

# Leominster High Street Heritage Action Zone Delivery Plan



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## HAZ Programme Summary

Leominster conservation area has been designated a High Street Heritage Action Zone. Leominster's Heritage Action Zone will be a place where heritage and culture are valued and restoration of the town's key buildings will be the catalyst for self-sustaining regeneration. Interventions will bring about many changes to the historic built environment and will enhance Leominster's tourism and cultural offer.

The HAZ programme will be a collaborative effort, where key stakeholders will work together and communities will be actively engaged to ensure that Leominster's heritage is widely celebrated.

The town enjoys a wealth of rich historical, cultural and architectural assets and the streets within have a large number of listed buildings, as well as a number of scheduled monuments, and non-designated heritage assets.

Historic highlights include the medieval sandstone Priory Church of St Peter and St Paul (Grade I), the 17th Century timber-framed former market hall of Grange Court (Grade II\*), the large Georgian Royal Oak Hotel (Grade II), 15th and 16th Century timber-framed buildings surrounding Corn Square and many Georgian frontages in formal site of the medieval market in Broad Street.

This unique heritage is vital to Leominster's offer as a retail and tourist destination and, each year, draws visitors following the popular 'black and white' village trail. Despite this, Leominster is facing many challenges including a drop in footfall due to changing consumer habits, poor state of the public realm, a general lack of visitor accommodation and a gradual increase in empty retail units. Unfortunately, our key historic assets are also deteriorating, mainly brought about by the cost of conservation relative to property value, which discourages landlords and business owners from undertaking repairs.

Preserving this heritage is vital to maintaining and growing Leominster's tourism economy and its key contribution to the vitality of the high street. The HAZ scheme will be a key component to overcoming the challenges facing Leominster's high street and protecting it for generations to come. Planned projects include:

- Improvements to the public realm including redesigning Corn Square
- A grants programme to restore key historic buildings and shopfronts and bring underutilised buildings back into economic and residential use
- The introduction of town Wi-Fi will enable card payments to be made at outdoor events and for footfall data to be measured. Town Wi-Fi will also enhance the visitor experience and provide services for local residents and businesses
- A web based heritage app will be developed so that Leominster's history can be made available to wider audiences
- Review of listing building records will allow for a much deeper understanding of our built environment, including distinctive and historic features
- Review of the Conservation Area Appraisal will ensure that new developments are in keeping with Leominster's unique and historic backdrop

The HAZ programme will be overseen by a Steering Group made up of wide ranging and representative groups. Community engagement is key to developing a successful scheme and the Community Engagement Statement shows how this will be achieved.

The programme will run from April 2020 to March 2024 but the benefits brought about by the programme will ensure Leominster's unique and distinctive heritage will be celebrated long into the future.

## Background

Leominster is a market town in the north of Herefordshire, 12 miles north of the city of Hereford. It is the centre for services to a wide area of north Herefordshire and parts of Shropshire and Worcestershire. The town is located on a major route aligned north-south, the A49 trunk road, at the junction with the A44, aligned east-west. The A49 by-pass trunk route (from Hereford north to Ludlow & Shrewsbury) alleviates some congestion problems within the town centre, however, significant amounts of traffic on the A44 from Hay and Kington in the west, and Bromyard & Worcester in the east, still has to enter the town due to Leominster's nodal location within the county highway network.

Leominster is the largest of five market towns in Herefordshire and has a population of just over 12,000 with 6.6% of its residents born outside of the UK. Leominster covers an area of 13.6 square miles and a population density of 860 per square mile. It is the retail hub for the Leominster residents and the wider hinterland and attracts over 25,000 visitors per year who visit to discover the town's rich and distinctive historic character. A large percentage of the population is employed in the accommodation and food industry followed closely by public administration, education and health. Over 21% of the population have health issues that limit daily activities, therefore, making the town more accessible is a priority. In terms of housing, 62.5% of the population are owner/occupiers of their own homes and 36.2% are in rented accommodation, of which 18.4% is social rented.

The town has comparatively high levels of income deprivation, with 19% of residents living in income deprived households. Three of its 8 LSOAs (31% of residents) are amongst the 25% most deprived in England, including 'Ridgemoor' which is in the 10% most deprived (IMD 2015).

Leominster is expected to accommodate another 2,300 homes during the Core Strategy period between 2011-2031, with 1,500 of these being part of a strategic urban extension to the south-west of the town. This will put increasing pressure on the town's infrastructure, particularly with increased traffic volumes, that this scale of development will generate. It is essential that town centre improvements are made in order to accommodate a development of this size.

### History

In terms of its history, Leominster was laid out outside a flourishing monastic enclosure, separated by an Anglo-Saxon defensive line, which still exists, and makes a dramatic contrast between the market town and the open grassland of the Grange. The central streets and alleys of the town still retain much of their medieval character. Many buildings retain their terraced form derived from the original burgage plots, making them most distinctive.

The town enjoys a wealth of rich historical, cultural and architectural assets and the town centre is covered by the Leominster Conservation Area (see map). The streets within the conservation area have a large number of listed buildings, as well as a number scheduled monuments and non-designated heritage assets.

Historic highlights comprise a number of landmark buildings including the medieval sandstone Priory Church of St Peter and St Paul (Grade I), the 17th Century timber-framed former market hall of Grange Court (Grade II\*) and the large Georgian, late 18th Century, Royal Oak Hotel (Grade II).

In the heart of the town centre is Corn Square, formerly the site of the corn market, surrounded on three sides by significant buildings, many of which are listed, including a group of 15th and 16th

Century timber-framed buildings (Grade II) on the south side and a 19th Century palazzo (a bank) on the east side.

Broad Street, formerly the site of a medieval and post-medieval market, is still today lined by significant buildings, most of which are listed (Grade II), including many with 18th/early 19th Century Georgian frontages and also several 17th Century timber-framed buildings.

Leominster portrays an image of a Georgian town, but exploration of its network of streets, passages and buildings reveals the medieval origins of a town created around the location of a Saxon Priory and as a centre of the wool trade. Its many antique shops amplify the opportunity to travel back in time.

It sits at the heart of 'Leominster Country', an area rich with attractions of historical and environmental interest. Leominster's central location at the crossroads of key North/South (A49 and railway) and East/West (A44) transport networks make it an ideal base for visitors to explore not only the town's tourism offer, but also Hereford City, the market towns of Bromyard, Kington, Ludlow and Tenbury, the Marches and Mortimer Country, and local heritage sites such as Hampton Court Castle, Berrington Hall and Croft Castle. Leominster's accessibility made it an ideal starting point for the well-known Roger Albert Clark Rally in both 2017 and 2019 (See Appendix 5).

Today, Leominster has a very varied business base with traditional industries such as agriculture sitting alongside modern manufacturing and internet based businesses. The historic core is the main retail and entertainment hub for businesses, residents and visitors. Tourism makes a large contribution to the town's economy with Leominster being a destination for antiques, HArt, the Lion Gallery, an excellent TIC selling local goods and a dominance of independent shops with scope to grow.

Leominster also has a rich cultural offering, with a diverse calendar of annual events that draws in visitors from across Herefordshire and further afield. Each year Leominster's heritage is celebrated in the popular Medieval Festival and Victorian Street Market, while the Leominster Festival showcases a high calibre of performers (such as the Birmingham Philharmonic Orchestra) in the historic surroundings of the Leominster Priory and Lion Ballroom.

### Need

Preserving the distinctive aesthetic of Leominster's rich heritage is vital to the town's offer as a retail and tourist destination. Each year the town draws visitors following the popular 'black and white' village trail, starting and ending in Leominster town centre. Despite Leominster remaining a popular tourist destination and the main retail hub, the recent public realm review and feedback from consultations that have taken place over the years have highlighted a number of challenges:

- noticeable decline in footfall within the town centre;
- a lack of investment in basic infrastructure including the highway and street scene in general;
- lack of investment in residential and retail properties;
- deterioration of key historic assets brought about by the costs of conservation, and fire regulations, discouraging landlords and business owners from undertaking repairs;
- a lack of access to cultural and leisure activities;
- a gradual increase in empty retail units and an increase in charity shops;
- a general lack of visitor accommodation;
- a lack of good quality hotel and B&B accommodation;



- inadequate infrastructure for promoting and accessing the town's heritage;
- car parking charges;
- poor air quality on the Bargates;
- lack of confidence in the town centre;
- significant increase in residential development planned will put pressure on insufficient transport and infrastructure;
- damaged gutters funnelling rain onto pedestrians.

In terms of the built heritage, a recent appraisal of listing buildings showed that six buildings were currently 'at risk' and another ten buildings have been categorised as 'vulnerable'. The appraisal indicates that the bare minimum remedial action is £450,000 and, following detailed assessments, this figure is likely to rise considerably.

Vacancy rates for office and retail in Leominster town centre are currently 11%, slightly over the national average of 10.2% (Retail Gazette, May 2019), and this translates to around 72 empty properties (out of 671) in the centre of Leominster. Leominster footfall reflects that of high street footfall nationally which has declined by one per cent over the past year.

Poor air quality within the town, especially at Bargates (resulting from traffic congestion in and around the town) presents a big challenge. There are a number of locations in the town centre, including the junctions of New Street/Broad Street and Bargates/Cursneah Road, where high traffic volumes on the A44 (including significant freight movements) create an unattractive street scene and a barrier to pedestrian movements through the area. This is further exacerbated across the town centre by a high proportion of traffic movements seeking a free car parking space, which in turn clogs up the centre and creates a polluted and unpleasant environment.

Of particular concern is the deteriorating public realm, with damaged and uneven pavements that hinder access for pushchairs, wheelchairs and those with mobility difficulties. The public realm in the town centre has evolved significantly over time, adapting to reflect changes in materials, traffic and use of the streets and spaces. There has been no significant investment in the public realm in the town centre for over twenty years. As a result it is currently disjointed, dated and in a poor state of repair. There are an increasing number of complaints from pedestrians relating to the impact of the state of the paving.

