

Ledbury Investment Plan 2021



June 2021

As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape. The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage.

Ledbury Town Investment Plan Statement 2021

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EXECUTIVE SUMMARY

Market Town Investment Plans

This Ledbury Town Investment Plan is one of five Market Town Investment Plans (MTIPs) commissioned by Herefordshire Council. Herefordshire's market towns, including Ledbury, play a critical role in the county's economy, as focal points for employment; for retail, tourism, leisure and culture; for business investment and growth; for housing; and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The MTIPs will also play a key role in the development a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

The Vision for Ledbury

"As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape.

The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage."

The Main Challenges facing the town

Ledbury has a population of 10,054 with a high proportion of over 65s (29% compared to the national average of 20%¹). The town is less deprived than the England average on all measures apart from 'Barriers to Services' which measures the physical and financial accessibility of housing and local services.

Ledbury has a larger proportion of higher value properties than the national average. New housing development has not yet been accompanied by any additional employment land and other infrastructure necessary to promote a sustainable community. Currently the Town Council is reviewing its Neighbourhood Development Plan which aims to address the imbalance in development requirements.

Ledbury has a smaller stock of jobs per head than the national average and saw an increase in benefit claimants between April and September 2020, the early part of the pandemic, from 185 to 220, a rise of 19%. Between 2015 and 2018 Ledbury saw a reduction of 625 jobs (14.5% of the total).

¹ ONS – Population Estimates for Lower Layer Super Output Areas in England and Wales by Broad Age Groups and Sex - National Statistics

The Town's Assets and Strengths

Ledbury acts as a key service centre to the surrounding rural area, east Herefordshire and neighbouring Gloucestershire and Worcestershire. Ledbury railway station has regular services to Hereford, Malvern, Worcester, Birmingham and London. Ledbury has a strong voluntary sector with over 120 local groups. It has a number of visitor attractions and hosts a number of events throughout the year.

The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed. The town sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty (AONB). The AONB Management Plan 2019-2024 highlights the town fringing its boundary and as one of its special features.

Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornuo, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets.

Issues in Ledbury

Issues in Ledbury	Targets
Employment land demand Enhancement of skills base and development of economic potential Limited options for skills development in Ledbury Scope for the development of innovation and micro-businesses	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Enhance local recreational needs to meet current and projected need and demand Enhance operational functionality of the town No significant student presence in Ledbury	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer
Scope to enhance the civic architecture and townscape and increase the Town Market and other attractions including festivals Scope to enhance the civic architecture and townscape Weak visitor economy	Ledbury becomes a more livable place with a more effective high street within the next 5 years
Scope to enhance the civic architecture and townscape	Visitor numbers and tourism spend will rise to regional average within ten years.

Project summary

The MTIP identifies a number of potential projects that will contribute to the delivery of the town's vision. These include:

Development of employment opportunities:

- Viaduct site – 3 Ha employment allocation - business units
- Employment Land at Little Marcle Road

Improvements to develop a more sustainable and fully functioning town:

- Rail parking and access
- Landscaping at Master House/St Katherines Car Park leading to the High Street
- Shop Front Grant Scheme

Civic amenities and projects aimed at young people

- Conversion of Town Council offices to Tourist destination
- Relocation of Playing Fields
- Viaduct site – Student accommodation

The MTIP shows how each of these projects contribute to the delivery of Ledbury's Vision. It will provide a platform for successful funding bids as suitable funding opportunities become available.

Herefordshire Council will continue to work with Ledbury Town Council and other local stakeholders to identify new project and funding opportunities, carry out feasibility and foundation work, and support local organisations to apply for funding.

BACKGROUND

This Ledbury Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire’s market towns, including Ledbury, play a critical role in the county’s economy, as focal points for employment; retail, tourism, leisure and culture; business investment and growth; housing; and access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

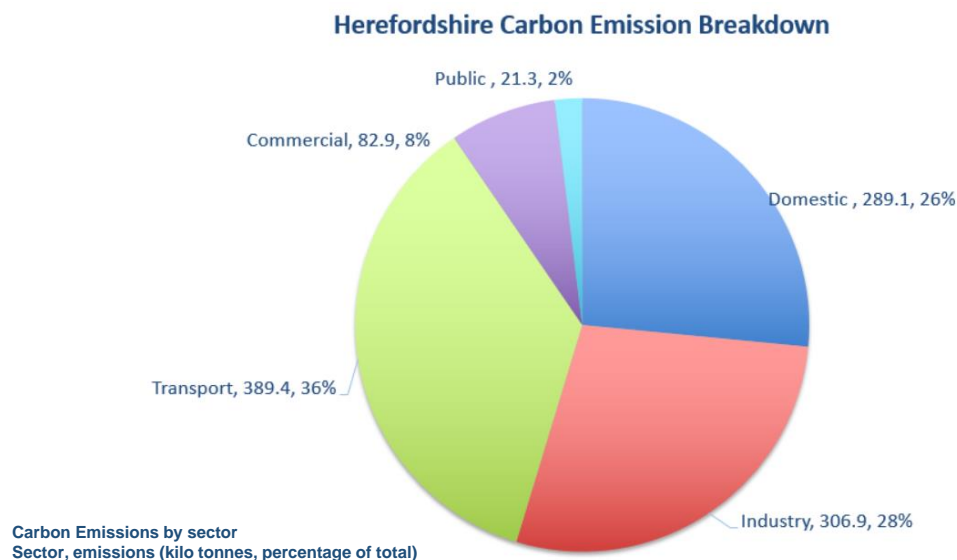
The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The market town investment plans will also play a key role in the development a new long term county wide ‘big plan’. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county, how we retain/ attract younger generations, in creating great places to live, study, work and invest.

Climate and Ecological Emergency

On 8 March 2019 Herefordshire Council declared a Climate Emergency following unanimous support for a climate emergency resolution at full council. This declaration was subsequently updated and strengthened on 11 December 2020 when Herefordshire Council declared a Climate and Ecological Emergency (CEE) following support for a climate and ecological emergency resolution at full council.

Further to these declarations the council approved the ambitious new target to become zero carbon and nature rich by 2030.

