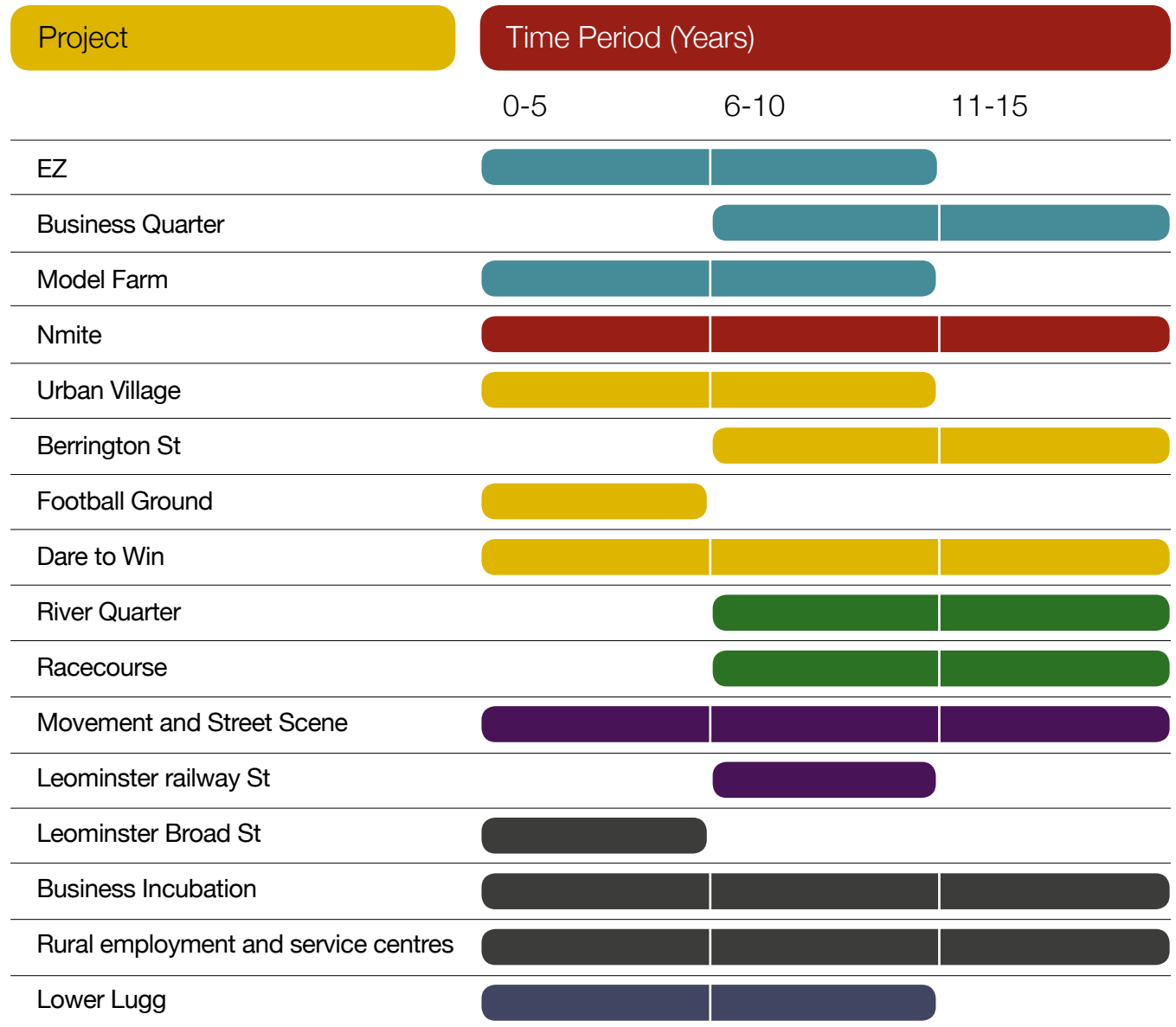
Officers are keen to discuss any of these opportunities with potential investors and full contact details are at the end of the document.

■ Timescales

The Economic Vision maps out activity across Herefordshire over the next 15 years. Activity is broken down into three five year periods to reflect the short, medium and long term proposals and opportunities. This time period also aligns with the Local Development Framework and ensures the enabling infrastructure is in place.

Individual project delivery timescales will depend on a host of factors and therefore cannot be accurately set at this stage but the accompanying diagram sets out the indicative timescales of project delivery. However, most projects can be brought forward earlier, if there is investor demand.

37



■ Funding

It is envisaged that the above projects are commercially viable and would be instigated by the private sector using private sector finance. Where relevant, investors may be able to access loans or grant funding to enable projects or to close funding gaps.

The partners would be supportive of this approach and will work with central government departments and regional agencies such as the Marches LEP and West Midlands Combined Authority to maximise any opportunities that exist to attract public sector funding.

38 To deliver key infrastructure and other projects underpinning the economic vision the council will explore a range of funding mechanisms including, but not limited to, Community Infrastructure Levy/ Section 106 agreement, Tax Increment Finance, and Business Improvement Districts.

Through its development partnership the council will also look to make investments in projects that both contribute towards economic growth and deliver a financial return that can be reinvested back into further redevelopment projects or used to secure the future delivery of front line services.

■ Project Pipeline

The opportunities presented in the ‘investor pitchbook’ represent the current investment and economic growth proposals. This list is not exhaustive and does not reflect all the opportunities within Herefordshire. The Economic Vision is a “living process” and it allows projects and priorities to change over its 15 year life. This will result in a frequent turnover of projects and consequently a projects pipeline is required.

Partners will hold several annual “Think Tank” sessions with representatives from stakeholders and project promoters to facilitate the process of gaining input and ideas into the project pipeline. Ideas generated through this mechanism will be progressed by the relevant partner or promotor. Outside of these informal events short précis of new project ideas can be submitted to the economic vision lead contact for assessment and further feedback.

To be considered for inclusion with the economic vision new project proposals will need to:

1. Be in conformity with the local plan;
2. Be of an appropriate scale with benefits to the whole of the county;
3. Deliver either economic growth or a higher value economy in the form of new or better paid jobs, new houses or other accommodation. Alternatively, it can be demonstrated that the project makes a significant contribution to the profile or economic asset base of the county;
4. Be consistent with, and complementary to, the other projects contained within the economic vision;
5. Have considered responses from, or have the support of, the local community;
6. Require the benefit of external or investment funding, the support of the council and its partners or a raised profile to ensure delivery.

A panel of partners will review the submissions on an annual basis and decide on their suitability for inclusion within the Economic Vision. Unsuccessful submissions will be signposted to other support to advance their implementation.

■ Moving Forwards

The role of the vision is not to set a definitive blueprint or to become a statutory document but to outline a framework of opportunities and projects which showcases the best that Herefordshire has to offer to investors. The vision is designed to be flexible and robust however none of the projects are set in stone. Each can be amended and adapted to fit with market demand, available finance, or other constraints.

Some of the opportunities within the current document may not be brought forward, however the vision addresses this through the “pipeline approach”, which will generate further investment opportunities, and a commitment to a regular reviews. By embedding the Economic Vision within the council and its partner’s frameworks, it will ensure that there is a long-term outlook and a lasting legacy.

■ Contacts for Potential Investors

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Economic Development Manager

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Delivering our vision

Herefordshire may be small in terms of population but is big on ideas, ambition, and opportunity. The partners promoting this economic vision believe in the growth of Herefordshire. For the county to be truly successful, businesses and investors need to be able to share that confidence and belief.

Recent developments have already demonstrated significant local and regional demand resulting in the capture of footfall and investment from neighbouring localities; for example the enterprise zone has recently attracted new business investment from Gloucestershire.