Utility works and maintenance repairs have resulted in poor reinstatement of finishes. The A49 bypass trunk route (from Hereford north to Ludlow & Shrewsbury) alleviates some congestion problems within the town centre, however, significant amounts of traffic on the A44 from Hay and Kington in the west and Bromyard & Worcester in the east still has to enter the town due to Leominster's nodal location within the county highway network. This combined with an expectation to park in the town centre either in car parks at no charge, or on streets, means that traffic flows within the historic core remain high. Under this pressure, materials have deteriorated, and combined with poor maintenance of pavements, high kerbs, poor crossing points and narrow pavements, means that the pedestrian environment is poor, car dominated, unattractive to visitors and deters exploration throughout the town.

As the cost of public transport increases, and frequency decreases, many residents rely on the town retail offer for all of their shopping needs and employment opportunities. Further large-scale housing development, resulting in an increase in Leominster's population of 40%, will place further burden on the existing infrastructure and retail offer and therefore, it is more important than ever, that both are improved to meet these demands. If Leominster's High Street is allowed to decline, then this will have a significant detrimental impact on the town's visitors, businesses and residents.

Despite these challenges, many stakeholders are united in their enthusiasm and vision for Leominster in that it will be a distinctive, sustainable, vibrant, bustling and prosperous town that encourages visitors and residents to engage with its unique heritage and local talent. Key stakeholders have embraced an ambition for change and this is underpinned in numerous strategies and action plans.

Recent projects have begun to address some of the challenges facing the town. Leominster Town Council is working alongside local heritage groups to improve signage and interpretation materials in the town, with funding awarded by the LEADER programme. The 'Enhancing Leominster's Heritage' project will be completed by March 2020 and outputs include:

- improved pedestrian finger post signage throughout the town
- a trail of 10 heritage interpretation boards
- replacement welcome signs located on town entrances
- updated visitor information signs in the town car parks, bus station and railway station

This project utilises the extensive knowledge and experience of local heritage groups to promote Leominster's historical assets whilst also improving navigation and enhancing the visitor experience.

In June 2019, Leominster Town Council completed work on 'the Servants Quarters', a self-catering holiday let in 11 Corn Square that has been restored in Edwardian style. This project has provided much needed high quality accommodation within the town, while also engaging visitors with Leominster's history and providing a revenue stream to support town services. During 2019, the Town Council also developed a Masterplan proposal for the future development of the Grange Open Space (in the heart of the town centre). The development plans were shaped by extensive public consultation and the final plans draw heavily upon Leominster's heritage, while proposing a destination park that will attract additional visitors to the town. Delivery of the Grange Masterplan (Appendix 4) is due to begin within the next 24 months.

### Opportunities

The potential impacts of the HSHAZ scheme for Leominster are wide and varied, with the HSHAZ having a potentially huge positive impact on the town centre, local businesses and also for the population of Leominster and wider catchment area. The HSHAZ scheme is a real opportunity to celebrate and enhance the assets of Leominster town, tackle vacancy rates, the condition of buildings & the public realm and make it accessible to all visitors and residents.

As mentioned above, key stakeholders have embraced an ambition for change and have identified a number of key objectives and key projects to bring about this change; however, in order to deliver these objectives, external investment is required. Coupled with existing and planned initiatives, HAZ funding will be the catalyst for self-sustaining regeneration. Some examples include:

- Improvements made to the highway and street scene are expected to have a positive impact on the extent of footfall and the desirability of premises for take up by businesses. An example of the effect of public realm improvements on footfall and economic regeneration can be seen in Hereford on Widemarsh Street. Public Realm improvements were made in 2009 and, whilst traders in the street were initially sceptical of the impact that the works would have, they reported significant improvements to trading and footfall. Furthermore, vacancy rates in the street have dropped dramatically.



- Leominster footfall reflects that of high street footfall nationally, which has declined by one per cent over the past year. In taking steps to address this decline, planned projects such as renovation of shops and residential premises will bring back into use over 1,000sqm of currently unused floor space (data from Herefordshire Council commercial property register, July 2019). Bringing empty or underutilised buildings back into use by exhibiting local artwork and produce will also enhance the vibrancy of the high street, with corresponding jobs created and jobs safeguarded as a result.
- Measures to support local retailers will also encourage new businesses to invest in the town. Increasing uptake of business premises will lead to an increase in local employment and training opportunities, which is particularly crucial in a rural market town that has been significantly affected by cuts to rural public transport provision.
- Improvements to infrastructure in Corn Square will allow for an expansion of the market offer, as a larger and more diverse range of stall holders are attracted by the improved environment, increased footfall and Wi-Fi payment facilities. Improved surfacing, lighting and electricity access will allow for a wider range of community events – including theatre, dining, music and cinema.
- Evening events will attract additional people into the town centre at a time where there is currently very little activity, stimulating the night time economy and encouraging new investment in this area.
- With over 200 designated heritage assets in the Leominster Conservation Area, the HAZ grant will provide opportunities to improve the condition of key buildings, open spaces and heritage assets across the town. This will not only reverse the decline from recent lack of investment, but also help to preserve Leominster’s unique townscape for future generations.
- Raising the profile of Leominster’s heritage and historical attractions, through the heritage website and app, and through the Cultural Programme, will help to generate an enhanced sense of local identity and pride, whilst increasing the number of visitors who will come to enjoy the diverse range of attractions that Leominster has to offer.
- Improving the public realm will not only make the townscape more aesthetically pleasing but will also lower kerbs, remove trip hazards and generally make the town more accessible to those with pushchairs, wheelchairs or mobility issues. Develop the legibility of the town, encourage exploration, extend dwell times and increase economic activity.
- Improving the condition of the shopfronts and key buildings within the town centre will enhance the visitor experience and lead to increased visit duration, higher overall spends and the subsequent benefits that that brings to the local economy (including increased employment opportunities).
- Investing in property development and maintenance would encourage fuller utilisation of the upper floor accommodation in the town centre, increasing the attractiveness and viability of many poorly maintained buildings and improving the residential offer and visitor accommodation provision within the town centre. There is potential to improve a number of buildings in and around the town centre that would lend themselves to much needed visitor accommodation.

- As part of the public realm consultation the HAZ Programme will provide the opportunity to review traffic movements within the town and potentially prohibit traffic in some parts of the town during certain times of the day. This will lead to shared space improvements including better pedestrian access and improved cycling routes in and around the town centre. This will result in a clean, safe environment constructed to work sympathetically within a historical environment.
  
- Neighbouring local attractions also provide numerous tourism potential from which Leominster can also benefit, including Monkland Cheese Dairy, Ludlow, Mortimer Country Park, Hay Festival, Brecon Jazz Festival, rural Herefordshire holidays such as fishing, glamping, walking and cycling.

## Aims and Objectives

The aims and objectives of the HAZ Programme are closely aligned with those that already form part of overarching key strategies for the market towns in Herefordshire. In terms of the wider strategic context for Herefordshire, market towns are a key focus for delivering jobs and economic growth across the county. Alongside tourism being a key priority for the new administration, there has recently been a large focus on the formation of a Destination Business Improvement District in Herefordshire (DBID) to support the development and promotion of tourism. Along with other market towns in Herefordshire, Leominster would be part of any future DBID. This is aligned with the potential benefits that the HSHAZ programme can bring, in terms of increasing tourism in Leominster.

HSHAZ projects in Leominster will also be aligned with other development and regeneration schemes to avoid duplication and increase the impact and benefits for the local area. The Economic Vision for Herefordshire echoes the ambitions of the HSHAZ “The market towns of ... Leominster ... 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 “.

The HSHAZ also complements Leominster Town Council’s Corporate Plan 2019-2022, which states “Creating and underpinning a sense of place for the town, whilst improving signage and information, is fundamental to developing the tourism economy. Encouraging people to visit and providing incentives for businesses to invest in Leominster to secure the town’s economic future”. The HSHAZ also supports the first priority identified in the Rural Herefordshire Destination Plan 2018-22: to put the structures in place that develop the assets and image of Herefordshire, strengthen the visitor experience and improve its branding position and market share.

Current policy areas which support the aims of the HSHAZ Programme for Leominster include Herefordshire’s Economic Vision (Herefordshire Council), Herefordshire’s Local Plan Core Strategy (October 2015), Leominster Area Neighbourhood Plan (January 2019), Leominster Transport Strategy (Balfour Beatty Living Places), Herefordshire Council Town Centres Study (Update 2012), Herefordshire Local Housing Market Assessment (2012 Update).

### Aim

The vision for Leominster is that it will be one of the county’s more sustainable towns; vibrant and bustling with a prosperous and unpolluted environment that encourages visitors and residents to engage with the town’s unique heritage and local talent.