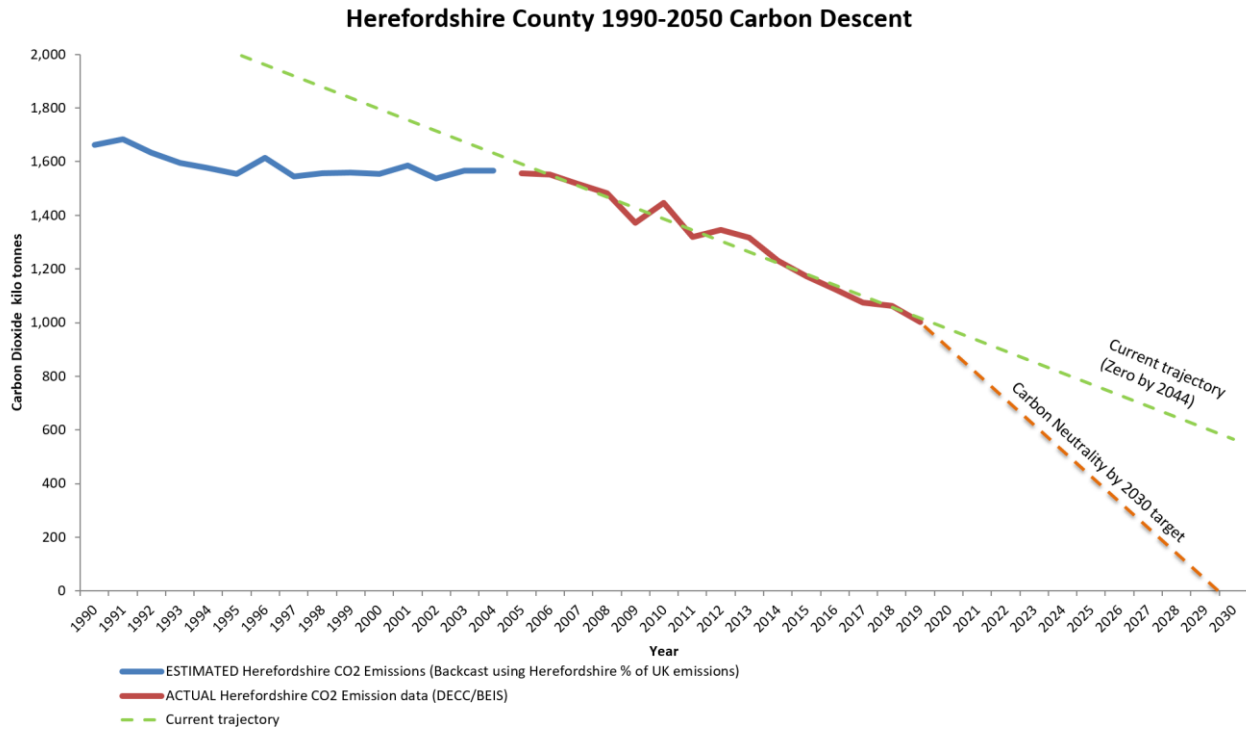
The below chart illustrates Herefordshire’s current carbon emission split and the areas of focus for the Ledbury MTIP to support the Herefordshire’s journey to net zero.



In order to achieve this target, as illustrated below, a new Herefordshire Climate & Nature Partnership and Board have been established to catalyse and coordinate new action across the

County. These actions have been grouped into a series of six different action plans including: Housing & Buildings; Transport; Energy; Farming & Land Use; Waste and Food.

The details of the Herefordshire Climate & Nature Partnership, including the six themed action plans are set out: <https://zerocarbon.herefordshire.gov.uk/>



As a key strategic plan the Ledbury MTIP is strongly committed to delivering Herefordshire’s net zero and nature rich commitment and will work in partnership with its communities, businesses and the Herefordshire Climate & Nature Board to achieve this through the development and delivery of the plan.

Community Including the Impact of Covid-19

The damage to the economy and to health from Covid-19 has been felt across Herefordshire. During 2020 and the early part of 2021, the pandemic reached all corners of the county and has had an impact on every community. During 2020, the UK economy contracted by 9.9%. It remains to be seen what the long-term impact of the pandemic will be, but within many sectors we are likely to see a shift to working, learning and engaging in commerce remotely on digital platforms.

The projects proposed in this Plan have been developed through engagement with key stakeholders in Ledbury and will help the town to attract essential investment as the need to promote recovery opens up new funding opportunities.

Attitudes towards working from home have changed substantially since the start of the COVID pandemic and many workers will continue to work from home long after it has ended.

There could be positive implications for Herefordshire’s Market Towns in what is being termed ‘hybrid working’. The Centre for Towns recently reported that its research indicates “big potential for places to market themselves as online working destinations” as predictions indicate that the longer people are required to work at home, the greater the adoption of home working will be beyond the current situation.

The best performing towns are ones with a healthy mix of age groups and professional types. An increase in home working would have a significant positive impact in rebalancing Herefordshire's market towns demographics and towns should therefore actively promote themselves to attract in and retain a thriving working age population.

Towns will need to work closely with Herefordshire Council to ensure that digital connectivity is adequate to support the needs of home workers. Clearly Herefordshire market towns have a significant 'quality of life' offer, with a good range of local services.

Economy

Herefordshire faces a number long term economic challenges such as the lowest level of productivity of any county in England², a low wage economy (19% below the national average³), a deficit of higher level skills (41.4% of the population has NVQ level 4 national average of 43.1%⁴), an aging population (25% over 65 compared to a 18% nationally), and a significant shortage of labour (2.9% claiming unemployment benefits⁵).

However, the county has a significant number of opportunities, including local strengths in food and drink, tourism, and agriculture, specialisms in fast growing global markets like cyber security, an outstanding quality of life, and new university (New Model Institute in Technology and Engineering). The county is also very well placed to benefit from a post Covid lifestyle trend, as people now look to increasingly work remotely away from populated cities to locations offering a better quality of life.