A series of assets are being built which will support wider business growth and talent from across the education and business sectors. The council and public sector partners will support the economic vision by:

- 1. Building a Hereford bypass and investing in other road improvements.**

The forecast growth in Hereford requires an appropriate investment to increase the city's transport capacity, the proposed solution comprises a package containing the Hereford bypass and active travel measures.

Once constructed the bypass will create a full north/south circumnavigation of Hereford from the A49, back to the A49. In addition to addressing network reliability it will support the delivery of 6500 houses and 6000 jobs, the new NMiTE University and expansion of the Hereford Enterprise Zone, and assist in managing congestion in the city centre.



2. Create a new development partnership to bring forward jobs and houses.

The council are committed to commissioning a development partner to progress the development of suitable sites in its ownership. The commission includes the capability to progress development funding, and to be open for use with other partners as required.

There is significant opportunity for this partnership to work with third party partners and investors to bring forward elements of the economic vision or smaller scale projects that make a contribution to the growth ambition.



3. Building a cyber security catapult / centre of excellence.

Herefordshire is ideally located to take advantage of three significant assets in the defence and security sector. Hereford is home of the UK special forces, Government Communications HQ is located in Cheltenham a 30 min drive from the south of the county, and QinetiQ are based just outside the county border in Malvern.

The University of Wolverhampton, in partnership with Herefordshire Council, will invest £8m and deliver a new cyber security centre of excellence to add to these assets and take advantage of the significant number of local businesses specialising in this sector.

4. Investing in schools, entrepreneurship and skills to develop the next generation of employees and business owners.

We want every child in Herefordshire to have a great start in life, so we want our schools to be great places for learning and working. If our children have had the best education possible, we know that gives them the best chance to be successful adults. It also gives Herefordshire businesses and employers the skilled people they need.

Schools in Herefordshire are worth investing in, consequently Herefordshire Council are looking to secure in the region of £100m investment in schools over the next 20 years.



5. Developing a supportive planning framework.

The Local Plan identifies the need for the broad distribution of 16,500 new houses up to 2031. Strategic sites identify the location of around a third of this target and a significant number of units are already built. In order to achieve the local plan target there remains a requirement for approximately 6,000 units in, as yet, unidentified locations.

The council is working proactively with parish councils / neighbourhood planning groups and developers to identify appropriate sites which can make a contribution towards the Herefordshire housing growth target. Developments are welcomed where there is conformity with the local and neighbourhood plan(s) and the sites are appropriate in scale, design and location.

6 A supportive business landscape

Fundamental to the support of business growth is the Herefordshire growth hub. As both a virtual and physical resource the hub acts as the access point for all public sector support available to businesses and social enterprises within the county.

Access is via a website (www.marchesgrowth hub.co.uk) and physical building located centrally in Rotherwas, Hereford. Here Herefordshire Council business facing staff work alongside partners from the University of Wolverhampton, UKTI, the chamber of commerce, and a range of private sector organisations.

The partners are committed to delivering a vision which generates higher value jobs and industry in the Herefordshire economy. This will require an increased focus on emerging sectors and technology and will involve securing new investment from the EU, national and local sources to facilitate growth.

A series of sector specific strategies will be developed to research opportunities to support the key business sectors within the Herefordshire economy. These strategies will identify growth prospects in emerging markets and technologies and support businesses seeking to establish or improve their exporting potential.

7 Inspiring an entrepreneurial generation

The county can boast leading colleges and schools, institutions that compare favourably with the best the rest of the UK has to offer.

There is a growing number of young people who are starting their own business and benefiting the independence, flexibility, reward, and huge satisfaction that comes with it.

A programme of support and enablement to encourage more young people to harness their entrepreneurial skills, and to begin life as their own boss, is in development and the following projects could play a part:

- Establishing a school alumni programme with former pupils running businesses acting as champions and ambassadors for the school and for enterprise.
- Subsidised start up space for young people fresh from college or school
- Targeted training events aimed specifically at young people
- A programme of talks and presentations from successful local business people
- A mentoring programme where successful businesses provide advice and guidance to new start-ups.

Building a base of young, vibrant entrepreneurs creates the next generation of Herefordshire businesses but also brings confidence, initiative and resilience as young people find the inspiration and drive to make their business a success.

8 Herefordshire. County of Culture

One of Herefordshire's great assets is a distinctive culture, rich in tradition and innovation, from a wealth of outstanding heritage sites to a dynamic contemporary arts scene. Much of the county's cultural activity already has a national or international profile, not to mention major events literally on our doorstep such as the Hay Festival and Ludlow Food Festival.

This is the tip of the iceberg, with villages and towns across the county home to many practising artists and a wide range of professional and volunteer festivals and events. To build on this activity a consortium of major arts, cultural and heritage groups, are working with the local authority and businesses to develop a bid for Hereford to be named UK City of Culture 2021.

Hereford's bid is being made on behalf of the county, not just the city, and it will make the case for how the award would turbo-charge existing cultural activity, generate new activity of exceptional scale and quality and transform the fortunes of a whole region not just a city.

Regardless of the outcome of that competition, a series of cultural projects which will raise the profile of the county and offer a diverse range of cultural activity will continue to be implemented.

■ Investing in a difference

These and other investments will lay the foundations for wider private sector investment. This document presents 16 potential investment projects from across the county which will generate a total over £1 billion of private sector investment. These investment opportunities address the diversity of Herefordshire's economy and will build the economic, leisure, environmental and infrastructure growth, ensuring that a package approach is applied to the county's expansion.

Delivering these projects, and bringing forward others, will make a significant contribution to the achievement of our aims and wider vision. The economic plan is the start of our project designed to show that Herefordshire is open for business. We want people to be talking about the county, to be excited about our future and to see what we have to offer.

Delivered over three periods each of five years, the implementation of the economic vision will transform a rural economy into a modern, diverse, and well connected business location. Herefordshire will offer a first class environment for undertaking business, in combination with an aspiring entrepreneurial population and an excellent quality of life.



Investment Opportunities

A Great Place for Business

- 1 The Enterprise Zone
- 2 Hereford Business Quarter
- 3 Model Farm Enterprise Park

A Great Place to Learn

- 4 NMiTE – centre of Engineering Excellence

A Great Place to Live

- 5 The Urban Village
- 6 Berrington Street regeneration area
- 7 Edgar Street regeneration area (Football Ground)
- 8 Dare to Win