### HAZ Partnership Objectives

<b>Key Objective &amp; (HAZ scheme programme strands)</b>	<b>Which project objective is being delivered via</b>	<b>HE Investment Objective (one of the seven strands)</b>	<b>Local/national output</b>
<i>(Physical interventions)</i>	Restoration of key buildings project	2. Address changing consumer demands by using the local historic character and	50 x Number of heritage assets and key buildings restored

<p>Improve the natural, built and historic environment in the town by restoring distinctive and unique historic character</p>	<p>Premises Renovation Fund</p> <p>Reimagining Corn Square</p>	<p>distinctiveness to differentiate the high street from competitors and provide unique and memorable experiences</p> <p>4. Invest in clusters of historic buildings and associated public realm</p>	<p>6 x assets removed from local heritage at risk listings</p> <p>Improved public access into 3 key buildings</p> <p>Corn Square redesigned – x more markets X more events X buildings restored in Corn Square</p>
<p><i>(Physical interventions)</i></p> <p>Improve both the physical appearance and accessibility of the public realm using better quality and more durable materials and improving pedestrianised areas in the town centre (including improved signage) and managing traffic &amp; parking</p>	<p>Public realm</p>	<p>1. To revitalise historic assets by investing in the repair of vacant or under-utilised heritage assets and public realm assets</p> <p>2. Address changing consumer demands by using the local historic character and distinctiveness to differentiate the high street from competitors and provide unique and memorable experiences</p> <p>7. To create public value through effective use of public resources and influence planned regeneration initiatives to maximise their wider benefits</p>	<p>Public realm improved in x streets or sqm of public realm improved</p> <p>Xx number of improved pedestrianised areas/mtrs of pavement improved</p> <p>30 repaired/restored shopfronts</p>
<p><i>(Physical interventions)</i></p> <p>Bring underutilised and derelict properties back into economic and residential use</p>	<p>Premises Renovation Fund</p>	<p>1. Repair and restore vacant or underutilised heritage assets and public realm assets</p> <p>2. Address changing consumer demands by using the local historic character and distinctiveness to differentiate the high street from competitors</p>	<p>1000 sqm commercial space renovated</p> <p>30 x shopfronts restored</p> <p>5 x number of new residential units brought back into use through renovation</p> <p>15 x of new rooms for visitor accommodation</p>

		and provide unique and memorable experiences	2 x Number of hotel/guesthouse units repaired
<p><i>(Physical interventions, community engagement and cultural programming)</i></p> <p>Enhance the vitality and viability of Leominster for retailers, visitors and residents</p>	<p>Premises Renovation Fund</p> <p>Restore historic buildings</p> <p>Public Realm</p> <p>Reimagining Corn Square</p> <p>Heritage web app</p> <p>Wi-Fi project and footfall counts</p>	<p>All seven investment objectives</p>	<p>10% increase in footfall</p> <p>5% decrease in vacancy rates</p> <p>500 x additional of overnight stays</p> <p>Number of new enterprises</p> <p>10 x community engagement events</p> <p>Xxx number of attendees</p> <p>15 x additional rooms for visitor accommodation</p>
<p><i>(Community engagement and cultural programming)</i></p> <p>Improve the understanding, participation and enjoyment of Leominster's heritage by making information available in various mediums</p> <p>Develop skills/training of local groups around heritage research &amp; listings</p>	<p>Heritage Web App</p> <p>Listing Buildings Project</p>	<p>3. Add economic value by creating and facilitating new employment and training opportunities which can be taken up by local people</p> <p>5. Work with local communities to develop a greater understanding and appreciation of the heritage on their high streets</p>	<p>1 x heritage app developed</p> <p>1 x platform developed to promote local business</p> <p>1 x platform for heritage and cultural organisations to communicate research</p> <p>5 x training events to support retailers and heritage groups on promotional content</p> <p>34 National Heritage List for England (NHLE) list entries enriched</p> <p>5 additional building plaques erected</p> <p>30 training opportunities for volunteers in heritage and conservation</p> <p>Xx users of heritage app</p> <p>Xx heritage events/assemblies at</p>

<p><i>(Physical interventions and community engagement)</i></p> <p>Update Conservation Area Appraisal and Buildings at Risk Listings</p>	<p>Conservation Area Appraisal Review</p> <p>Listing Buildings Project</p>	<p>5. To work with local communities to develop a greater understanding and heritage on their high streets</p>	<p>1 x Conservation Area Appraisal</p> <p>1 X updated local BAR register</p> <p>200 entries on NHLE</p> <p>34 x entries on NHLE enriched</p> <p>5 x community volunteers recruited to help with listings project</p>
<p><i>(Community engagement and cultural programming)</i></p> <p>Promote and raise the profile of the Heritage Action Zone Programme within the community</p>	<p>Community Engagement Plan</p>	<p>3. Add economic value by creating and facilitating new employment and training opportunities which can be taken up by local people</p> <p>5. Work with local communities to develop a greater understanding and appreciation of the heritage on their high streets</p> <p>6. To work with local businesses and communities to ensure that local needs, knowledge, insight and narratives drive the local investment programme</p>	<p>4 x community reps recruited to Steering Group</p> <p>30 x community events held</p> <p>volunteers involved in HAZ projects</p> <p>30 training opportunities for volunteers in heritage and conservation</p> <p>10 x number of business consultation events held</p> <p>100 x number of business surveys received</p>
<p><i>(Cultural programming and community engagement)</i></p> <p>Develop a Cultural Consortium for Leominster</p>	<p>Cultural Consortium Programme</p>	<p>2. Using local historic character and distinctiveness to differentiate the high street from competitors and provide unique and memorable experiences</p> <p>5. To work with local communities to develop a greater understanding and heritage on their high streets</p>	<p>Leominster Cultural Consortium developed by March 2020</p> <p>Bid document submitted to support Cultural Programme April 2020</p> <p>Cultural Programme developed September 2020</p> <p>Provide funding for training to develop conservation skills and</p>

			celebrate local talent at professional and craft level
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## HAZ Partnership Team

The Heritage Action Zone Project will be managed by a Steering Group made up of representatives from key departments within Herefordshire Council and Leominster Town Council. Herefordshire Council will be the accountable body for the scheme and oversee the grant claiming process. Representatives on the Steering Group will include:

- Herefordshire Council
  - Head of Economic Development
  - Senior Economic Development Officer
  - HSHAZ Project Officer
  - Building Conservation Officer
  
  - Herefordshire Council may also request that other officers attend meetings as and when required. These may include Engineering Manager (Transport and Access Service), Building Conservation Officer, Planning Officer – Building Control, Herefordshire Council Lawyer (will provide legal advice as and when required), Planning and Highways Procurement Officer, Strategic Finance Manager
  
- Leominster Town Council
  - Town Clerk
  - Projects and Grants Officer
  - Mayor
  - Chair of Communications and Events Committee
  
- Community Representatives
  - Representatives (numbers to be determined) from stakeholder groups will be invited to be members of the Steering Group. Stakeholder groups could include Youth, Disability, Heritage and Business
  
- Historic England
  - Historic England will be invited to have representation on the Steering Group
  
- Professional Representatives
  - Representatives providing professional advice will be requested to attend certain meetings to advise the group as necessary e.g. Quantity Surveyor, Principle Contractor, Historic England

The Steering Group will be responsible for the overall direction and delivery of the HAZ Programme within the parameters of the scheme. Steering Group representatives will sign a Terms of Reference, which will provide the framework for the delivery of the HAZ Programme. The Steering Group will:

- Meet bi-monthly (with the option to change frequency as required);
- Ensure the programme is delivered in line with the Delivery Plan;
- Take decisions within the parameters of the scheme eligibility;
- Monitor progress against project outcomes and ensure the programme remains on track;

- Recommend applications for approval for grant funding;
- Ensure the community remains engaged with the HAZ Programme;
- Ensure key stakeholders are engaged and regularly consulted with;
- Establish and oversee smaller working groups to address particular aspects of design or implementation as necessary e.g. establish the criteria and application process for grant schemes;
- Establish the Cultural Programme and identify the lead organisation;
- Seek opportunities to draw in additional funding streams.

A Chair and Vice Chair will be elected at the first meeting. The quorate will be agreed to ensure that the necessary representative bodies are present. Representative organisations will be able to send a replacement if they are unable to attend, however, the representative must be able to take decisions on behalf of the representative group. Decisions, can be taken electronically, subject to the same quorate rules being met.

#### HAZ Project Officer

A full time (fixed term until March 2024) HAZ Project Officer role will be newly created for the project and will be instrumental in the facilitation of the HSHAZ project in Leominster.

The Project Officer will be employed by Herefordshire Council and line managed by the Senior Economic Development Officer. The Project Officer will be mainly based in Leominster but will be required to work part time in Hereford in order to attend meetings and report on the programme progress as necessary.

The Project Officer will be responsible for:

- Organising the development and implementation of HSHAZ project for Leominster;
- Working with key stakeholders and Historic England throughout the development and implementation of the project;
- Scheduling and facilitating the Steering Group;
- Taking minutes of meetings and prepare and disseminate paperwork as necessary;
- Report to the Steering Group to enable them to monitor progress, make strategic decisions, approve project schedules and budgets;
- Liaison with Historic England on HSHAZ related issues;
- Managing relationships with key partners in relation to the HSHAZ;
- Overseeing and coordinating HSHAZ projects to ensure efficient and effective delivery;
- Promotion of grant schemes and advising on and issuing of grants;
- Ensuring Herefordshire Council's Programme Management Framework is adhered to and regularly updated;
- Manage communications between the Project Steering Group, Herefordshire Council, and Leominster Town Council;
- Preparation and submission of monitoring and financial claim information to Historic England.

Herefordshire Council will provide experienced staff in the areas of Economic Development, Conservation, Planning, and Transport Management. Herefordshire Council will also manage communication and task delegation between the Project Steering Group and Balfour Beatty, who currently holds the council's public realm contract. Herefordshire Council has staff with extensive experience of project management and delivering externally funded schemes ranging from major infrastructure schemes to smaller grant programmes. Herefordshire Council has an excellent track

record of delivery. These staff will be able to support the HAZ Project Officer in meeting the monitoring requirements of the HAZ funding agreement.

Leominster Town Council will take on the role of local facilitator for the project, acting as a conduit between the Project Steering Group and forums representing key stakeholder groups within the town. Leominster Town Council will not only keep local stakeholders informed about project developments, but will also ensure that local residents, businesses and community groups are consulted on key project decisions and have a meaningful voice in the development of the project (please see community engagement for key stakeholders).

Please see Appendix 4 for organogram of proposed Project Steering Group and structure.

## Statement of Community Engagement

Both Herefordshire Council and Leominster Town Council feel strongly about the importance of consultation and are committed to encouraging local engagement at all available opportunities. Community Engagement for the Leominster HAZ scheme has the following aims:

- To increase awareness of the scheme in the community
- To encourage and enable community participation in the scheme
- To reach out and connect with audiences not currently involved with the scheme
- To ensure effective and regular communication with existing and new stakeholders
- To manage expectations, by being transparent about the scheme outputs and timescales
- To provide opportunities for residents, businesses, and community groups to shape the scheme and its outputs
- To ensure that the projects adequately take into account the needs of local stakeholders
- To nurture a sense of local ownership of the scheme and its projects, in order to ensure that support continues to sustain momentum after the initial period of funding.