The market towns have a crucial role to play in addressing the long term economic challenges, and realising the county's many opportunities. Key local centres for housing, culture, access to public services, tourism, with strong local communities and identities. Establishing great vibrant places to live and meaningful employment opportunities will be key to stemming the aging population, in retaining/ attracting younger generations to study, live and work in the county for generations to come.

Ledbury is particularly well placed to realise some of these opportunities, significantly contributing the future economic success of the county as a whole. A highly attractive and popular market town, strategically well placed on the road network (close to the M50), offering a great place to live, visit and work.

As people's approach to work and quality of life requirements change, Ledbury is well placed to benefit from an increasing transition to a digital economy, with people working from home or flexible workspaces in attractive, less densely populated locations away from city centres.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Ledbury over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

² [ONS Regional Differences in Productivity July 2021](#)

³ [Understanding Herefordshire ONS data 2019](#)

⁴ [ONS Population Survey 2020](#)

⁵ [ONS claimant count October 2021](#)

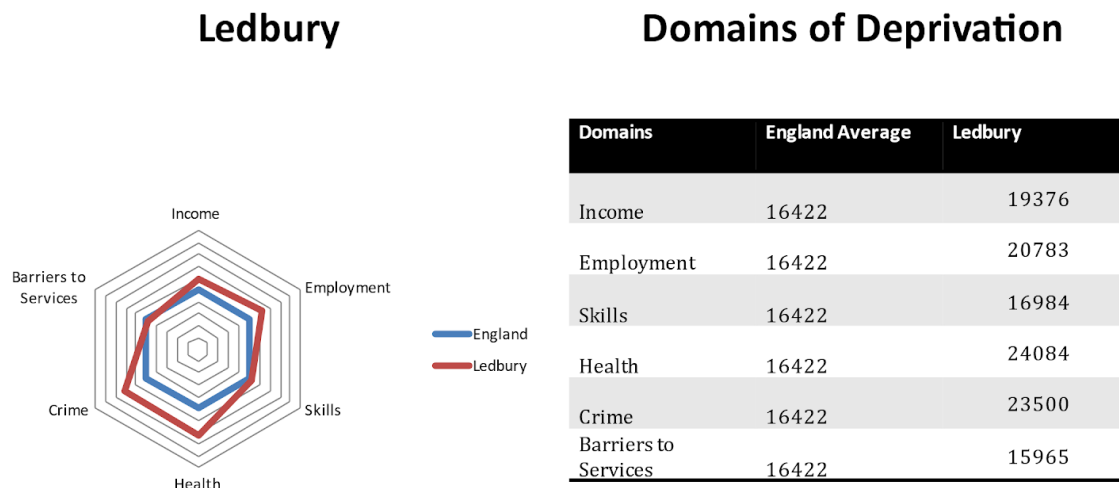
THE MAIN CHALLENGES FACING THE TOWN

A full review of all extant documents produced in the last five years relating to Ledbury’s economic and community development is attached at Appendix 1. This contextual analysis has informed the selection and prioritisation of investment proposals in the Town Investment Plan.

A review of the 2019 Indices of deprivation identifies the main challenges facing the town summarised as follows:

- Ledbury is less deprived than England on all measures apart from Barriers to Services
- Ledbury has a similar population to other market towns apart from Kington. Population just over 10,000. 9% more over 65s than the national average.
- There is a smaller stock of jobs per head than the national average.
- Ledbury has seen an Increase in benefit claimants by 19%
- Ledbury experienced a loss of 625 jobs between 2015-18.
- Distinctive sectors for Ledbury include: manufacturing, wholesale/retail, transport, accommodation and food, professional services, arts and entertainment.
- Ledbury has a higher proportion of higher value properties than the national average.

English Indices of Deprivation 2019



The radar diagram ranks all 32,844 Lower Layer Super Output Areas (LSOAs) in England according to the indices of deprivation. Each LSOA has a population of circa 1,500 people or 650 households.

- The blue line indicates the England average;
- Within the blue line is more deprived;
- Outside the blue line is less deprived.

The radar diagram above is derived from the English Indices of Deprivation 2019. It ranks each neighbourhood in England in terms of their characteristics in relation to the following indicator sets:

- The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income.
- The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market.
- The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population.
- The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The Crime Domain measures the risk of personal and material victimisation at local level.
- The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

Pressure for new houses has resulted in extensions to the town in a number of directions. These are predominantly to its north, beyond the viaduct, and to the south, crossing over Ledbury bypass.

As yet this growth has not been accompanied by any additional employment land and other infrastructure which is considered necessary to promote a sustainable community. Currently the Town Council is reviewing its Neighbourhood Development Plan which aims to address the imbalance in development requirements.

THE VISION FOR LEDBURY

As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape.

The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage.

Objectives

This Vision helped shape the Objectives which are grouped under 6 headings:

- Housing
- Employment and Economy
- Built Environment
- Natural Environment
- Community and Leisure
- Transport and Infrastructure

THE TOWNS ASSETS AND STRENGTHS

We have set out below the key assets and strengths of the town

- Ledbury acts as a key service centre to the surrounding rural area, East Herefordshire and neighbouring Gloucestershire and Worcestershire.
- The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed.
- Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornuo, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets.
- Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty. Ledbury itself has a number of visitor attractions and hosts a number of events throughout the year.
- Ledbury has a railway station with regular services to Hereford, Malvern, Worcester, Birmingham and London – with improvements to access and car parking required.
- Ledbury also has a town trail (part of a former railway branch line), canal and riverside walk, and forms part of the Herefordshire Trail and Geo Park Way.
- The Malvern Hills Area of Outstanding Natural Beauty (AONB) Management Plan 2019-2024 highlights the market town of Ledbury as fringing its boundary and as one of its special features.
- Ledbury has a strong voluntary sector with over 120 local groups.