A Great Place to Visit

- 9 River Quarter
- 10 Business hotel & sports/leisure development

Great movement and accessibility

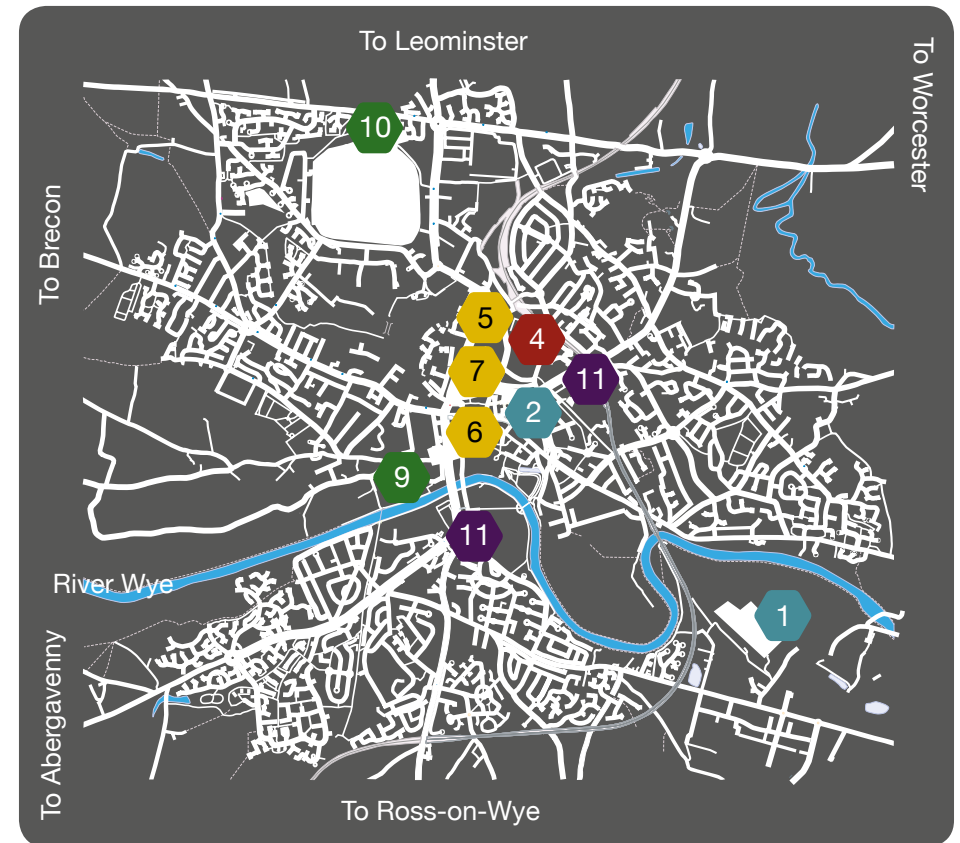
- 11 The Urban Realm and parking
- 12 Leominster Railway Station

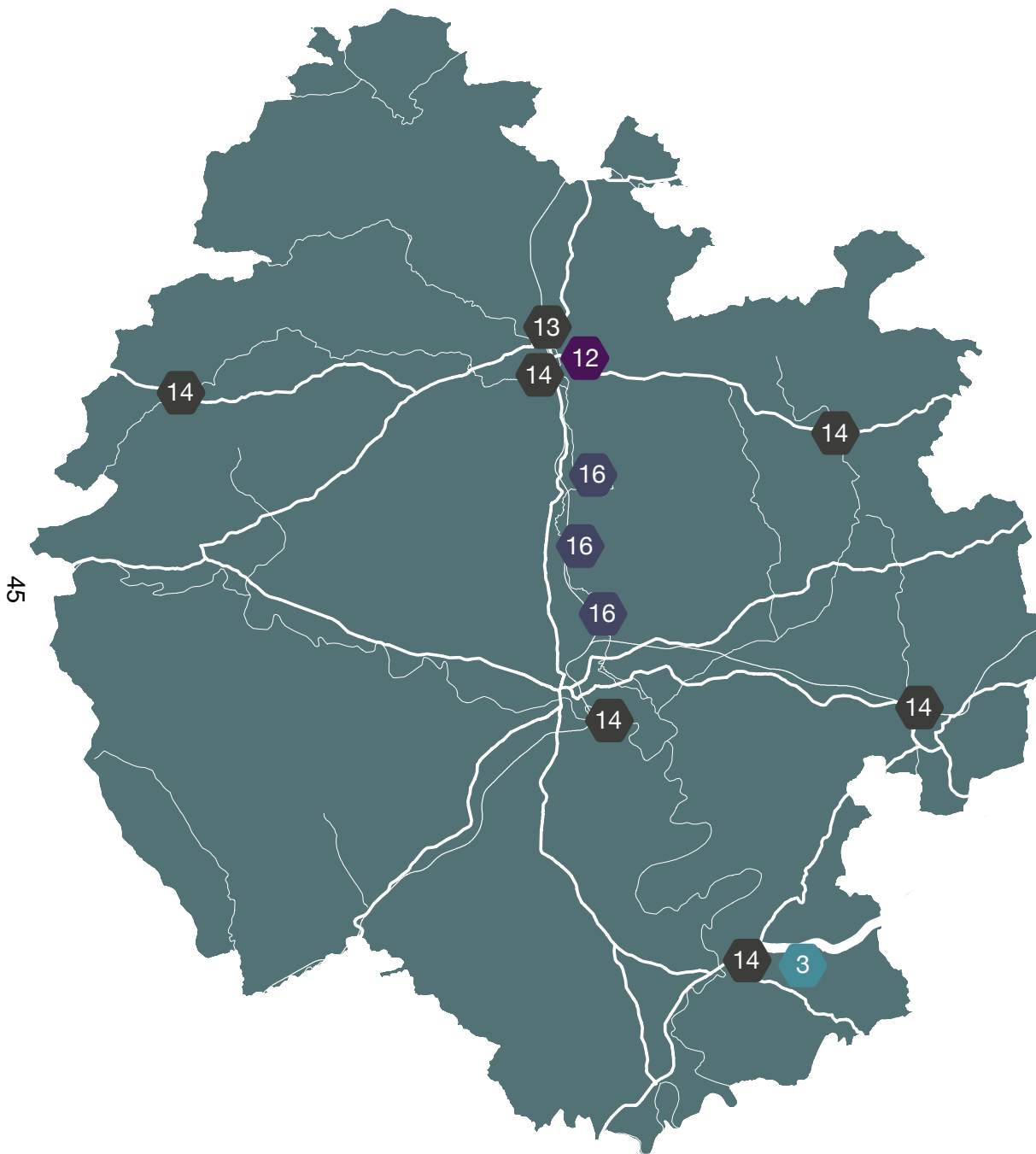
Countywide Ambition

- 13 Redevelopment of Leominster Broad Street car park
- 14 Business Incubation Centres
- 15 The Herefordshire food and rural business centres

A Great Environment

- 16 The Lower Lugg leisure landscape





The Hereford Enterprise Zone

– North Magazine

■ Overview

Our vision for the enterprise zone is to create high quality business space and a vibrant, dynamic business community in an attractive historic setting. Skylon Park is the prime commercial location within Herefordshire and is increasingly seen as the perfect mix between a great place to work and a great quality of life.

With its focus on the defence and security sector, advanced manufacturing, food and drink companies, sustainable technologies and professional services, Skylon Park is well on the way to achieving that vision. The site is proving an attractive and cost effective investment location for growing companies from the local market and across Britain. There has also been interest from foreign inward investment, in particular in the defence sector.

The enterprise zone is also promoting facilities to encourage further business generation and growth, alongside more research and

development and increased engagement with higher education. A 2,400 sqm incubation, design and application centre is planned in association with the project promoters for the New Model in Technology & Engineering. The University of Wolverhampton intends to invest in a 2,500 sqm cyber security centre to provide facilities for business, research and training.

The prime development site within the enterprise zone is the North Magazine. This 10 hectare development plot benefits from dedicated site access, full land remediation and plot levelling. The plot neighbours the enterprise zone incubation centre mentioned above. The required utilities and landscaping will be installed to the end user, or users' specifications, this will include connection to the zone's own ultrafast broadband network.

Investors in the enterprise zone benefit from business rate discounts, a simplified approach to planning with outline approval already in place, and a four week turnaround for full sign off.

■ Opportunity

Plots of the North Magazine's quality and size, with such high levels of preparedness, are rare commodities. The Hereford Enterprise Zone is marketing the whole site for sale on a long lease or freehold basis. It would be prepared to consider splitting the plot into two or three smaller plots if the right occupier(s) were interested. Interest would be welcomed both from companies looking to undertake direct development of their own property or developers wishing to build on a speculative basis. The Enterprise Zone benefits from a robust design guide which sets the tone and quality of development across the whole site, befitting a site of such local importance any development will be expected to be of high architectural and operational quality.