### Local Stakeholder Groups

We seek to engage with as many current, and potential, stakeholders of the scheme as possible, in order to inform the decision-making and design of scheme projects. Leominster Town Council already has in place many of the channels required to communicate and engage effectively with the local community.

Local stakeholder groups will include:

- Residents: Leominster Town Council has a strong record of consulting with local residents. It runs an annual budget consultation and has recently consulted on the development of two town centre play areas. Particular efforts have been made to establish connections with demographic groups that may not otherwise have a voice – including the local Polish community, young people, veterans and areas of the town that are geographically isolated or demonstrate high levels of vulnerability. The Council also has excellent links with local schools and works closely with teaching staff to ensure that young people have a voice in public consultations.
- A local heritage advisory group: made up of representatives from LARC, Leominster Museum, Leominster Civic Society, Leominster Historical Society, Leominster Forbury and Leominster Priory. This group is currently collaborating with Leominster Town Council to deliver a LEADER project to develop heritage interpretation materials in the town centre.
- Local businesses: one-to-one conversations with local businesses and retailers have informed many of the projects included within the HAZ scheme, as indicated by the large number of town centre businesses who submitted letters in support of the initial Expression of Interest. Leominster doesn't currently have a working businesses group or BID in the town, so a legacy of this project will be to help establish a more effective and structured channel for local business owners and landlords to communicate with local government, event organisers and other community groups.
- Team Leominster: a two-tier forum that has been in place since 2017, Team Leominster was established to enable a greater degree of collaboration between key organisations and community groups in Leominster. Representatives meet regularly to develop strategic responses to reoccurring or complex issues or opportunities facing the town. Members include: Leominster Town Council, Herefordshire Council, West Mercia Police, ECHO,

Marches Family Network, Herefordshire Wildlife Trust, Grange Court, the Priory, Hereford Diocese, Stonewater, Vennture, CAB, Leominster NILS, and HVOSS.

- Disability Groups: Leominster Town Council already works closely with ECHO, Dementia Friendly Leominster, Shopmobility and Marches Family Network, through Team Leominster and other town initiatives.
- Leominster Country Tourism Association: administered by Leominster Tourist Information Centre (part of Leominster Town Council), the association has over 140 members from tourism businesses and attractions in and around the Leominster locality.
- Event Organisers: Leominster Town Council supports organisers in providing a range of town events, including Leominster Food Fayre, Leominster Festival, Leominster May Fair, Leominster Victorian Street Market and Organisers for the annual Christmas Lights switch-on. The Town Council also runs a weekly market and monthly farmer's markets, and has good channels of communication with stall holders via its Markets Officer.
- Local artists and performers: Leominster Town Council runs an exhibition space at 11 Corn Square to celebrate and support local artists. It also has strong links with local performers via the Box Office service that is offered via the Tourist Information Centre.

### Methods of Consultation

A range of consultation approaches and activities will be carried out to ensure that we reach the range of stakeholders listed above. These will include:

- Online and offline engagement tools
- Activities which can be participated in at various times of the day and week
- Activities hosted at a range of accessible venues– including the Council Chambers, Leominster Community Centre, and Barons Cross Community Room
- Opportunities which demand only a short amount of time from the participants
- Holding activities in conjunction with other pre-organised events
- Stakeholder meetings
- Online and hard copy information and surveys
- Formal consultation with statutory bodies
- Open meetings and drop-in sessions for the general public
- Static displays with comments boxes in public spaces such as Leominster Library and the Leominster Tourist Information Centre
- School assemblies and workshops with youth groups

In addition, community representatives will be invited to be members of the Steering Group, or project specific task and finish groups. Leominster Town Council will take on the role of local facilitator for the project, working alongside the HAZ Project Officer and helping to ensure that local stakeholders are informed about project developments and are consulted on key project decisions.

### Publicity and Communication

In order to give stakeholders and local residents as much opportunity as possible to engage with the scheme and participate in consultation, all events and activities must be publicised in an effective and timely manner. Opportunities for consultation and other involvement in the scheme will be advertised via:

- Town Council and Herefordshire Council websites
- Town Council, Herefordshire Council and Tourist Information social media accounts
- Leominster Heritage Web App
- Direct emails to local businesses, organisations and community groups

- Posters placed on notice boards and in public buildings
- Display boards at the Tourist Information Centre
- Hard copy leaflets distributed to local heritage sites, local schools and nurseries, Leominster Library, HALO leisure centre, Leominster Community Centre, Barons Cross Community Room, shops and pubs throughout the town centre
- Articles in the Leominster News and other relevant publications

#### Consultation completed to date

There has been broad support for the application to the High Streets Heritage Action Zone Project, as evidenced by 87 letters of support from local partners submitted as part of the Expression of Interest. These letters were received from market traders, retailers, professional services and community groups, including: Age UK Hereford & Localities, ECHO, Gabbs Solicitors, Howard Moseley Butchers, LARC Development Trust, Leominster Civic Society, Leominster Food Fayre, Leominster Museum, Leominster Shopmobility, Leominster Town Council, Lion Ballroom, ME Fletcher Newsagent, Oxenham Art, Parrys Fruit and Veg, Rankin Constitutional Club, Roundabout Stationery, Spencer Brookes Designs, Stockmoor Antiques, The Black Swan, The Forbury Chapel, and The Lion Gallery, amongst others.

In addition, engagement with the local community has already helped to inform the development of scheme projects in the following ways:

- Property Renovation Fund
  - One to one conversations with businesses and landlords
- Corn Square Redesign
  - Formal consultation on a variety of options for the development of Corn Square as part of research for the Leominster Transport Strategy (Feb 2019)
  - Discussions with event organisers with regards to infrastructure needs and placement
  - Consultation conducted by Leominster Town Council regarding resident views on community event needs
- Public Realm and Streetscape Improvements
  - Budget consultations conducted by Leominster Town Council have indicated strong support for public realm improvements
  - One to one conversations with residents, visitors and business owners
- Restoration of Historic Buildings
  - Exploratory conversations with local heritage groups
  - One to one conversations with businesses and landlords
- Improved Town Centre Wi-Fi
  - Consultation with market holders, undertaken by Leominster Town Council's
  - Markets Officer
- Heritage Interpretation Web App
  - Exploratory conversations with local heritage groups and tourism officers



## Future Engagement

A summary of initial community engagement considerations for each of the scheme's projects is included in the table below. These will be reviewed and added to as each project is developed.

<b>Project</b>	<b>Engagement type/Consultation Topic</b>	<b>Stakeholders</b>
Property Renovation Fund	<ul style="list-style-type: none"> <li>• Grant scheme scope and format. Specifically:               <ul style="list-style-type: none"> <li>- Concerns regarding existing condition of buildings of historical interest</li> <li>- eligibility criteria and selection procedures for the premises grant</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Local business owners and landlords</li> <li>• Heritage Groups, including: LARC, Leominster Museum, Leominster Civic Society, Leominster Historical Society</li> </ul>
Corn Square Redesign	<ul style="list-style-type: none"> <li>• Infrastructure requirements and locations (e.g. electricity and Wi-Fi)</li> <li>• Access requirements for equipment delivery and staging/entertainment</li> <li>• Views on parking requirements</li> <li>• Access needs for customers</li> <li>• Access needs for deliveries</li> <li>• Options for involving local businesses in town events</li> <li>• Parking requirements</li> <li>• Shopping and visiting habits</li> <li>• Event requests and ideas</li> <li>• Current and desired uses for the square</li> <li>• Ideas for promoting Corn Square's history</li> <li>• Access requirements (wheelchairs, buggies, visual impairments)</li> <li>• Surface material requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Event organisers, including: Leominster Food Fayre, Leominster Festival, Leominster May Fair, Markets Officer, Leominster Victorian Street Market, Organisers for the annual Christmas Lights switch-on</li> <li>• Local artists and performers</li> <li>• Local businesses</li> <li>• Community Groups</li> <li>• Residents and visitors</li> <li>• Heritage Groups, including: LARC, Leominster Museum, Leominster Civic Society, Leominster Historical Society</li> <li>• Disability groups, including ECHO, Marches Family Network, Shopmobility, Dementia Friendly Leominster, Hereford College for the Blind</li> </ul>
Heritage Interpretation Web App	<ul style="list-style-type: none"> <li>• Site structure and design</li> <li>• Site aesthetics and accessibility</li> <li>• Age appropriate content, part. for children's trails</li> <li>• Aspirations and support/education/promotion needs for local heritage groups</li> <li>• Aspirations and support/education/promotion needs for local retailers</li> <li>• Visitor and resident needs/interests</li> <li>• Business subscription models</li> </ul>	<ul style="list-style-type: none"> <li>• Leominster Country Tourism Association</li> <li>• Heritage Sites: The Priory, Grange Court, Forbury Chapel, Lion Ballroom</li> <li>• Heritage Organisations: Leominster Museum, Leominster Area Regeneration Company (LARC), Leominster Historical Society, Leominster Civic Society</li> <li>• Accessibility and engagement advice: ECHO, Marches</li> </ul>