The Ledbury policy context summary:

1. Ledbury is a thriving market town and acts as a key service centre to the surrounding rural area, East Herefordshire and neighbouring Gloucestershire and Worcestershire.
2. The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed.
3. The town is scheduled to accommodate growth – mainly within an urban extension to the North. The Local Plan and LNDP seek to balance new developments with the environmental and historic constraints of the town – extending sustainable transport routes (including rail, bus, cycle and pedestrian access), affordability (housing, jobs), and through the provision of new community infrastructure. This also includes the creation of new, accessible green space, outdoor play and sports facilities.
4. Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornu, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets. Proposals seek to provide employment land to the West – upgrade existing business sites and develop brownfield sites.
5. Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty. Ledbury itself has a number of visitor attractions and hosts a number of events throughout the year. There are opportunities to increase local hotel and visitor accommodation provision, enhance visitor infrastructure and undertake cross-boundary promotion with other areas to turn days into stays.
6. Infrastructure (transport, broadband connectivity, community facilities) is needed to support this growth – including reducing dependency on the private car. Ledbury has a railway station with regular services to Hereford, Malvern, Worcester, Birmingham and London – with some improvements to access and car parking required.

SPATIAL CONTEXT

Herefordshire's Core Strategy contains a chapter on Place Shaping. For Ledbury this sets out area policies and proposals to support the town to fulfil its role as a 'thriving service centre to its surrounding rural area in the east of the county'.

The focus is on meeting housing needs (including affordable housing), reducing the need to travel by private car, facilitating the provision of new jobs to stem out-commuting, improving the delivery of, and access to, services, and realising the value of the local environment by promoting sustainable tourism and high quality housing.

- Developing Ledbury as a forward thinking, self-reliant and sustainable lifestyle community to reflect increasing climate change challenges. For example, through self-build zero carbon based housing developments, growing its own food, generating renewable energy and recycling waste and water.

- To ensure that new housing in Ledbury meets the needs of residents and is developed in a sustainable manner. To meet the target set out in the Core Strategy Herefordshire Council allocated 625 dwellings on the north of the town on what is known as the viaduct site. Windfall provision and approved planning applications have brought forward approximately 200 dwellings and the approval of 321 dwellings following an appeal means the total will exceed the target. The Ledbury NDP seeks to address what is a traditional low income area but with high cost housing due its suitability for commuting to the Midlands and beyond.
- Delivering a mix of sustainable employment sites to cater for future growth – the priority here is on high-quality, long-term employment, business start-ups and creative industries.
- Ledbury has a number of visitor attractions within the town and nearby and hosts a number of events throughout the year. The Ledbury NDP encourages proposals that increase local hotel and visitor accommodation provision in the urban area, and outside of the urban area the re-use of existing buildings into self-catering tourism units. It references the need for a new hotel which would provide employment opportunities, but also the need to provide better visitor infrastructure.
- Promoting a choice of retail, leisure and community activities in ways that enhance the appearance and historic character of the town. Ledbury has a range of independent shops, food outlets, services and pubs as well as a number of specialist shops which attract visitors from further afield and have also created online businesses.
- Offering a good standard of facilities, services and open spaces. This includes supporting health facilities to expand, new or improved community facilities for young people, facilities for people with mobility impairment, and supporting the establishment of a tri-service emergency centre.
- Reducing vehicular dependency through promoting the use of cycling, walking, and public transport including the use of train services for work, business and leisure needs. This includes improvements to the town trail and improvements to the accessibility and facilities at the railway station.
- The Management Plan highlights the need for cross-boundary promotion with Malvern and Ledbury as part of attempts to build quality experiences that turn days into stays.

STAKEHOLDER ENGAGEMENT

Following the stakeholder Zoom meeting in December there was a further meeting with the Town Council lead stakeholder to discuss the outcomes and the next steps. The minutes of the stakeholder meeting were circulated to all those attending.

Engagement with stakeholders reflects the short-list of projects agreed with the Town Council which are: land next to the Heineken Site as potential employment land; rail access with car parking and small business units on land to the east of the rail station; landscaping of part of St Katherine's car park next to the Master's House; relocation of the Town Council to enable the historic building to be re-purposed for tourism and revenue generating activities.

Several one to one engagement meetings have been held with Heineken, with 2 meetings including council officers, and a further meeting including the NDP development team.

2 stakeholder Zoom meetings were held with members of the Ledbury Sports/Football clubs in respect of a potential new site adjacent to the potential employment site at Little Marcle Road (Heineken) as part of the NDP development with which the MTIP work is closely aligned.

We have held a significant number of phone calls and virtual meetings with project leads and a range of service areas within Herefordshire Council to discuss the potential for transfer of funds and responsibilities for the landscaping of St Katherine's car park as well as for the potential for the Town Council to take space at the Masters House.

Further stakeholder engagement with the landowner, Herefordshire Sustainable Transport Group and Herefordshire Council officers in respect of car parking at the rail station has taken place between January and the end of March and is on-going.

THEORY OF CHANGE

A Theory of Change linked to the projects proposed arising from the strategy is set out below

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact	Transformation Target
Employment Land at Little Marcle Road	Business/Economy	Employment land demand	Acquire and encourage the development of new employment land	New serviced employment land	Increased stock of land to meet local employment demand	More sustainable settlement on a live/work basis	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Relocation of Playing fields	Town/Civic Amenities	Enhance local recreational needs to meet current and projected need and demand	Acquire new playing field site	Better recreational and leisure environment	Increased residential desirability. Increased sport participation and volunteering	More attractive settlement to people wishing to live/work in Ledbury	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer
Rail parking and access	Town/Civic Amenities Business/Economy	Enhance operational functionality of the town	Develop key railway station infrastructure	Better and more accessible rail and parking options	Better communications and commercial infrastructure	More accessible and sustainable location for employment/leisure	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact	Transformation Target
Landscaping at Masters House/St Katherines	Town/Civic Amenities	Scope to enhance the civic architecture and townscape and increase the Town Market and other attractions including festivals	Invest in the development of this element of public realm	More attractive public environment, better use of civic buildings and public space	Better performing physical estate in Ledbury, support for local producers through expanded market and a contribution to the wider county wide tourism offer.	More effective use of public assets, increased visitor numbers through expanded Market and other activities – festivals etc.	Ledbury becomes a more livable place with a more effective high street within the next 5 years
Skills Development	Business/Economy	Enhancement of skills base and development of economic potential	Create a skills hub linked to key training providers with a focus in Hereford	A more skilled pool of workforce choices for employers and potential inward investors	A more productive and skilled town	Ledbury is more able to sustain its development as an economic entity	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Canal restoration link to skills – training facility	Business/Economy	Limited options for skills development in Ledbury	Create a skills hub linked to key training providers with a focus in Hereford	Enhanced canal facilities more local people trained	A more productive and skilled town	Ledbury is more able to sustain its development as an economic entity	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Conversion of Town Council offices to Tourist destination	Tourism/Visitors	Scope to enhance the civic architecture and townscape	Conversion of key strategic tourism asset	More attractive public environment, better use of civic buildings	Better performing physical estate in Ledbury	More effective use of public assets	Visitor numbers and tourism spend will rise to regional average within ten years.
Viaduct site – Student accommodation	Business/Economy	No significant student presence in Ledbury	Holistic investment in the civic, and employment infrastructure	Creation of student accommodation in town centre	Attraction of skilled and learning based	A town with a richer mix of people of all skills and potential	A more sustainable and fully functioning town where young people have the