Quick facts

Hereford Enterprise Zone

Sponsor	Hereford Enterprise Zone, Herefordshire Council as landowner
Scale (£)	£100m
Type	Commercial property development
Location	Hereford Enterprise Zone, Rotherwas, Hereford
Investment Type	Development Finance, Co Investment
Programme	Ongoing up to 2030



Hereford business quarter

■ Overview

Hereford is a service centre for a large hinterland that includes the rural areas and market towns of Herefordshire, southern Shropshire and parts of eastern and mid Wales. Just as the Old Market retail development has enabled Hereford to recapture lost retail spend; the growth of the city's service sector provides an opportunity to limit leakage from the county. The city can cement its position as one of the leading sub-regional service hubs in the West Midlands.

Hereford city centre is the location of choice for many professional service firms, with a large number of accountants, solicitors, architects and property agents combining to make the city a key sub-regional cluster. There are also a number of established as well as young, vibrant businesses whose growth requires a Hereford office presence to serve a wider business. All of these businesses add vibrancy to the city and boost weekday footfall for retail and catering outlets.

Demand for new and high quality office space is now outstripping supply. The enterprise zone has recently developed new speculative office space to accommodate businesses in target sectors. This new supply was rapidly let and rents achieved were well above initial expectations. Much of the available office supply within the city centre is made-up of small scale former residential properties that provide adequate but not purpose built accommodation. There is now an opportunity for new, high quality and purpose built office space within the city centre.

The Bath Street and Gaol Street area will become the focus for this new Business Quarter. This location benefits from nearby assets to the sector including the Magistrates Court, Crown Court, and the planned location for key elements of the new University campus. The location will also capitalise on transport links, including immediate access to railway and bus connections, whilst also linking into the city's wider retail and leisure offer.

■ Opportunity

There is a commercial investment proposition for the development of high quality office accommodation in a compact business quarter concentrated around the current West Mercia police station and its car park. The neighbouring public car park fronting the old Bath Street council offices and the council owned car park opposite on Gaol Street are also opportunities to expand this provision. Together this forms a site of approx. 1.1 hectares that could accommodate up to 25k sqm of B1 office floor space in a phased development.

Current buildings along Bath Street rise to five storeys and similar massing could be accommodated on this frontage. Any development off Goal Street would need to sensitively interact with the buildings fronting onto St Owen Street, a number of which are listed, but higher rise development could be achieved fronting onto Goal Street.

Quick facts

Hereford business quarter

Sponsor	Herefordshire Council
Scale (£)	£45m
Type	B1 office development
Location	Hereford City Centre
Investment Type	Equity co-investment and development finance
Programme	2020 -2031

Model Farm enterprise park

■ Overview

The Model Farm enterprise park project is a proposition to bring forward a strategic enterprise park to satisfy high evidence of local and regional demand. Model Farm is located on the M50 motorway and will unlock a total of £32m of private sector investment across a 10ha site capable of accommodating upwards of 1,000 jobs and 29,000m² of industrial buildings.

50 Planning permission for the scheme is in place and the site is wholly owned by the council. The council proposes to develop the infrastructure on the site then sell plots to developers or owner occupiers.

With its excellent motorway links Model Farm is the gateway to markets in the Midlands, Wales, the West and the Republic of Ireland. This is due to direct access to the M50 serving the Midlands/ South West via the M5, the A40 (linking to the M4 corridor) to Wales, and the A49 to Hereford and northwards, forming the spine of the Marches.

Model Farm has the flexibility to provide land and/or premises to meet the requirements of a range of business sizes and uses with plots available from a half acre to the entire twenty acre site. There has been a significant amount of initial interest in the development due to the current under supply within south Herefordshire and neighbouring authorities.

Model Farm is situated within a sustainable urban extension to the market town of Ross on Wye that will deliver over 600 homes. The wider area provides an outstanding business environment with a strong, loyal and proactive private sector and an excellent track record of delivering new housing, jobs and businesses.

■ Opportunity

Following the installation of site infrastructure, plots will be offered to business and the development market. Given the close proximity to the motorway network and lack of localised competing commercial floor space, the site will be attractive to investors and owner occupiers alike.

Plots can be configured to accommodate a wide variety of end users and size requirements ranging from a half acre to the full 20 acres. Alternatively, investors interested in un-serviced plots or seeking to purchase of the entire estate as a development opportunity will also be considered.

Particular regard will be given to speculative B1 developments that offer modern, attractive architecture that sets a high quality precedent for the park. As with any large employment site it is recognised that there will be the opportunity to accommodate a certain element of a wraparound offer, whether leisure or food related. This element will be planned from the outset and particular sites will be offered for these purposes.

There is limited opportunity for a partial development of the site buffer zone for a residential purpose. This would need to be sympathetic to both the neighbouring existing residential uses and the proposed commercial space on the site.

Quick facts

Model Farm enterprise park

Sponsor	Herefordshire Council
Scale (£)	£1m to £45m
Type	Commercial business part development. Small scale residential and leisure / retail uses.
Location	Ross-on-Wye, south Herefordshire.
Investment Type	Development finance Co-investment
Programme	2018-2028

New Model in Technology and Engineering (NMiTE) university

■ Overview

The New Model in Technology & Engineering (NMiTE) University is crucial to the county's future plans. The UK's first new university for 40 years, will be an independent, not-for-profit, teaching only, world class engineering university based in Hereford. It will have a game-changing impact on the city, county and UK plc. NMiTE is projecting a student population of five thousand by 2031.

NMiTE aims to address the shortage of graduate engineers in the Marches and the UK. The curriculum will be targeted at the needs of engineering and technology employers and will produce employment-ready, productive, innovative and business literate graduates who will be able communicators and project managers. A new approach to learning, based on real world problem solving that also blends engineering study with design, communication and employability skills, will be target the need of the future. NMiTE will be a regional centre of engineering excellence and a national centre for engineering higher education.

NMiTE is committed to the construction of a state of the art, twenty first century teaching and innovation campus in Hereford City Centre, developed on the latest 'agile' principles. It will involve the construction and/or refurbishment of new teaching and administrative facilities. Linked to the new city centre facilities, will be laboratories and workshops, including the NMiTE application & development centre on the enterprise zone. The first phase of the project will see over a thousand students taking courses by 2021, rising to five thousand by 2031. Students will predominately be housed within, new, dedicated accommodation across the city.

The project has made rapid progress over the course of 18 months. Private sector promoters have built a management team, started developing a curriculum and sourced academic institutional partners and business contributions. NMiTE is seeking £25M funding from government to support the project, with Herefordshire council investigating the potential to invest in the student accommodation.

■ Opportunity

Student accommodation plans currently identify a number of sites within easy walking distance of the university's academic buildings. Residences will provide a superb environment for living and studying with generous en-suite bedrooms with fast connectivity. NMiTE are seeking private sector partners who can match their expectations for high quality accommodation which provides the facilities needed by the students of tomorrow.

The city centre campus will ensure that the university is integrated with the local community and students will use the services available within the city. Opportunities to provide a range of services, not currently available or aimed directly or partially at the student market will also emerge. Redundant shops have the potential to be redeveloped into seminar spaces and old offices could be converted into small studios/worklabs. This will also present significant investment opportunities for private sector partners.

Quick facts

NMITE

Sponsor	Herefordshire Tertiary Education Trust
Scale (£)	£560m
Type	Education and Student Accommodation
Location	Hereford City Centre
Investment Type	Equity investor, developer and development funder
Programme	2018-2030



Hereford urban village

■ Overview

Located immediately to the north of the existing city centre, the urban village represents a significant opportunity to create a sustainable urban community linked to transport infrastructure, retail and leisure facilities and employment.