		<p>Family Network, Shopmobility, Dementia Friendly Leominster, Hereford College for the Blind</p> <ul style="list-style-type: none"> <li>• Schools: Leominster Primary School, Earl Mortimer College</li> <li>• Local businesses</li> </ul>
Public Realm and Streetscape Improvements	<ul style="list-style-type: none"> <li>• Access needs for residents</li> <li>• Access needs for businesses</li> <li>• Shopping and visiting habits</li> <li>• Mobility access requirements (wheelchairs, buggies, visual impairments)</li> <li>• Surface material requirements</li> <li>• Planter and furniture needs</li> </ul>	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Community Groups</li> <li>• Residents and visitors</li> <li>• Disability groups, including ECHO, Marches Family Network, Shopmobility, Dementia Friendly Leominster, Hereford College for the Blind</li> <li>• Leominster in Bloom (planters and furniture)</li> </ul>
Restoration of Historic Buildings	<ul style="list-style-type: none"> <li>• Grant scheme scope and format. Specifically: <ul style="list-style-type: none"> <li>- Concerns regarding existing condition of buildings of historical interest</li> <li>- eligibility criteria and selection procedures for the premises grant</li> </ul> </li> <li>• Alternative use options - requirements and feasibility</li> </ul>	<ul style="list-style-type: none"> <li>• Local business owners and landlords.</li> <li>• Heritage Groups, including: LARC, Leominster Museum, Leominster Civic Society, Leominster Historical Society</li> <li>• Community groups</li> <li>• Residents</li> </ul>
Improved Town Centre Wi-Fi	<ul style="list-style-type: none"> <li>• Wi-Fi access methods</li> <li>• Analytics requirements</li> <li>• Evaluation of service post installation</li> </ul>	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Market stall holders</li> <li>• Leominster Country Tourism Association</li> <li>• Local heritage/tourist sites</li> <li>• Residents and visitors</li> </ul>
Listing Enhancement Project	<ul style="list-style-type: none"> <li>• Information/education sessions to explain project outputs</li> </ul>	<ul style="list-style-type: none"> <li>• Local heritage groups</li> <li>• Community volunteers to support listings project</li> <li>• Interested members of the public</li> </ul>
Conservation Area Appraisal Review/Policy	<ul style="list-style-type: none"> <li>• Information/education sessions to explain project outputs</li> </ul>	<ul style="list-style-type: none"> <li>• Local heritage groups.</li> <li>• Interested members of the public</li> </ul>

## Proposed Cultural Consortium

An initial task of the Steering Group will be to identify partners for the Cultural Consortium who will be responsible for developing the Cultural Programme. Fortunately, Herefordshire now has a 10 year Cultural Strategy (2019-2029) and prioritises a number of objectives reflecting the views of the individuals and groups within the county.

The Herefordshire Cultural Strategy (2019-2029) focuses on the arts and heritage, performing arts, literature, music, crafts, visual and digital arts, photography, design, architecture, fashion, creative businesses, buildings and facilities where we access culture including museums, arts centres, theatres, churches, village halls, cinemas, libraries, archives and galleries. Importantly, the strategy provides the basis for planning and undertaking ambitious actions to bring about change and the means for effecting that change through collaborative working, bids for funding and planning and organisation.

Wide consultation highlighted the following issues that individuals and groups in the county wanted to see addressed:

- The need to support and nurture talent, including local artists working across all genres and art forms;
- The need to build a stronger and more visible creative economy;
- The need to increase participation and promote inclusion in cultural and creative activity;
- The need to engage more effectively with children and young people;
- The need to raise the profile of Hereford and Herefordshire as a great place to live, work and visit.

In order to address these issues the Priority Objectives have been set:

1. GREAT PLACE - A resilient cultural infrastructure that makes Herefordshire a great place to live, work and to visit;
2. CHILDREN AND YOUNG PEOPLE - Listening to children and young people, and connecting them to culture and connectivity;
3. CREATIVE ECONOMY - Building and supporting vibrant creative enterprises;
4. CULTURAL DEMOCRACY - The arts and heritage are for everyone;
5. CULTURAL TOURISM - Raising Herefordshire's national and international profile.

These are great foundations on which to build the Leominster HAZ Cultural Programme and ensure it not only reflects the cultural ambitions of Leominster but forms part of the countywide cultural offer. Herefordshire Cultural Consortium, a dynamic consortium of arts, culture and heritage groups, local government and businesses will be an excellent body for Leominster Cultural Consortium to engage with and learn from. That said, Herefordshire Council and Leominster Town Council are already keen and engaged supporters of cultural initiatives within Herefordshire.

Leominster Town Council supports the Leominster Festival, which runs annually at the beginning of June, and the Leominster Family Festival (part of the Hereford Courtyard outreach programme).

Herefordshire Council operates the Leominster Library, which is located in the centre of town and provides a space for community engagement events and exhibitions. Leominster Town Council also has access to venues that are suitable for hosting exhibitions and performances. The Secret Garden behind the Council Offices at 11 Corn Square is currently being developed as an event space and a

specialised exhibition space. The Stable Gallery which provides the opportunity to local artists to display their work has already been developed on the ground floor of the Council Offices. The Town Council also offers a Box Office service (ticket sales and promotion/advertising) for local events and performances, provided via the Tourist Information Centre.

In addition, the Town Council currently provides a curator for Leominster Museum, so there is scope for the Museum's temporary displays to be tailored to link with the cultural programme content. The website and app project being developed through the main HAZ Programme will also provide the opportunity to promote the Cultural Programme. One of the proposed projects is to make material available to a much wider audience, encouraging more people to take an interest in Leominster's rich history and heritage.

Both Herefordshire Council and Leominster Town Council have extensive communication networks that can be used to promote and advertise the Cultural Programme, including email mailing lists, social media accounts, local newsletters and public notice boards and local and regional press. The Town Council also supports cultural outreach to isolated and deprived areas of the town via the Leominster Team initiative.

There is already a wealth of local talent in Leominster including crafts people, artists and performers as well as a number of groups and organisations involved in cultural initiatives within the town. The Consortium will be a welcome opportunity to bring these together to feed into the countywide and national cultural programmes.

Examples of existing groups that will be invited to contribute to the development of Leominster Cultural programme include: Leominster Festival, Playhouse Cinema, Fetch Theatre, About Face Theatre, Lion Ballroom, Leominster Priory, Leominster Choral Society, Leominster Stitchers, Leominster Quilters, Leominster in Bloom, Grange Court, Leominster Museum, Leominster Community Choir, One Vision School of Arts, U3A Art, Leominster Primary School, Earl Mortimer College, Leominster Photographic Club, Leominster Morris Dancers, Marches Scribes, Leominster Area Polish Society, Leominster Twinning Association, local galleries and music venues.

## Project Summary Table

The following table is a summary of the projects that we propose will meet the aims and objectives of the Heritage Action Zone Programme.

Project	Start date	End date	Project Totals (all funders)
Premises Renovation Fund	01/04/2020	31/12/2023	£1,550,000
Restoration of key buildings	01/04/2020	31/12/2023	£750,000
Reimagining Corn Square	01/04/2022	30/03/2023	£751,000
Public Realm	01/04/2022	30/03/2023	£1,353,000
Town Wi-Fi and footfall counters	01/04/2020	31/07/2020	£80,000
Heritage web based app	01/04/2020	31/12/2023	£14,000
Historic Area Assessment/ Conservation Area Appraisal	01/04/2020	31/03/2021	£12,500
Listing Enhancement Project/Dating	01/08/2021	31/12/2021	£4,500
HAZ Project Officer	01/01/2020	31/03/2025	£85,000
<b>Totals</b>			<b>£4,600,000</b>

## Projects


### Project Template

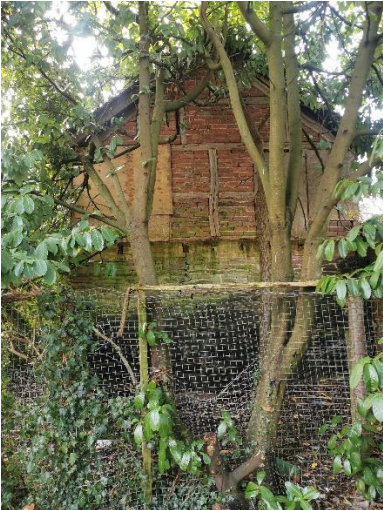
<b>Project Title</b>	Property Renovation Fund
<b>Description of Project and its objectives</b>	<p>The main aim of the Property Renovation Fund is to encourage landlords, tenants and business owners to invest in repairs and reinstatement of shops and premises within Leominster town centre. Improvements to the distinctive aesthetic of Leominster’s streets and buildings is vital to the town’s offer as a retail and tourist destination.</p> <p>There are over 200 designated heritage assets in Leominster conservation area. These are a key component of the visual attractiveness and character of the town centre. Their protection and reinstatement is important and requires urgent intervention.</p> <p>There is a significant number of late 19<sup>th</sup>/20<sup>th</sup> Century shopfronts retaining traditional features including moulded hood, fascia-board, consoles, pilasters, mullions and recessed doorways. However, there are some shopfronts associated with recent developments inserted into earlier buildings. These include very large windows and dominant illuminated fascias that conceal original architectural features.</p> <p>Unfortunately, protection of these important assets is becoming increasingly difficult as the cost of conservation discourages landlords’ and business owners from undertaking the repairs needed to prevent further deterioration.</p> <p>The emphasis of the Property Renovation Fund will be:</p> <ul style="list-style-type: none"> <li>• Repairs to the external fabric of the building to preserve historic details such as window repairs and casements, roofing, pointing and rainwater goods;</li> <li>• Repair and reinstatement of authentic external decorative features;</li> <li>• Removal of inappropriate modern shopfronts and signage and reinstatement of traditional shopfronts and signage;</li> <li>• Internal repairs and works that enable the re-use/improved use of vacant/underused accommodation and upper floors to enhance viability and sustainability;</li> <li>• access during renovations to identify and record key historic fabric that improves understanding of age and construction to feed into the heritage interpretation and dating projects</li> </ul> <p>Following a brief conditions appraisal of these assets, there are six buildings currently at risk and another ten buildings which have are categorised as being vulnerable. The appraisal indicates that the bare minimum remedial action is going to cost around £450,000.</p> <p>We are allocating a large portion of the budget to this project in order that, alongside the necessary restoration to protect the historic features</p>