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact	Transformation Target
			make Ledbury a more balanced place in terms of its demography. Making Ledbury attractive for economically active incomers.		residents to Ledbury		opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer – discernable change in 5 years
Viaduct site – 3ha employment allocation – Incubator/start-up units link to NMite	Business/Economy	Scope for the development of innovation and micro-businesses	Create a skills hub linked to key training providers with a focus in Hereford	Development of incubation services for micro-enterprise in Ledbury	Creation of a new cadre of micro-enterprises	Ledbury benefits from access to HE know how and dynamism	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Shop/building frontage grant scheme	Tourism/Visitors Town /Civic Amenities	Weak visitor economy	Development of a scheme to bring forward private sector investment in key High Street properties	Improved Built environment in the Town	More footfall and private investment	More demand to visit and invest in the town	Ledbury becomes a more livable place with a more effective high street within the next 5 years

SUGGESTED PROJECTS

The following projects and ‘investment themes’ emerged through the stakeholder engagement process. These projects and themes were validated through a wider stakeholder meeting in late December 2020 and subsequent group and one to one discussions in the first quarter of 2021.

The tables below provide a short form summary by way of an overview of projects and themes, those projects that could be considered appropriate for Herefordshire Employment Land and Incubation Space Capital Programme funding (amongst other sources), and individual descriptions of those projects that are considered strategically significant, with the potential to attract funding outside of the Council. It is supported by a theory of change, showing aspirations for impact.

The package of projects identified in this Town Investment Plan will need to access a range of funding sources in order to be delivered.

The majority of the projects identified will need to explore alternative funding options which could include: private investment including Section 106 funding; Heritage Lottery; charitable trusts; other public sector funding such as the capital programmes of the West Mercia Police Service; the Hereford and Worcester Fire service; the Herefordshire Clinical Commissioning Group; the Marches LEP; Homes England etc.

In addition to these sources of funding there are a range of Government funding opportunities already in place and more will be announced going forward. Some of the projects in the Plan will require revenue funding as well as capital investment. There may be opportunities to package projects together to bid for funding as well as to bid for funds in phases on the larger projects. Different funders will require different information and governance arrangements which will need to be considered on a bid by bid basis. The evidence base and supporting information produced to support this Plan will be a useful information and policy context to help inform bids for funding.

In May 2021 the Town Council and wider stakeholders met to consider the relative priority to allocate to each project. A scoring matrix based on the good practice methodology identified by the Town Hub which supports the national implementation of the Town Fund was used to assess the relative merit of each project. Within the matrix there are 8 themes identified through and validated by engagement with local stakeholders.

For Ledbury the key criteria agreed were: contribution to net zero; attraction of more visitors/inward investment; increased GVA (a measure of the productivity of businesses); increased business diversity (an increase to the range and variety of businesses operating locally); higher skills; better population balance (supporting a wide demographic spread of age groups); greater equity (supporting fairer access to all determinants of quality of life) and equality agenda (eliminating any form of discrimination). Each project was scored by the group on a scale of 1-5 where one is lowest to provide a group composite score. These scores then used to rank the project as set out in the summary table at Appendix 2.

Project	Summary
Viaduct site – 3ha employment allocation - business units	Potential for high tech business units to provide incubator space that NMITE and spin-out businesses would be looking for.
Employment Land at Little Marcle Road	<p>The opportunity to open up 6.7 acres of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site.</p> <p>This project could include options for site acquisition to accelerate delivery and influence eventual end-use of the site including green energy options.</p> <p>To note also that Heineken is offering 19 acres of greenfield land adjacent to its Ledbury site to the market for commercial development. This land is identified in the Ledbury NDP as employment land.</p> <p>Provisional Cost - £6,800,000</p>
Rail parking and access	<p>This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme.</p> <p>Provisional Cost £2.5 million</p>
Landscaping at Master House/St Katherines Car Park leading to the High Street	<p>Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of funding for that purpose. Transfer of the asset to the Town Council would enable more 'creative' and flexible procurement to deliver the landscaping 'project' within the existing budget allocation. The finished public space could be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town. Provisional Cost - £120,000</p>
Shop Front Grant Scheme	<p>Financial support to encourage businesses based in Ledbury to revitalise their shop front.</p> <p>Provisional Cost - £200,000</p>
Conversion of Town Council offices to Tourist destination	<p>This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering. Provisional Cost - £500,000</p>
Relocation of Playing Fields	<p>Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site. Provisional Cost - £1,500,000</p>

Project	Summary
Viaduct site – Student accommodation	The development site opens up the possibility for the location of some student accommodation on the development with close access to the station.

The two projects below were not included in the main list of projects as whilst they are deemed of value there are concerns that they have some long term delivery challenges. They are also outlined in yellow to represent the challenges associated with them in the project prioritization table at Appendix 2

Canal restoration link to skills – training facility	Canal Trust and HCT led skills programme to include NMITE and a local skills/training access point for reskilling/through-life learning.
Skills Development	To support Ledbury’s viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford’s Stronger Towns Funding bid, aims to include Herefordshire’s market towns in a hub and spoke delivery model and will actively engage with Ledbury.