At the core of the city centre, the urban village will benefit from proximity to the football ground, Courtyard Centre for the Arts, cinema, retail, restaurants and nightlife. It will also increase the vitality of the city centre supporting the night time economy and enhancing the current footfall.

To enable the development the council are investing circa £30m in the installation of a city link road as enabling infrastructure and the required land assembly. The urban village site will contribute up to 800 new houses within the city centre and will deliver high quality housing across all tenures. The construction of the city link road will facilitate the creation of a new transport hub centred on the railway station linking together the various forms of public transport in one location, and make Hereford city more accessible to walkers and cyclists.

In addition to the desire for housing units within the site, considerable demand exists from a range of public services and the new NMiTE University for space within this location. This will lead to a genuine mixed use development site creating opportunities for an improved public realm and sustainable travel patterns linking students, residents and commuters with teaching facilities, employment and leisure services.

Herefordshire Council is the predominant land owner within the urban village site but considerable private ownerships are also prevalent. The council are committed to a development partnership approach to bring forward the development of their assets within the site but opportunity exists to create development parcels from third party ownerships. The council and its development partner could play an enablement role to assist landowners and investors to bring forward these sites.

Throughout the area the street scene will be refurbished to a high standard to make the walk or cycle into and through Hereford city centre more

pleasurable whilst helping people lead healthier and more active lives.

■ Opportunity

With the infrastructure being completed in 2017 land parcels within the Urban Village are currently being created. Herefordshire council and its development partner will work with developers and landowners to unlock development sites across the urban village where contributions can be made to the housing targets.

Complementary uses will be considered where there is a definitive logic and rationale to their location within a predominantly residential arena. If this involves the movement of services around the city, compensatory housing development will be sought on the original sites as a replacement for any loss of housing land within the urban village.

In addition to the bringing forward of housing parcels and units there is opportunity to support the enablement of the NMiTE university and the required student accommodation and services.



Quick facts

Hereford urban village

Sponsor	Herefordshire Council
Scale (£)	£100m
Type	Regeneration
Location	Hereford City Centre
Investment Type	Equity investor, developer and development funder
Programme	2017-2025

Berrington Street regeneration area

■ Overview

The historic core of Hereford city is contained within the old city walls. It encompasses the majority of the city's retail and cultural offer, with attractions such as the cathedral and High Town prominent features. There are however significant sites with tremendous potential which are in close proximity to the retail and historic core.

56 These locations present an opportunity to undertake a comprehensive regeneration programme achieving higher value uses with a wider economic, commercial and cultural value to the city centre. On a sustainable basis these development sites are well located in terms of their proximity to employment, retail and leisure facilities in addition to being well served by public transport.

Whilst there are a number of other small scale sites across the city that could benefit from redevelopment, the large area between the A49, West Street, Broad Street and King Street/St Nicholas Street presents a considerable opportunity to regenerate and realise the full potential of a keystone area of the city centre.

The 2.2ha site is currently in a variety of ownerships; the council is looking to work with landowners and development partners to assemble the site and create a comprehensive master plan for the area.

Indicative concepts that could be incorporated into this master plan include; student accommodation to address the demand created by NMITE university and Hereford College of Arts; small scale/niche retailing alongside catering and hospitality; or live/work units and pure residential elements.

The ambition is to create modern city-centre living with a densely populated development aimed at a young demographic. Dominated by flats and starter units, the development will encourage movement away from car use, with access to units through interconnecting courtyards and pedestrian walkways.

Local facilities will include small scale retail and employment units, catering for those who live within the city but also becoming an attraction in its own right, offering a local food, drink and retailing.

■ Opportunity

Proposals are welcomed for mixed use schemes which offer comprehensive redevelopment of the area. A high density of residential units is expected and encouraged, particularly where the predominant use is for smaller and starter units.

A high quality of landscape and street scene is essential for this area to act as a destination in its own right and perform as an additional visitor and retail attraction that complements the rest of the city centre. Particular regard should be given to the proximity to the historic cathedral quarter. Developments that feature high levels of pedestrian permeability with varied and interesting street patterns incorporating courtyards, cut-throughs, and pedestrianised streets will be particularly encouraged.

Small scale retail, food outlets and B1 office accommodation should feature as an integral element of any scheme to ensure that development has a vibrancy, footfall and activity adding an element of self-sufficiency and offering a range of attractions to entice visitors.



Quick facts

Berrington Street regeneration area

Sponsor	Herefordshire Council
Scale (£)	£100m
Type	Residential and mixed use city centre redevelopment
Location	Hereford City Centre
Investment Type	Equity investor, developer and development funder
Programme	2020-2025

Hereford Football Club

■ Overview

The Edgar Street Stadium is home to Hereford Football Club and a football ground with a long and illustrious history; it is an embedded part of the fabric of the community. Many glories and sadly some bitter defeats have played out at the ground and none more so than the 2014/15 season when Hereford United Football Club were put into liquidation.

58 In the 2015/16 season, a new Hereford Football Club with the backing of local initial investors and supporters rose from the ashes. The first season was a remarkable tale of success and emotion. League and Cup success has led to promotion and a trip to Wembley in the FA Vase Final. The feel good factor returned to Edgar Street and the people of Herefordshire have embraced this phoenix club.

Success has not simply been confined to results. The stadium is adjacent to the £90m Old Market retail and leisure development and the football club's attendances, of up to 4,000, have much improved connectivity to the city centre's retail and leisure

offer. As the club rises up the leagues there is the prospect of larger attendances, including much greater 'Away' support.

The location of the ground brings a special vibrancy to the city, however the stadium itself fails to either visually live up to or commercially capitalise upon this opportunity. There is significant scope for a partial redevelopment of the ground within the confines of the original stadium boundaries. This could improve the ground facilities without impacting negatively on the ongoing use for footballing purposes.

The club and the ground could make an even greater contribution towards the vitality of Hereford City. Even beyond match days, the Edgar Street ground and the club has the potential to become a focal point at the heart of the city, of which the club, its supporters, and the city should feel proud.

■ Opportunity

An opportunity exists to remodel Edgar Street Stadium stands and terraces to provide a variety of ancillary facilities and to improve the match day experience for the supporter base. Hereford

Football Club already benefits from an on-site gym but limited training facilities which could be much enlarged. It would be both possible and desirable to build upon and enhance the existing conferencing and hospitality amenities, and increased match day supporter facilities including food, drink and merchandise retail.

These sporting and match day orientated changes could be supplemented by an even more commercially focused offer that could provide and enable significant activities outside of match days to underpin the sustainability of Hereford F.C. Potential opportunities include small scale retail uses, in particular on the Blackfriars Street frontage mirroring the Old Market development, or residential or hotel units above or behind the stands, benefiting from the existing building massing in the area and the neighbouring urban village development. The club and its supporters would be open to engagement and involvement in appropriate development proposals which would improve the offer to their customers and assist them in realising the football club's ambition.

Quick facts

Hereford Football Club

Sponsor	Herefordshire Council / Hereford Football Club
Scale (£)	£5m dependant on scale and design
Type	Stadium redevelopment with ancillary leisure and retail uses
Location	Hereford City Centre
Investment Type	Developer and development funder
Programme	2018-2021



Dare to Win

– Herefordshire’s outdoor, action & extreme sports offer

■ Overview

With natural assets that include the River Wye, the Malvern Hills, Symonds Yat, the Wye Valley Area of Outstanding Natural Beauty and vast expanses of open countryside; Herefordshire has always been an important destination for outdoor enthusiasts.