	<p>of the buildings, alternative and/or additional uses are considered, especially if additional residential or visitor accommodation can be provided in upper floors of the buildings.</p> <p>Better use of planning policy and enforcement measures will have a dual purpose for the HAZ programme. In the first instance the grant can be used to incentivise premises owners to remove inappropriate signage and restore buildings to acceptable standards where they would otherwise not have fully funded this remedial works themselves. Secondly, The HAZ process will encourage the better use of enforcement to ensure that future developments are carried out to more acceptable standards.</p>			
<b>Project Category (delete as appropriate)</b>	Capital works (repair/restoration of historic building) Shop front/public realm improvement			
<b>Estimated Outputs</b>	1000 sqm commercial space renovated 30 Number of shopfronts restored 5 x new residential units brought back into use through renovation 5x new rooms for visitor accommodation			
<b>Project Leader (if known)</b>	HAZ Project Officer			
<b>Project Leader's contact details</b>	tbc			
<b>Any project partner organisations' contact details</b>	Historic Buildings Officer Planning Department Leominster Town Council Historic England			
<b>Budget</b>	HE £675,000	LA £100,000	Other sources £775,000	
<b>Start Date</b>	01/04/2020			
<b>End Date</b>	31/12/2023			



## Project Template

<b>Project Title</b>	Restoration of Historic Buildings
<b>Description of Project and its objectives</b>	<p>Preserving the distinctive aesthetic of Leominster’s rich heritage is vital to the town’s offer as a retail and tourist destination.</p> <p>Unfortunately, there are a number of key historic buildings that are currently vacant and have fallen into a poor state of repair. Most notably, the Royal Oak, a (Grade II) large Georgian (late 18th Century) building of three storeys, in brick and stucco, occupying a prominent corner position. This has recently been purchased by a new owner and we are keen to work with the new owner to restore the property and provide much needed visitor accommodation. Bare minimum works to this are estimated as £210,000, however, this is just external works and the full cost of renovation is likely to be considerably more.</p>  <p>The conditions appraisal also highlighted that the Conservative Association’s Office in Corn Square (Grade II) also requires substantial investment with the minimum amount of renovation likely to be in the region of £40,000.</p>  <p>In addition to restoration projects, we would welcome new uses that ensure historic buildings are brought back into economic use. An example would be the creation of visitor accommodation unused buildings. See an</p>

	<p>example below that is situated on the site of the Old Rectory. An initial assessment indicates that £40,000 would be required for renovation.</p>  <p>We have allocated a provisional budget of £750,000 to support the renovation of key buildings</p>			
<b>Project Category (delete as appropriate)</b>	Capital works (repair/restoration of historic building) Shop front/public realm improvement			
<b>Estimated Outputs</b>	<p>4 x heritage assets and key buildings restored  4 x number of assets removed from local heritage at risk listings  Improved public access into 2 key buildings  2 x number of new rooms for visitor accommodation  1 x number of hotel/guesthouse units repaired</p>			
<b>Project Leader (if known)</b>	HAZ Project Officer/Historic Buildings Officer			
<b>Project Leader's contact details</b>	tbc			
<b>Any project partner organisations' contact details</b>	Historic England Planning Services Historic Buildings Officer			
<b>Budget</b>	HE £600,000	LA £0	Other sources £150,000	
<b>Start Date</b>	01/04/2020			
<b>End Date</b>	31/12/2023			

## Project Template

<b>Project Title</b>	Redesigning Corn Square
<b>Description of Project and its objectives</b>	<p>Corn Square has been at the centre of Leominster life for centuries. Markets have been held in the square since the early 13th century, attracting visitors and enabling local people to trade with each other. Corn Square also has a long history of being a focus for community life, having hosted public meetings, civic events, plays, hiring fairs, and entertainments – including several annual events that are enjoyed by Leominster’s residents today. Corn Square is surrounded by unique buildings exemplifying a wide range of architectural styles and periods, which together help to illustrate Leominster’s long history. Several of the buildings (some dating from as far back as the 15<sup>th</sup> century) retain many of their original features.</p>  <p>Feedback from residents and agencies received through consultation, unsolicited correspondence, and highways assessments have identified a number of issues that currently prevent Corn Square from realising its full potential as a community venue and heritage space. These concerns include:</p> <ul style="list-style-type: none"> <li>• Inadequate infrastructure to support local demand for a diverse range of events and markets</li> <li>• Health and safety concerns regarding large numbers of vehicle movements in a space with high levels of pedestrian use</li> <li>• Damage to the public realm caused by inadequate drainage, HGV access and high levels of vehicle use</li> <li>• Traffic congestion caused by cars waiting to use free short stay parking spaces limits pedestrian use of space and impacts on flow of traffic through the centre of town</li> <li>• High levels of air pollution due to idling cars waiting for parking spaces</li> <li>• Poor access for wheelchairs and pushchairs</li> </ul> <p>These issues not only limit use of Corn Square, but additionally prevent visitors and residents from being able to identify, appreciate and enjoy the rich heritage of this significant town landmark.</p>

	<p>Recent consultation has highlighted demand for a more frequent and more diverse range of events for residents in the town. The Mapping Leominster’s Youth Report (April 2018) indicated that young people are keen to see more events take place within the town, with a particular emphasis on cinema and music events – both of which are not adequately supported by the existing Corn Square layout/infrastructure. Corn Square provides a central, hard surface space for events that does not draw visitors and event attendees away from businesses in the town centre.</p> <p>The Leominster Transport Strategy published by Balfour Beatty in February 2019 identifies Corn Square as a key street within the town for pedestrian traffic and concludes that it is “...an ideal area for utilisation as an events space and should be promoted as such.”</p> <p>The Redesigning Corn Square project will address concerns raised through consultation whilst transforming the way that the square is used, accessed and appreciated. This will be achieved by:</p> <ul style="list-style-type: none"> <li>• Resurfacing Corn Square and installing appropriate drainage</li> <li>• Installing additional electricity access points and additional events infrastructure (<i>as identified through consultation</i>)</li> <li>• Implementing a shared usage scheme for pedestrians and vehicles that is safe for users and maximises use of the space. The Leominster Transport Strategy (Balfour Beatty, Feb 2019) concludes that implementing a part-time pedestrian zone for Corn Square would improve safety and quality of experience for visitors, residents and employees, while supporting the wider economic vitality of the town</li> <li>• Implementing limitations on access for HGVs</li> <li>• Removing barriers to wheelchair and buggy access</li> <li>• Developing a revised short term parking scheme for Leominster Town Centre</li> <li>• Enhancing the square’s aesthetic and preserving its architectural history through re-decoration and conservation work to buildings surrounding Corn Square – to include the Leominster Conservative Club. Dependent on assessment of the work required, this work will be supported by either the Restoration of Historic Buildings Grant scheme or the Premises Renovation Grant.</li> </ul>
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Corn Square is a much-loved and highly valued space for Leominster's residents. As such, consultation is an important first step in this project. Specifically, consultation will involve the following topics and stakeholder groups:

- Event organisers
  - Includes Leominster Food Fayre, Leominster Festival, Leominster May Fair, Markets Officer, Organisers for the annual Christmas Lights switch-on.
  - Topics to be consulted on:
    - Infrastructure requirements and locations (e.g. electricity and placement of Wi-Fi points)
    - Access requirements for equipment delivery and staging/entertainment
- Local businesses
  - Topics to be consulted on:
    - Views on parking requirements
    - Access needs for customers
    - Access needs for deliveries
    - Options for involving local businesses in town events
- Residents and visitors
  - Topics to be consulted on:
    - Parking requirements
    - Shopping and visiting habits
    - Event requests
- Community groups
  - Topics to be consulted on:
    - Event ideas
    - Current and desired uses for the square
    - Heritage groups: ideas for promoting Corn Square's history
- Disability groups
  - Topics to be consulted on:
    - Access requirements (wheelchairs, pushchairs, visual impairments)



	The results of the early consultation work will be included in the detailed designs. Project implementation will take place in years two/early three with the redesigned space being available in years 3 & 4.			
<b>Project Category (delete as appropriate)</b>	<i>Capital works (repair/restoration of historic building) Shop front/public realm improvement</i>			
<b>Estimated Outputs</b>	<ul style="list-style-type: none"> <li>• Resurfacing of Corn Square and installation of appropriate drainage</li> <li>• Installation of electricity points and events infrastructure (as identified through consultation)</li> <li>• Implementation of a shared usage scheme for pedestrians and vehicles</li> <li>• Implementation of limitations on access for HGVs</li> <li>• Reduced emission levels in Corn Square</li> <li>• Improved take up of market stalls at weekly and monthly markets</li> <li>• Improved access to Corn Square for wheelchairs and pushchairs</li> <li>• Conservation work to buildings surrounding Corn Square – to include the Leominster Conservative Club</li> <li>• Increased awareness of Corn Square’s history and heritage for residents and visitors</li> <li>• Revised short term parking scheme for Leominster Town Centre</li> <li>• Additional events in Corn Square These may include: open air cinema, music and theatre performances, ice-skating rink, beach themed summer event.</li> </ul>			
<b>Project Leader (if known)</b>	Senior Economic Development Officer/HAZ Project Officer			
<b>Project Leader’s contact details</b>	TBC			
<b>Any project partner organisations’ contact details</b>	<ul style="list-style-type: none"> <li>• Leominster Town Council</li> <li>• Leominster Market Manager</li> <li>• Leominster Festival</li> <li>• Leominster Food Fayre</li> <li>• Christmas Lights Switch On – event organiser</li> <li>• Abe Morris (Leominster May Fair)</li> <li>• Retailers in Corn Square</li> <li>• Herefordshire Council Departments</li> <li>• Wider community engagement via consultation</li> </ul>			
<b>Budget</b>	HE £250,000	LA £500,000	Other sources £	
<b>Start Date</b>	April 2020 (Stage 1 - consultation)			
<b>End Date</b>	March 2022			

## Project Template

<b>Project Title</b>	Public Realm
<b>Description of Project and its objectives</b>	<p>The objectives of the public realm project are to improve accessibility, identity and quality that enhance the historic character and viability of the town centre.</p> <p>Part of the public realm improvements will also include improvements to signage. The objective is to provide a sign scape that is clear, consistent, un-cluttered and informative.</p> <p>As well as costly maintenance repairs, feedback from residents, visitors and businesses have highlighted a number of key issues that detract from the accessibility and attractiveness of the town centre:</p> <ul style="list-style-type: none"> <li>• Damaged and badly worn kerbstones and pavements;</li> <li>• Numerous trip hazards;</li> <li>• Significant depressions in the paved areas of the highway;</li> <li>• Poor quality patching following utility works;</li> <li>• Repairs not matching existing materials;</li> <li>• Large puddles forming;</li> <li>• Narrow pavements;</li> <li>• Poor safety;</li> <li>• Lack of street furniture, especially seating;</li> <li>• Very poor signage;</li> <li>• High kerbs;</li> <li>• Awkward and dangerous crossing points;</li> <li>• Insufficient signage, legibility and general lack of information to orientate visitors and shoppers; and</li> <li>• Unattractive aesthetic and uncared for look in the town centre generally.</li> </ul> <p>Unfortunately, these issues have arisen due to the mismatch in lower quality, and less durable, materials that were installed some 25 years ago. Below is an example of poor repairs to road surfaces in Corn Square.</p>  <p>The public realm review recently undertaken (commissioned by Leominster Town Council) has shown how the use of more durable materials can provide the quality and sustainability we expect from public realm improvements today.</p>



The review provides a good overview of the scope of works and includes a suggested design guide, phasing plan and high level costings. This review could be used for consultation.