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Project Name: Employment Land at Little Marcle Road (2.7 hectares brownfield site)

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p>Description - There is an imbalance between housing and employment with some 40% of the working population commuting out of the town. The Ledbury NDP identifies an area of circa 7.6 hectares owned by and contiguous to the Heineken facility as employment land.</p> <p>Through the Investment Plan project Heineken have been engaged and show willingness to dispose of this 7.6 hectares site to the market to bring forward commercial developments.</p> <p>This investment plan identifies an opportunity to open up 2.7 hectares (6.7 acres) of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to their operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site. This investment plan considers this site to be less attractive to the market to bring forward given potential extraordinary costs associated with site remediation, and therefore provides a strong rationale for public sector intervention.</p> <p>In total both sites could deliver up to 12 hectares of employment land over the NDP period, equivalent to the total requirement identified for Ledbury.</p>			£6,800,000	5 Years	<p>The opportunity to open up 2.7 hectares (6.7 acres) of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site.</p> <p>This project could include options for site acquisition and enabling works by Herefordshire Council to accelerate delivery and influence eventual end-use of the site including green energy options.</p>
<i>Demand Analysis</i>	<p>The site is being promoted by the landowner and the project is broadly supported by the Town Council with strong local community backing.</p>				
<i>Potential funding sources</i>	<p>Heineken (The landowner) has recently expressed an interest in disposal of the land and is demonstrating a willingness to engage in the Investment plan process as a 'community stakeholder' given its wider economic and corporate footprint in Herefordshire.</p> <p>We are currently facilitating discussion of options between Heineken and Herefordshire Council on options that could include site acquisition by the Council and enabling works to accelerate delivery and influence</p>				

Investment Proposal Form				
	eventual end-use of the site including green energy options.			
<i>Exit (Sustainability) Strategy</i>	This project will raise capital receipts which over a phased time period will repay the investment proposed.			

Investment Proposal Form

Project Name: Rail parking and access

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p>Description: This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. Current parking facilities and pedestrian access are severely constrained, creating disruptive on-street parking and significantly restricting access to public transport. These constraints act as a major drag on delivering the wider economic and social connectivity benefits and advantages of this significant transport asset. Connectivity and access are central elements of the town's development aspirations to improve facilities for business creation and growth. The project may deliver a small number of business incubator units on the site identified, with the potential for a bus turning point that would significantly improve transport into and out of town. This latter is considered to be an important service to support the volume of additional housing within the town.</p>					
<i>Demand Analysis</i>	<p>The site is being promoted by the landowner and the project is broadly supported by the Town Council with strong local community backing. Core Strategy to be reviewed. Transport for Wales approval. Neighbourhood Development Plan.</p>		£ TBC	Dependent on core strategy review	<p>Enhance operational functionality of the town. Better and more accessible rail and parking options. Better communications and commercial infrastructure. More accessible and sustainable location for employment/leisure.</p>
<i>Potential funding sources</i>	<p>The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme that could form the basis for debt financing and other sources of commercial finance.</p>				
<i>Exit (Sustainability) Strategy</i>	<p>Further discussions with the rail operator and the development of a worked up scheme are required as a next step.</p>				

Investment Proposal Form

Project Name: Landscaping at Master House/St Katherines Car Park leading to the High Street

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<i>Description (up to 100 words)</i>		<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>	
<p>This area of the Town centre is of significant historic and cultural interest as well as a gateway into the high street and surrounding areas. The recently refurbished Masters House is an impressive historic building owned by Herefordshire Council but with an extant agreement for an asset transfer to the Town Council. Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of substantial funding for that purpose. and responsibility from Herefordshire Council to the Town Council would enable more 'creative' and flexible procurement by the Town Council to deliver the landscaping 'project' within the existing budget allocation with then the potential to make the case for the finished public space to be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town.</p>		£100,000	6 months to 12 months	<p>Scope to enhance the civic architecture and townscape. More attractive public environment, better use of civic buildings. Better performing physical estate in Ledbury. More effective use of public assets</p>	
Demand Analysis	This is a long-standing delivery aspiration by the Town Council. It has significant local support for the visual improvements delivered and the potential to extend the town market.				
Potential funding sources	Existing section 106 monies available to be transferred for delivery – a design has been completed and would require some modifications to allow tendering for a scheme to deliver within budget.				
Exit (Sustainability) Strategy	Delivery and on-going maintenance undertaken by Town Council following asset transfer of the Land. Project Management capabilities would be 'bought in' by the Town Council from Herefordshire Council.				

Investment Proposal Form					
Project Name: Relocation and up-grading of sports pitches					
Intervention Framework	Economy and business	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description:</i> Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site.</p> <p>A December 2020 report from the DCMS on the Economic Value of Sport puts sport at a 5.7% contribution to the DCMS total. Sport contributed £17.0bn in 2019, accounting for 0.9% of UK GVA. The GVA of Sport has increased by 2.9% between 2018 and 2019 and by 20.4% between 2010 and 2019, in real terms. Local sport creates significant direct value and substantial additional GVA through the range of volunteering activities that it encourages.</p>			Cost	Timescale	Outputs
Demand Analysis	<p>Pressure from additional housing adds to the shortfall of land for playing fields. The NDP highlights the land shortage relative to population size. Existing Full Pitcher site was granted planning permission for 100 houses and requires the relocation of the football club. The Town has a very active football community at all ages and stages with significant participation and volunteer contributions all of which is set to increase in line with new housing. Current estimates from the local Ledbury Football Club that 20% of the Town are involved in the club and related activities.</p>		£1.5M	12 to 18 months	All weather pitches providing year round facilities to support and increase participation.
Potential funding sources	<p>Recent consultation with Herefordshire Council identified S106 funding that is available for sport and recreation. The Football club is also exploring funding via relevant sporting bodies.</p>				
Exit (Sustainability) Strategy	<p>The project needs clearer definition in terms of land requirement – and the nature of land acquisition whether via purchase, land swap, or other ‘planning gain’ type approach with local landowners. Discussion in the context of the potential for employment land at Little Marcle Road with scope for adjacent land for the sports fields is on-going and requires further in-put and co-ordination via Herefordshire Council and Ledbury Town Council.</p>				