The long link with one of the world most elite special forces raises the county’s brand cachet in the outdoor market and provides local expertise and skills to develop the sector.

Established outdoor activities of climbing, canoeing and mountain biking are now joined by emerging activities such as mountain boarding, extreme assault courses, and zorbing, within the county. Confidence in Herefordshire as an active sports destination has been recently confirmed with the investment in “The Send”, a new climbing centre in Hereford, and Hereford Skate Park being voted third best in the UK.

The UK outdoor activity market is large and has huge potential. Consumer leisure expenditure

has grown nearly twice as fast as total consumer expenditure and the entire sector accounts for 7.4% of UK GDP in 2014. The outdoor sector is predicted to be growing faster than the leisure industry alone and the influence of social media is engaging new consumers. By combining Herefordshire’s high quality environment, strong existing outdoor sector assets and with an eye on new technology and evolving business models; there is the potential to develop an outdoor sector within the county that grows above the market and delivers high quality employment opportunities.

Herefordshire could be home to a new large outdoor attraction, such as a mountain biking or canoeing centre. Alternatively, a sizable innovative centre that focuses on a range of emerging outdoor activities could also be an asset. In addition to this, there is the opportunity to entice new smaller scale attractions, develop existing activity provision and supporting infrastructure such as dedicated accommodation and hospitality. Alongside new product development, there is a need to coordinate activity and marketing across the destination in

addition to hosting national scale outdoor events that raise the profile of the county within the sector.

■ Opportunity

Investors in larger scale outdoor leisure activities will be supported by Herefordshire Council and other local providers to develop their proposition. A package of support will assist investors to identify viable sites, join-up regulatory matters (such as planning), identify finance and support recruitment/ skills development. The council will develop an investor proposition where available locations and market research are combined to identify specific opportunities for investments in growing outdoor markets.

An industry led sector cluster will be developed and this will advance a key strand within the Herefordshire Destination Management Plan. It will help ensure that the outdoor offer is integrated, creates synergies in marketing and develops a year round programme of events. Outdoor sector related businesses will be offered prioritised access to business support, where there is a clear proposition.



Hereford river quarter

■ Overview

Hereford is built on the banks of one of the UK's great rivers. The River Wye has always had a reputation for great fishing and it is now becoming a premier destination for canoeing and other water related activity. The city does not fully capitalise on this natural asset as access to the river is limited and there are few premises with river frontages. The links between the city centre and river are also poor. For many visitors the location and opportunities provided by the river remain an unknown attraction.

This scheme aims to overcome these issues by redeveloping a key stretch of riverbank, west of the city centre, between Great Western Way and the A49. This 300m section of river is already utilised by the rowing club and it is home to several outdoor events, such as the Hereford city regatta and the Beer on the Wye Festival.

There is significant potential to improve the environment, facilities and capacity for outdoor events and river based leisure activities whilst

developing new accommodation. Alongside this, a small scale complementary food, drink and retail offer could form part of the scheme. Hereford Rowing Club will also have the opportunity to redevelop their boathouse and riverside access facilities.

Capitalising on the recent success of the high quality Greyfriars Avenue residential development, the site will provide enhanced access to the riverside for cyclists and pedestrians via the existing Greenway cycle path. Leisure opportunities will be split across two primary purposes: firstly as a focal point for water based activities, including canoeing and kayaking, open water swimming and rowing; secondly as a city-centre based outdoor events space that is adaptable for a range of cultural events including small scale festivals, theatre performances or music events.

In time, the project will become a natural hub within the city and draw tourists and visitors to sites across the city. It will also complement and link with the

retail leisure and cultural experiences available at the city centre and the Old Market.

■ Opportunity

There is scope for a comprehensive redevelopment of this riverside site that is adjacent to Hereford city centre. The enabling residential and commercial development will need to use innovative technology and design to maximise the developable area whilst mitigating the impacts of flooding. Support from government initiatives may be able to assist in the mitigations.

This enabling development will facilitate the creation of high quality public spaces including a prominent river frontage and outdoor event settings. This element is key to extending the city community to this area whilst maximising the opportunities of the river frontage.



Quick facts

Hereford river quarter

Sponsor	Herefordshire Council
Scale (£)	£15m
Type	Mixed use riverside regeneration
Location	Hereford City Centre
Investment Type	Developer co-investment and development finance
Programme	2019-2022

Business hotel & sports/leisure development

■ Overview

Herefordshire has a long and historic link with National Hunt racing, dating back to 1771 when Hereford Racecourse first held a race meeting. Thousands of visitors are now attracted to meetings each year and the media coverage generates national exposure for the city. The annual programme of around a dozen National Hunt race meetings provides significant scope to expand the Racecourse's range of other events and commercial activity.

With the views across the city and towards the Black Mountains, the course provides a captivating setting for a high quality hotel and conference centre. The area could also be home to an expanded high class sports and leisure facility. Development could complement or enhance the existing infield facilities that include a golf course, driving range, a running track and sports pitches. The course, grandstands, associated buildings and adjoining locations provide space and scope for a high quality leisure orientated development.

A number of locations surrounding the course also provide opportunities to accommodate an enhanced range of commercial activity. The area could become "sporting village" with facilities for a range of outdoor and indoor sporting activities, alongside a commercial presence that offers high quality hotel accommodation, conferencing facilities and a wraparound offer. With excellent connections to the nearby city centre offer, as well as other close by leisure and retail facilities, the area is primed to develop the sports and leisure sector.

■ Opportunity

Many local businesses have expressed their need for a high quality business hotel and conference facility. The growth of the city's commercial sector coupled with increased expectation of business travel provides a clear demand for a new, modern, well presented hotel/conference centre. The site provides the opportunity for an investment from a high quality provider, to develop a facility that is comparable to that in the leading towns and cities across the country.

Investors seeking to be part of a diversified commercial, hospitality and leisure offer would be encouraged. Development of facilities that neighbour the racecourse that would both be able to contribute towards or capitalise upon an increased hospitality and leisure offer would also be supported. By working together, this part of the city has considerable potential to form a "sporting village" which provides a strong indoor and outdoor leisure offer accompanied by other complimentary leisure activity. The university and other scheduled development will drive demand for both aspects of this area's development opportunities.



Quick facts

NBusiness hotel & sports/leisure development

Sponsor	Herefordshire Council / Arena Racing Company £50m - £80m
Scale (£)	Hotel accommodation, conferencing facilities with associated sporting and leisure facilities
Type	
Location	Hereford
Investment Type	Development Finance Co Investment
Programme	2020-2025

The Urban Realm and parking

■ Overview

The Herefordshire road transport network converges on Hereford, where there is access to local and long distance rail services making it the most accessible location for the majority of county residents. The challenges that exist on the existing road network – congestion, lack of resilience, long distance traffic routed through the city centre – will be addressed by the construction of the Hereford bypass and the accompanying package of sustainable measures.

The current A49 route places a significant severance between the city core, the urban village development sites, the Old Market development, and the residential areas to the west, and in particular the Courtyard Centre for the Arts and proposed riverside development. The completion of the bypass will create the opportunity to better manage the existing road network in Hereford and enable solutions to address the severance.

Significant streetscape improvements have been implemented along Newmarket Street, with a wide, tree lined boulevard now fronting the Old Market

development. This style will be continued along Blueschool Street and around to Commercial Road joining with the new city link road and transport hub at the railway station in a package of work that has already commenced.

Following the creation of the bypass, similar upgrades will be made to both Edgar Street and Victoria Street. This will include at grade crossing points at the Barton Road and Eign Street junctions (including the removal of the underpasses at both junctions) and at the Courtyard Centre for the Arts.