The council will follow public procurement rules with regards to the procurement of public realm which will include the potential to use existing procured partners such as BBLP.

Sketch views of key streets that have been prepared as part of the public realm review are below:

### Sketch Views



Corn Square



West Street



High St/South St/West St Jct

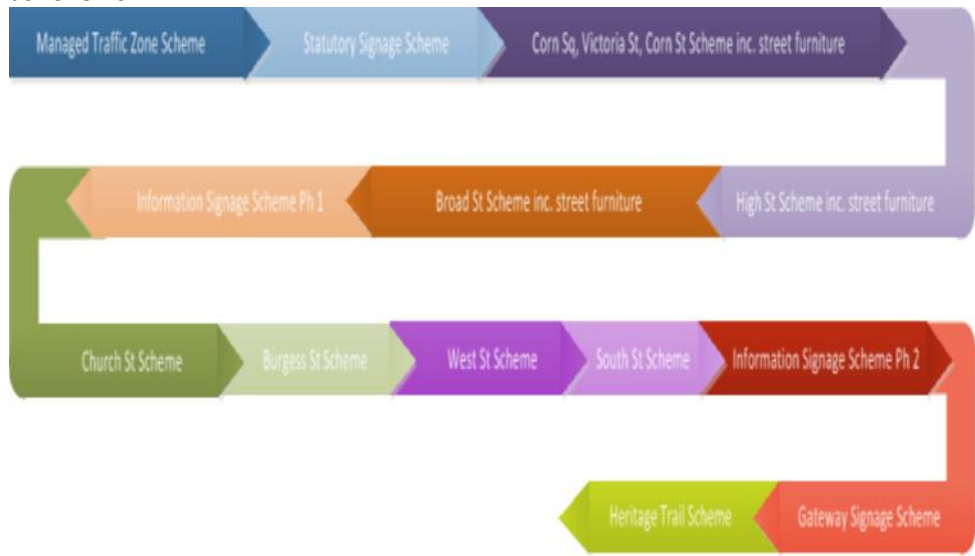


Broad Street

### Indicative Material



Herefordshire Council is aware that if Historic England are expected to make a contribution to public realm improvements, then materials must be informed by Historic England's 'Streets for All' guidance. Suggested phasing of the scheme is as follows:



**Project Category**

Shop front/public realm improvement

<b>(delete as appropriate)</b>				
<b>Estimated Outputs</b>	Public realm improved in x streets and sqm of public realm improved Xx number of improved pedestrianised areas			
<b>Project Leader (if known)</b>	Head of Infrastructure Delivery/HAZ Project Officer			
<b>Project Leader's contact details</b>	tbc			
<b>Any project partner organisations' contact details</b>	Leominster Town Council Head of Infrastructure Delivery Assistant Director for Highways			
<b>Budget</b>	HE £176,300	LA £1,151,700	Other sources £25,000	
<b>Start Date</b>	Consultation September 2019/Delivery April 2020			
<b>End Date</b>	March 2021			

## Project Template

<b>Project Title</b>	Improved Town Centre Wi-Fi																																							
<b>Description of Project and its objectives</b>	<p>The objectives of town centre Wi-Fi are three-fold. The square currently hosts community events, along with a weekly market and monthly farmers' markets. Market trading in the town centre is limited, as the lack of Wi-Fi prevents market traders from taking electronic card payments. This limits their customer base and reduces the attractiveness of the market for stall-holders. There is scope to expand market trading to include the rich base of local food producers who are not adequately served by the current market offer. Sales of local produce in the Tourist Information Centre, and the success of the annual food fayre, demonstrate an appetite for goods of this sort, which will in turn increase footfall. The range of events held in Corn Square are similarly limited by a lack of suitable infrastructure, including electricity access, poor surfacing and uneven paving which has been addressed in complementary projects.</p> <p>The second benefit to having Wi-Fi points in key areas is the ability to track footfall, footfall movements and dwell times within a geography. Hereford Business Improvement District has seen the benefits that these can bring to businesses and key stakeholders. The following movement and dwell time maps are produced weekly and provide valuable information to key stakeholders within a given geography. This also includes the footfall percentage increases and decreases compared to previous weeks, months and years. This is useful in gaining insights into what drives and attracts footfall, such as events/weather/ promotions and can help focus initiatives around increasing footfall. These systems are completely GDPR compliant. The introduction of town Wi-Fi will be most beneficial in monitoring the impact of the HAZ programme as footfall can be measured, both before and after the intervention.</p>  <table border="1" data-bbox="456 1265 1369 1966"> <caption>Footfall Data from Map</caption> <thead> <tr> <th>Location</th> <th>Visitors</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>Widemarsh Street</td> <td>17k</td> <td>-12%</td> </tr> <tr> <td>High Town</td> <td>17.5k</td> <td>-12%</td> </tr> <tr> <td>Maylords</td> <td>10.5k</td> <td>-11%</td> </tr> <tr> <td>Eign Gate</td> <td>10k</td> <td>-15%</td> </tr> <tr> <td>Commercial Rd</td> <td>9.5k</td> <td>-22%</td> </tr> <tr> <td>West Street</td> <td>6.5k</td> <td>-3%</td> </tr> <tr> <td>Commercial St</td> <td>34k</td> <td>-15%</td> </tr> <tr> <td>Union St</td> <td>5k</td> <td>-11%</td> </tr> <tr> <td>Broad Street</td> <td>21k</td> <td>-3%</td> </tr> <tr> <td>Church St.</td> <td>7k</td> <td>-5%</td> </tr> <tr> <td>St. Owen St.</td> <td>8.5k</td> <td>-11%</td> </tr> <tr> <td>King Street</td> <td>14k</td> <td>-10%</td> </tr> </tbody> </table>	Location	Visitors	% Change	Widemarsh Street	17k	-12%	High Town	17.5k	-12%	Maylords	10.5k	-11%	Eign Gate	10k	-15%	Commercial Rd	9.5k	-22%	West Street	6.5k	-3%	Commercial St	34k	-15%	Union St	5k	-11%	Broad Street	21k	-3%	Church St.	7k	-5%	St. Owen St.	8.5k	-11%	King Street	14k	-10%
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	<p>The third benefit of having Wi-Fi in the town centre is to meet visitors' needs; enhancing their experience by providing access to the internet at no cost and without restrictions on time. Access to the internet will encourage longer dwell times and provide businesses with new means of engaging with customers. Businesses can reach out to customers in ways they haven't been able to before.</p> <p>A complementary project is the heritage trail and heritage app/website. Wi-Fi will be required to enable full functionality of the app e.g. to provide the user with details of the history of a building in Broad Street whilst they are at that exact location.</p>			
<b>Project Category (delete as appropriate)</b>	<p>Cultural Programme (cultural events/ publications/marketing)  Community engagement (workshops/events/research)  Capacity-building (training/skills/education)</p>			
<b>Estimated Outputs</b>	<p>Increase in the number of visitors  Improved marketing channels  Improved trading conditions for stall holders and businesses  Enhancing the visitor experience and providing a means to communicate the HAZ project to a wider audience  Fundamental to the operation of the heritage app – enabling visitors to use fully throughout Leominster, improving knowledge of culture and heritage</p>			
<b>Project Leader (if known)</b>	Economic Development Officer/HAZ Project Officer			
<b>Project Leader's contact details</b>	tbc			
<b>Any project partner organisations' contact details</b>	<p>Fastershire Broadband Team/Grant  Full Fibre Ltd (Broadband Infrastructure Provider – Leominster)  Leominster Town Council  Balfour Beatty Living Places – utilities maps  Development Control Department</p>			
<b>Budget</b>	HE £	LA £40,000	Other sources £40,000	The provider is putting Wi-Fi points into Corn Square as part of an existing contract – this is for additional Wi-Fi points and enhanced services.
<b>Start Date</b>	April 2020 to allow for relevant permissions and identification of power points.			
<b>End Date</b>	July 2020			