Investment Proposal Form			
Project Name: Conversion of Town Council offices to Tourist destination			
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>
<p><i>Description:</i> This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering.</p> <p>The relocation of the Town Council could be effected through space provision within the Masters House leased from Herefordshire Council.</p>		<i>Cost</i>	<i>Timescale</i>
<i>Demand Analysis</i>	Similar repurposing of historic buildings for revenue generating activities is commonplace across the UK and provides the basis for self-funding. There is a shortage of holiday accommodation in Ledbury and this would add to the general offer and also encourage longer stays. Additional uses for inter alia conferences and weddings would broaden the commercial offer.	£500k	18 months
<i>Potential funding sources</i>	As a heritage asset the project would be eligible for related funding including the Heritage Lottery Fund and Historic England. A full business plan would demonstrate the potential for borrowing/debt finance against which the Town Council could consider borrowing options if appropriate.		
<i>Exit (Sustainability) Strategy</i>	The project would become financially self-sustaining with any surpluses generated available for additional developments if required. £1 of Public sector investment in heritage-led regeneration generates £1.60 in additional economic activity over 10 years – a 60% ROI.		
			<i>Outputs</i>
			Enhanced public realm. High profile visitor attraction to encourage longer stays and encourage additional footfall into the town.

Investment Proposal Form

Project Name: Ledbury Viaduct Site – Student Accommodation

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p><i>Description:</i> Bloor Homes plans to build 625 homes and 2.9 hectares of B1 employment space in Ledbury, as a mixed-use site next to Ledbury Viaduct and Orchard Business Park. This project ‘concept’ would link the town to the newly established NMITE at Hereford by providing student accommodation on that site over time as the University is established and demand for student accommodation increases, that would encourage enterprise amongst graduates as well as providing business demand for the higher skills acquired by graduates at the University.</p> <p>Project options could include the acquisition of land and development of accommodation by Herefordshire Council to support this wider aspiration in the event that it was established that the market was unable to deliver such facilities.</p>					
Demand Analysis	Additional feasibility work is required to determine project demand and viability and appropriateness for Council Capital funding.		£TBC	12-18 months	Influx of younger undergraduates to the town with the opportunity over time to ‘incubate’ enterprising start-up businesses and attract inward investment in small high tech business start-up that requires skilled engineers.
Potential funding sources	Delivery options would need to be developed to determine the potential for private sector or public sector investment, or a combination, including the NMITE funding at the appropriate stage.				
Exit (Sustainability) Strategy	Consideration would need to be given to the nature of any Council Capital Investment for either long-term revenue generation from rental income, or a shorter term ‘loan’ basis for repayment post development.				

Investment Proposal Form

Project Name: Ledbury Viaduct Site – 2.9 ha employment land allocation potential for business units

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description:</i> Bloor Homes plans to build 625 homes and will plan to build 2.9 hectares of B1 employment space in Ledbury, on a site next to Ledbury Viaduct and Orchard Business Park. This project 'concept' would support the development and early delivery of a range of business units for lease to support new business start up and expansion to meet the requirements for additional employment space in the Town. Ledbury is currently under supplied with the type and range of business premises to enable local business start-ups and expansion according to the views expressed at the planning meetings for this initiative, from the local area which acts as a significant drag to its economic performance and exacerbates the Town's currently skewed demographic by not providing employment opportunities for the economically active. Project options could include the acquisition of land and development of business units by Herefordshire Council to support this strategic requirement for the town. Whilst the developer has included this site within its planning application there remains a risk to delivery that could be mitigated through intervention by the Council to accelerate delivery.</p>			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			£TBC	12-18 months	<p>Business units to meet the requirements of local businesses to relocate within the town, or start and grow businesses. The potential to encourage high tech and related start-ups linking to defence and security, engineering and food sectors with a requirement for higher level engineering skills and a link to NMITE</p>
			Demand Analysis	Additional feasibility work is required to determine project demand and viability and appropriateness for Council Employment Land and Business Space Capital Programme funding.	
			Potential funding sources	Delivery options would need to be developed to determine the potential for private sector or public sector investment, or a combination, including developer participation or contribution.	
Exit (Sustainability) Strategy	Consideration would need to be given to the nature of any Council Employment Land and Business Space Capital Programme Investment for either long-term revenue generation from rental income, or a shorter term 'loan' basis for repayment post development.				

Next Steps

This is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council for each of Herefordshire's market towns.

Herefordshire Council has identified a number of projects which could be funded by them. As a result in addition to this Market Town Investment Plan, Rose Regeneration has completed Outline Business Cases (OBCs) and Project Mandates for the following projects for the Council's consideration.

OBCs have been developed and submitted for:

- Employment Land at Little Marcle Road – 2.7 hectare brownfield site at Heineken
- Rail Parking at Land adjacent to Ledbury Rail Station

Project Mandates have been developed and submitted for:

- Viaduct Site – 3 Ha employment land
- Viaduct site – Student Accommodation
- Ledbury Town Council Offices conversion for Tourism Use

Once the Plans, OBCs and Project Mandates have been considered by Herefordshire Council it is recommended that the Council works with the five market town councils to establish an appropriate delivery mechanism to oversee, secure funding for and monitor the delivery of the Market Town Economic Investment Plans. This delivery mechanism should be led and supported by Herefordshire Council and should involve representatives from each Town Council.