The council's parking strategy plans to move the current parking supply, located mainly in and around the historic core, to an edge of centre location. A number of sites on the principal commuter routes will be identified as new multi storey car park sites to intercept traffic before it reaches the city centre. Chosen for their accessibility from the key road network, sites will be clearly signposted and provide a supply for both commuter and visitor parking.

■ Opportunity

Hereford has an appropriate number of car parking spaces, but they are not in the right location and are spread over too many sites. This currently leads to an uncoordinated and non-strategic level of parking supply which is difficult to access and find for visitors.

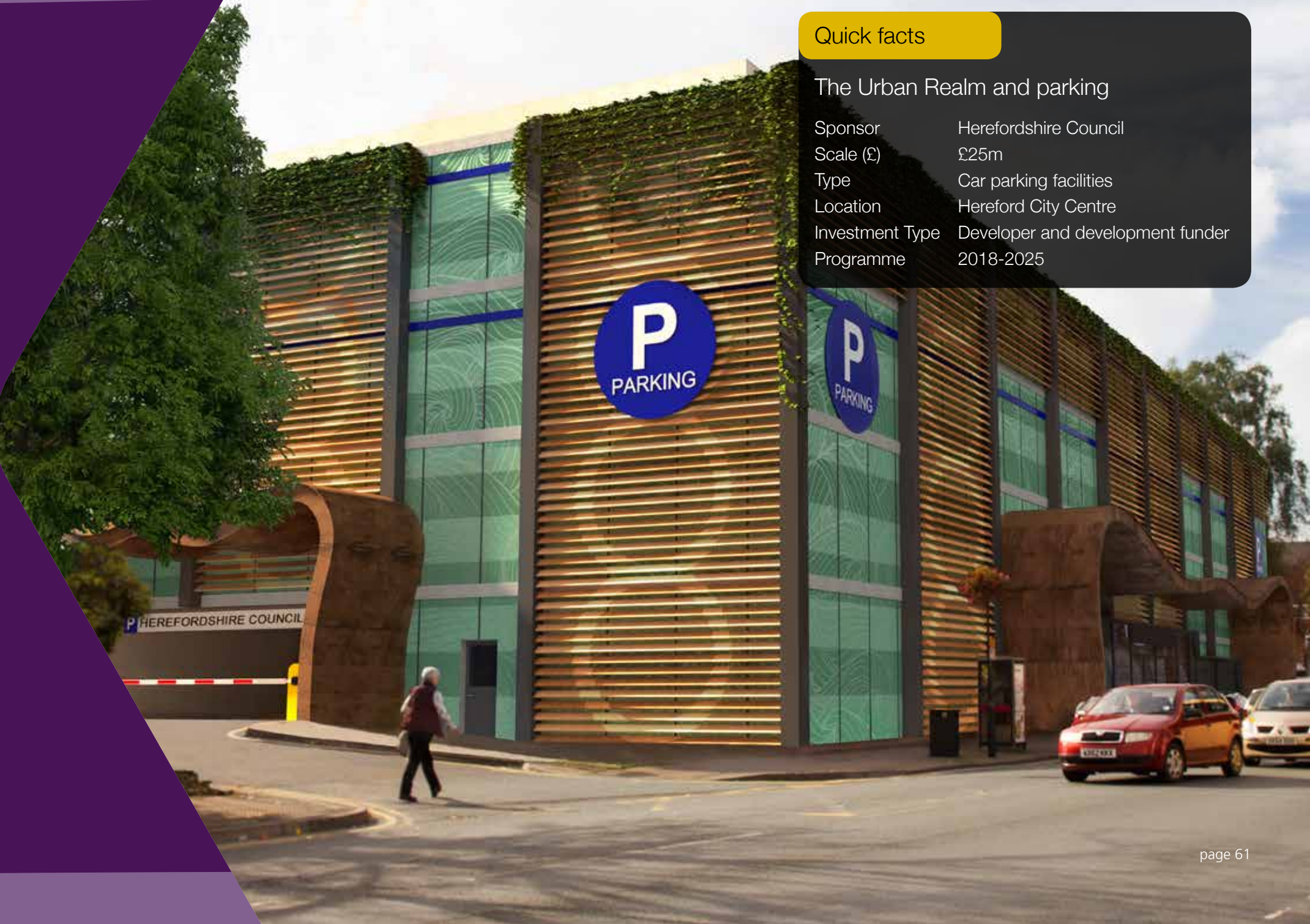
Edge of centre sites will be identified as the replacement for the current supply much of which will be incorporated within other regeneration projects. Built as multi storey facilities the sites will represent an opportunity to manage the movement of vehicles into the city centre and both visitor and commuter parking demand.

The sites to be considered are the county bus station on Commercial Road, St Martins Street/ Asda Supermarket, Eign Street, and Friar Street.

Quick facts

The Urban Realm and parking

Sponsor	Herefordshire Council
Scale (£)	£25m
Type	Car parking facilities
Location	Hereford City Centre
Investment Type	Developer and development funder
Programme	2018-2025



Leominster Railway Station Improvements

■ Overview

Located on the Cardiff to Manchester line, Leominster benefits from an hourly train service in both directions. Typical journey times to Hereford are 16 minutes, and 40 minutes to Shrewsbury. This level of service presents significant commuting opportunities from the station both locally to Hereford, Ludlow and Shrewsbury but also more widely to Cardiff and Manchester.

68 Around a quarter of a million people use the station each year, and the figure is rising, by 25,000 over the past twelve months. It is considered that passenger numbers could further increase if the facilities at the station were improved. Currently the station lacks toilet facilities, refreshments, and an appropriately sized car park.

Leominster Station currently accommodates approximately 25 car parking spaces with some additional spaces for the registered disabled. Given the relative distance from the town centre and other long term car parking options this lack of spaces significantly impacts on the attractiveness of the station from a commuter perspective.

Alternative car parking arrangements will be investigated, with a preference for a location to the east of the railway line and accessed directly from the A49 trunk road. Potential exists to construct new car parking facilities on land currently constrained for other uses due to the proximity to a flood plain an unattractive location for other development (located between the A49 and the railway).

These facilities would provide easily accessible, highly visible, long term car parking that could equally serve the railway station and the wider, long stay, parking requirements for Leominster.

■ Opportunity

Potential exists to develop a surface car park on agricultural land at a location between the A49 and Marches railway line to the east of the current railway station. An appropriate charging regime could be introduced commensurate with the car park serving long stay users and commuters.

Additional, but ancillary commercial uses could be introduced where they serve the station users and provide a complementary service to the railway station and car parking. In particular it is noted that a number of basic services are currently not available at Leominster Station and the addition of these, either as part of the car parking provision or within the existing station building, would be supported.



Quick facts

Leominster Railway Station Improvements

Sponsor	TBC
Scale (£)	£2m to £3m
Type	Car parking construction and potential ancillary activities
Location	Leominster
Investment Type	Development partner or purchaser
Programme	2019-2021

Leominster retail led regeneration scheme

■ Overview

Leominster is the principle market town in the north of Herefordshire. With a population of 12,000 and a similar sized catchment area the town provides a service and retail hub for a sizeable element of the county and beyond. Additionally the town is scheduled to accommodate considerable growth with an additional 2,300 houses to be constructed by 2031.

The growth of the town requires an enhanced service, employment, and retail offer. Whilst a large employment site is allocated to the south of the town there is a need to identify and bring forward suitable sites within the town centre that can accommodate retail and service provision.

With its connectivity to the existing retail core, the heritage offered by the nearby Leominster Priory, and waterside opportunities on the banks of the Kenwater river, the current Broad Street car park offers an ideal location for a range of potential end uses. Sequentially it is perhaps the best located site

within the town to accommodate an enhanced retail provision, and given its size it could be redeveloped for a single or multiple occupier(s).

■ Opportunity

Herefordshire Council as landowners of the Broad Street car park site are committed to the marketing of the land in the anticipation of receiving expressions of interest/bids from prospective purchasers/developers. Agents will shortly be appointed and tasked with undertaking a market valuation of the site.

The council would welcome a comprehensive scheme, potentially retail led, that adds to the vitality and viability of the existing town centre. Regard should be had to the setting of the scheme alongside the existing features of the Kenwater River and the Leominster Priory whilst also looking to enhance the linkages with the town centre.

The site is approximately 3 acres in size and benefits from being flat and within public ownership. Access is directly onto the A44 and from there to the A49, there are good opportunities for additional footpath connectivity and the site could easily be integrated within the existing town centre retail and leisure offer.

Uses that significantly upgrade or improve the current retail and service provision within the town will be of particular interest to the council.

Quick facts

Leominster retail led regeneration scheme

Sponsor	Herefordshire Council
Scale (£)	Dependant on end use
Type	Redevelopment site with potential for a variety of end uses
Location	Leominster
Investment Type	Development partner or purchaser
Programme	2017-2019

Business incubator programme

■ Overview

Herefordshire has always been a county which supports its own home-grown industries and where small, family based businesses have grown to become nationally and internationally recognised brands. Tyrells Crisps, Bulmers, Westons Cider, M&M Sports, and PGL Leisure, have grown and prospered within the county.

72 Vibrant, growing, innovative companies exist throughout the county. Hereford, as the largest settlement, clearly has the largest number of companies but not the monopoly on great businesses. The market towns and the rural areas also have their fair share of innovators and, importantly, are able to serve different markets and take advantage of wider opportunities.

To promote and provide a focus for this support it is proposed to develop a series of business incubation centres which provide flexible, affordable workspace, accompanied with a wraparound offer of meeting rooms, reception facilities, postal and ICT services.

The suite of incubation centres will be anchored by a large incubation centre on the Enterprise Zone. Other centres will be either newly built or created in council buildings across the market towns. The rollout of this programme will be dictated by the provision and availability of suitably located and specified buildings. The key market towns will be prioritised, in particular where there is a shortage of business accommodation or where known demand exists.

An accompanying range of business support services will be coordinated across the suite of centres by the Marches Growth Hub and Herefordshire Council working closely with partners such as Wolverhampton University. This business support will include access to funding and grants, provision of workshops and seminars

■ Opportunity

The council are undertaking to construct the first 'incubation hub' by 2018 in a refurbished building on the enterprise zone. A number of potential locations across the market towns are being explored in the search for similar, smaller, buildings.

To bring forward the project the council will investigate a number of delivery options, whether direct development of new build premises, refurbishment or conversion of existing buildings, or in a development agreement with a third party provider.

There are potential partnering opportunities for office developers and operators of incubation space in addition to the construction opportunities involved with the development of a suite of centres.



Quick facts

Business incubator programme

Sponsor	Herefordshire Council
Scale (£)	£8m
Type	B1 office and light industrial incubation accommodation
Location	Herefordshire Market Towns
Investment Type	Equity co-investment and development finance, developers and construction partners
Programme	2019-2025

The Herefordshire food and rural business centres

■ Overview

The Herefordshire food and rural business centres will be a showcase for food, drink and creative and rural industries in Herefordshire. They will provide a high quality retail and leisure offer for both local people and visitors.

It is anticipated that the centres will be located in semi-rural locations and could act as farm diversification projects which will secure the future of farm businesses. In addition to enabling other local businesses to be brought on as partners and tenants as business opportunities grow.

The centres will become catalysts to develop assets to support the local service and business sectors providing much required facilities to the local community. They will also have the potential to enable partnership opportunities that include craft, exhibition space, local services, café, office space and retail units and even allotments.

The centres will provide an opportunity for rural businesses to meet their customers and create an exciting environment for them to grow their businesses in a flexible creative place.

■ Opportunity

In a new approach for Herefordshire we picture the centres growing from simple farm diversification project to become a collection of businesses which will become established as a vibrant working community.

The centres will create the opportunities to grow including a wide offer of retail, leisure, crafts and even local services such as a post office. This makes it a popular stop for both passing visitors and the local population.

Supporting Herefordshire and its market towns is key, as is identifying a major site or site(s) in Herefordshire where the creation of centres will add to the local offer without displacing existing local services.

The preferred locations would ideally be near a major transport route, such as the A49, M50, or A44 corridors, and within a catchment area incorporating a market town and surrounding villages. Ideal locations will be suited to a variety of different business enterprises.

The provision on site will complement existing offers in the area, creating jobs and opportunities for a variety of local businesses. Ideally the projects will allow for a variety of small and starter units to give opportunities for new businesses to set up, grow and move on in a location with great facilities.



Quick facts

The Herefordshire food and rural business centre

Sponsor	Private sector landowner or estate
Scale (£)	£3m
Type	Herefordshire Food and Tourism Offer
Location	TBC
Investment Type	Equity investor, pump priming, DEFRA Growth Programme
Programme	2018-2025

The Lugg Living Landscape

■ Overview

Hereford is a rural city surrounded by a fertile, living, working, landscape that offers an opportunity to “get away from it all”. Despite this, access to the network of walks and byways can be constrained for those living in and around the city. Constraints include a lack of car parking facilities, poorly signed or maintained routes and inconsistent access for those with mobility restrictions.

Hereford's situation on the banks of the River Wye is well known, what is less well appreciated is the city's interaction and relationship with the River Lugg, a significant tributary of the Wye that flows to the east of the city. The Lugg valley flows from the northern Welsh border to its confluence with the River Wye, south east of Hereford. The section of river valley between Bodenham and Hereford features lush meadows, working farm landscapes and a series of artificial lakes formed from mineral extraction.

The Lugg Valley is generally flat, of varied use, and offers significant potential for an enhancement to the natural and ecological environment. Mineral extraction quarries at Wellington and Lugg Bridge provide opportunity for future ecological and/or leisure uses.

This is in addition to the existing Bodenham Lakes site which has both leisure and habitat restoration projects. Habitat restoration is the primary long term aim for these extraction sites. This does not preclude other complementary uses alongside the restoration. The Lugg Valley between Hereford and Bodenham could be opened up for public access with new and enhanced footpaths, river access points, wildlife habitats, wildlife viewing points and car parking.

Forming a set of linked habitats and publicly accessible trails and footpaths this seven mile section of the river valley will be anchored by the two mineral extraction points at Lugg Bridge, Wellington, and the existing lake at Bodenham. Activities and access will primarily be focussed at these three core locations.

■ Opportunity

At the core sites, facilities to provide visitor attractions that build on the natural environment and the restored ecosystems will be constructed. Activities available will range from the passive – bird and wildlife watch hides, to the active – pond dipping, canoe safaris, nature trails. All will be designed to attract visitors who will learn about and appreciate the natural landscape and wildlife. Opportunities will exist to provide supplementary services at each site, for example interpretation and visitor centres with appropriate café's, souvenir shops, equipment hire and activity booking. It is anticipated that sympathetic development in the form of overnight visitor accommodation or outdoor activity centres could also form an important element of the project.



Quick facts

The Lugg Living Landscape

Sponsor	Herefordshire Nature Trust
Scale (£)	£5m
Type	Habitat restoration and linked visitor attractions
Location	Lugg River Valley north east Hereford
Investment Type	Construction and business opportunities
Programme	2018-2028