APPENDIX 1 – STRATEGIC CONTEXT SUMMARY

National context	Regional Context	Herefordshire Context	Ledbury Context
<p>Industrial Strategy – ‘places’ foundation: tackling entrenched regional disparities.</p> <p>Industrial Strategy Productivity Evidence Review – some cities and rural county areas have been falling behind, including Herefordshire. County Councils Network analysis of GVA in 36 county areas found Herefordshire to be experiencing the smallest economic growth 5.3% between 2014 and 2018).</p> <p>A low carbon future in a changing climate – UK obligations under the 2015 Paris Agreement - setting a net zero target for carbon emissions by 2050.</p> <p>HM Treasury/Government department resources - levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people.</p> <p>Build Better, Build Greener, Build Faster - reforming the planning system (NPPF, Planning for the Future White Paper) to give more emphasis to quality, design and the environment.</p> <p>COVID-19 recovery measures - protecting and restoring livelihoods, improving living standards and new economic opportunities.</p>	<p>Local Industrial Strategy and Strategic Economic Plan – inclusive growth, connectivity, skills, enterprise and innovation, trade and investment. Herefordshire’s sectoral specialisms: food and drink, education, advanced manufacturing and engineering, defence and construction. Growth opportunities for (i) manufacturing and engineering, (ii) food supply chain/agri-tech innovation, and (iii) cyber security and resilience.</p> <p>Skills Plan and Skills Sectors Deep Dives – the provision of Higher Education provision and Further Education courses relevant to these growth opportunities in Herefordshire.</p> <p>Cyber Resilience Alliance / Science and Innovation Audit – the largest cluster of cyber security activity outside of London: growth in direct jobs, wider investment in products and processes and acting as a regional testbed.</p> <p>Growth Hub and Enterprise Zone with specialisms in defence and security at Skylon Park, Hereford. Niche tourism offer with potential to increase awareness and visibility.</p> <p>Economic recovery plan – investment in infrastructure and jobs: Hereford city streetscape improvements and NMITE Skylon campus development.</p>	<p>Herefordshire is a cold spot for social mobility – it is in the bottom 20 list of Local Authorities in England in terms of the chances that disadvantaged children will do well at school and get a good job.</p> <p>The importance of creating high-quality, highly skilled jobs against a backdrop of traditional low-skill, low-wage economy.</p> <p>County Plan – improving sustainability, connectivity, wellbeing and becoming carbon neutral by 2030-2031: Talk Community (hubs), community wealth building (increasing the amount of money that stays in the local economy); and Sustainable Food County (a whole system approach to tackling obesity, diet related ill health, food poverty, waste and climate change).</p> <p>Hereford Town Investment Plan – intended to deliver urban regeneration, a stronger skills base, and improved connectivity in the city. Under the strapline ‘green and fair’ the TIP recognises Hereford’s connectivity to market towns and countryside (e.g. tourism – attract and disperse approach).</p> <p>Telling stories about place, identifying and implementing a vision, strong partnership working and securing funding/investment are all needed for pandemic Recovery and Transformation.</p> <p>Hereford Transport Strategy describes traffic flows, delays and congestion schemes which increase physical activity (e.g. cycling, walking) generate high value-for-money.</p>	<p>Ledbury is a principal market town, providing a service centre for the town, surrounding rural hinterland, East Herefordshire and neighbouring Gloucestershire and Worcestershire.</p> <p>Herefordshire Economic Vision – enabling market towns to maximise their role in building thriving and distinctive service centres.</p> <p>Herefordshire Core Strategy – Ledbury supporting housing need (including affordable housing), reducing the need to travel by private car, employment generation to stem out-commuting, improving access to services, and viewing the environment as an economic asset through sustainable tourism.</p> <p>The vision for the town in the Neighbourhood Development Plan is structured around the following themes: preserve and develop prosperity, preserve and develop wellbeing, preserve quality and character, widen the employment base, develop educational facilities, develop sport and recreation, preserve the environment, and nurture the town centre = Ledbury as a forward thinking, self-reliant and sustainable lifestyle community.</p> <p>The market town is expected to accommodate growth – with new housing developments (x800 dwellings, mainly via an urban extension), employment land (15 hectares) and accompanying educational, health, transport, sports and community facilities.</p> <p>Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty = increasing local hotel and visitor accommodation, enhancing visitor infrastructure and cross-boundary promotion to turn days into stays.</p>

APPENDIX 2 – PROJECT PRIORITISATION

PROJECTS	THEME	DESCRIPTION	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Viaduct site – 3ha employment allocation - business units - Ledbury	Skills Investment	Potential for high tech business units to provide incubator space that NMITE and spin-out businesses would be looking for.	£1,000	5	4	5	5	4	5	5	4	93%
Employment Land at Little Marcle Road - Ledbury	Employment Space	The opportunity to open up 19 acres for employment use. The site is currently greenfield, identified in the draft NDP for employment use. The landowner has recently expressed interest in disposal of the land. This project could include options for site acquisition and enabling works by Herefordshire Council to accelerate delivery and influence eventual end-use of the site including green energy options.	£6,800	5	4	5	5	3	5	5	4	90%
Rail parking and access - Ledbury	Transport	This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme.	£2,500	5	5	4	4	4	4	4	5	88%
Landscaping at Master House/St Katherines Car Park leading to the High Street - Ledbury	Public Realm	Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of funding for that purpose. Transfer of funding to the Town Council would enable more 'creative' and flexible procurement to deliver the landscaping 'project' within the existing budget allocation. The	£120	5	4	4	4	2	4	4	5	80%

PROJECTS	THEME	DESCRIPTION	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
		finished public space to be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town.										
Shop Front Grant Scheme - Ledbury	Commercial Development	Financial support to encourage businesses based in Ledbury to revitalise their shop front.	£200	5	4	4	4	2	3	4	5	78%
Conversion of Town Council offices to Tourist destination - Ledbury	Tourism	This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering	£500	2	5	3	4	1	3	4	4	65%
Relocation of Playing fields - Ledbury	Community Space	Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site	£1,500	4	4	2	2	2	3	4	5	65%
Viaduct Student Accommodation	Housing	Potential for student accommodation with accessibility via Ledbury rail station to learning centres in Hereford	£3,500	4	3	0	4	0	4	5	4	60%
Skills Development - Ledbury, Leominster and Bromyard	Skills Investment	To support the town's viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, aims to include Herefordshire's market towns in a hub and spoke delivery model and will actively engage with Ledbury.	£500	5	4	4	4	5	4	5	5	90%

PROJECTS	THEME	DESCRIPTION	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Canal restoration link to skills – training facility - Ledbury	Skills Investment	Canal Trust and HCT led skills programme to include NMITE and a local skills/training access point for reskilling/through-life learning.	£1,000	5	4	3	3	5	3	5	5	83%