### Project Template

<b>Project Title</b>	Leominster Heritage Web App
<b>Description of Project and its objectives</b>	<p>To design and develop a web application with a focus on:</p> <ul style="list-style-type: none"> <li>• providing information to local residents and visitors about the town and its heritage;</li> <li>• giving information and updates on the High Street Heritage Action Zone scheme and its progress;</li> <li>• providing a brief history of the town and details on key heritage sites;</li> <li>• showcasing the town’s Cultural Programme;</li> <li>• promoting the town’s businesses and retailers; and</li> <li>• providing a tool for promoting and celebrating the work of heritage groups within the town.</li> </ul> <p>Design priorities:</p> <ul style="list-style-type: none"> <li>• delivering information quickly and easily to key audiences;</li> <li>• primarily targeted at users of mobile devices but must also be available to people at home on their PCs;</li> <li>• accessible and engaging for users of different ages, backgrounds and abilities (achieved through consultation with local schools and disability support groups);</li> <li>• easy-to-use content management system that allows regular updates by project partners; and</li> <li>• analytics data to monitor engagement levels and guide content development.</li> </ul> <p>5 Key Content Areas:</p> <p>1. High St Heritage Action Zone Scheme</p> <ul style="list-style-type: none"> <li>○ Blog-style updates on progress and specific scheme projects (e.g. photographs of restoration works);</li> <li>○ Poll functionality to allow users to participate in project consultation via the web app;</li> <li>○ Following the completion of the HAZ scheme, this section of the app will be used to provide updates on other heritage projects taking place in the town (in collaboration with local heritage groups).</li> </ul> <p>2. Overview of Leominster’s History</p> <ul style="list-style-type: none"> <li>○ An overview/timeline of Leominster’s history, with specific pages on each of the town’s key heritage sites e.g. Priory, Grange Court, Forbury Chapel (developed in partnership with local heritage sites).</li> </ul> <p>3. Heritage Trails</p> <ul style="list-style-type: none"> <li>○ Initial content will include existing black/white building and village trails, and the LEADER funded heritage interpretation board trail to be completed in March 2020;</li> </ul>

	<ul style="list-style-type: none"> <li>○ Additional trails to be developed as part of the High Street Heritage Action Zone scheme: high street buildings/shops trail, children’s trail, antiques trail;</li> <li>○ Promotion and distribution of trails developed by local heritage organisations e.g. Civic Society bridges trail.</li> </ul> <p>4. Cultural Programme</p> <ul style="list-style-type: none"> <li>○ A space to enable residents and visitors to engage with Leominster’s Cultural Programme as it develops;</li> <li>○ To include an events listing;</li> <li>○ Developed in collaboration with local arts organisations.</li> </ul> <p>5. Shopping in Leominster</p> <ul style="list-style-type: none"> <li>○ Support for Leominster’s retailers;</li> <li>○ Encouraging links between current shops and the heritage of the buildings that they are located in;</li> <li>○ Links to buildings/shop trail;</li> <li>○ To ensure sustainability of the project, a small annual subscription from retailers will cover the cost of hosting fees following the end of the HSHAZ project.</li> </ul>
<b>Project Category</b> <b>(delete as appropriate)</b>	<p>Cultural Programme (cultural events/ publications/marketing)</p> <p>Community engagement (workshops/events/research)</p> <p>Capacity-building (training/skills/education)</p> <p>Other (Heritage promotion)</p>
<b>Estimated Outputs</b>	<ol style="list-style-type: none"> <li>1 Platform for promotion of Leominster’s Cultural Programme</li> <li>2 An attractive, engaging and accessible web application for promoting Leominster’s heritage and the HSHAZ scheme</li> <li>3 An additional channel for consulting on HSHAZ projects</li> <li>4 Promotional support for retailers and businesses</li> <li>5 Promotional support for local heritage sites and heritage groups</li> <li>6 Improved visitor experience and increased visit duration</li> <li>7 Training for retailers/businesses on how to develop promotional content for online use*</li> <li>8 Training for local heritage groups on using online technologies to promote projects and communicate research outputs*</li> </ol> <p>*the number and format of training sessions for retailers and local heritage groups will be guided by both their needs (identified via consultation) and also the advice of any Historic England staff offering in-kind support to the project.</p>
<b>Project Leader</b> <b>(if known)</b>	HAZ Project Officer/Leominster Town Council Projects and Grants Officer
<b>Project Leader’s contact details</b>	TBC

<p><b>Any project partner organisations' contact details</b></p>	<ul style="list-style-type: none"> <li>• Leominster Town Council</li> <li>• Leominster Country Tourism Association</li> <li>• Heritage sites: The Priory, Grange Court, Forbury Chapel, Lion Ballroom</li> <li>• Heritage organisations: Leominster Museum, Leominster Area Regeneration Company (LARC), Leominster Historical Society, Leominster Civic Society</li> <li>• Accessibility and engagement advice: ECHO, Dementia Friendly Leominster, Marches Family Network, Leominster Primary School, Earl Mortimer College</li> <li>• Local retailers</li> </ul> <p>In-kind support from Historic England is requested to assist with delivery of this project. Specifically:</p> <ul style="list-style-type: none"> <li>• linking the project team with groups who have developed similar apps in other locations</li> <li>• assisting with training for local heritage groups on new techniques for sharing knowledge/expertise and engaging local residents</li> </ul>			
<p><b>Budget</b></p>	<p>HE £7,200 + in kind</p>	<p>LA £1,800</p>	<p>Other sources £HE in kind Leader funding already secured for interpretation and heritage trails project</p>	
<p><b>Start Date</b></p>	<p>April 2020. Pages and content will be delivered in phases – from 2020 – 2024. It is important that the High Street Heritage Action Zone Scheme section is up and running as soon as possible, as it will form a key channel for communicating the aims, vision and progress of the scheme with local residents and, additionally, will provide a tool for encouraging engagement from local residents to enable consultation.</p>			
<p><b>End Date</b></p>	<p>March 2023</p>			



## Project Template

<b>Project Title</b>	Conservation Area Appraisal Review/Policy			
<b>Description of Project and its objectives</b>	<p>The purpose of this project is to appoint a consultant to provide an up to date Historic Area Assessment and a review of the boundaries of the Leominster Conservation Area.</p> <p>It is important that conservation areas are regularly reviewed to provide up to date management plans, which inform future developments and ensure they are aligned to the local character of the area.</p> <p>It would be timely to carry out this piece of work alongside similar projects as part of the HAZ scheme. Unfortunately, there are currently insufficient resources within the team do this important piece of work at present.</p> <p>A review of the policies to safeguard the investment area will also be addressed as part of the HSHAZ programme to ensure the positive impact of scheme.</p> <p>At present policies LD1, LD4 and SS6 of the adopted Herefordshire Core Strategy are relevant to the protection of heritage assets in planning terms.</p>			
<b>Project Category (delete as appropriate)</b>	Heritage assessment or research (Conservation Area Appraisal/ archaeology/listing)			
<b>Estimated Outputs</b>	Historic Area Appraisal Report			
<b>Project Leader (if known)</b>	Senior Economic Development Officer/Historic Buildings Officer			
<b>Project Leader's contact details</b>	tbc			
<b>Any project partner organisations' contact details</b>	Historic England Leominster Civic Society Archaeology Department – Herefordshire Council Planning Department			
<b>Budget</b>	HE £5,000	LA £5,000	Other sources £HE&HC in kind	
<b>Start Date</b>	01/04/2020			
<b>End Date</b>	31/03/2021			

## Project Template

<b>Project Title</b>	Listing Enhancement Project – Historic Environmental Records/NHLE			
<b>Description of Project and its objectives</b>	<p>The objective of the listings project is to undertake a reassessment of listed buildings and heritage assets. This process may also identify additional buildings and structures for possible statutory listing. The information will be input into the local listings and HER register.</p> <p>The second phase of this work will be the local HER/NHLE reconciliation for Leominster. This will follow on from the wider Herefordshire project (7829) which was awarded Historic England funding under the national call to be part of the reconciliation of HERs and NHLE listings.</p> <p>The above project has secured funding to help with the data entry for one year. This could be a follow on project which would allow sufficient time for archaeologists to carry out the assessments and surveys in Leominster.</p> <p>Once these surveys have been done and the information gathered, this project could fund additional support for data entry to ensure that Leominster’s HER is also included within and reconciled with NHLE.</p> <p>There will also be volunteering opportunities to assist with data entry. The listings project will encourage volunteers to participate in heritage related activities.</p>			
<b>Project Category (delete as appropriate)</b>	<p>Heritage assessment or research (Conservation Area Appraisal/ archaeology/listing)</p> <p>Capacity-building (training/skills/education)</p>			
<b>Estimated Outputs</b>	<p>5 volunteer opportunities</p> <p>200 updated HER listings for Leominster</p> <p>200 NHLE listings</p>			
<b>Project Leader (if known)</b>	HAZ Project Officer/HER Manager			
<b>Project Leader’s contact details</b>	tbc			
<b>Any project partner organisations’ contact details</b>	<p>Herefordshire Archaeology</p> <p>Local Heritage Groups</p> <p>Historic Buildings Surveyor</p>			
<b>Budget</b>	HE £1,500	LA £1,500	Other sources £HC & HE in kind	
<b>Start Date</b>	<p>Surveys Summer 2021</p> <p>Data input/listings updated 2021</p>			
<b>End Date</b>	Listings completed/NHLE reconciliation 2021			

## Funding Sources Table

Project	Start date	End date	HE funding	HC funding	Match other	In kind match	Total
Premises Renovation Fund	01/04/2020	31/12/2023	£675,000	£100,000	£775,000		£1,550,000
Restoration of key buildings	01/04/2020	31/12/2023	£600,000		£150,000		£750,000
Redesigning Square	01/04/2022	30/03/2023	£250,000	£500,000		£1,000	£751,000
Public Realm	01/04/2022	30/03/2023	£176,300	£1,151,700	£25,000		£1,353,000
Town Wi-Fi and footfall counters	01/04/2020	31/07/2020		£40,000	£40,000		£80,000
Heritage web based app	01/04/2020	31/12/2023	£7,200	£1,800		£5,000	£14,000
Historic Area Assessment/ Conservation Area Appraisal	01/04/2020	31/03/2021	£5,000	£5,000		£2,500	£12,500
Listing Enhancement Project/Dating	01/08/2021	31/12/2021	£1,500	£1,500		£1,500	£4,500
HAZ Project Officer	01/01/2020	31/03/2025	£85,000	ED Revenue budget			£85,000
<b>Totals</b>			£1,800,000	£1,800,000	£990,000	£10,000	£4,600,000

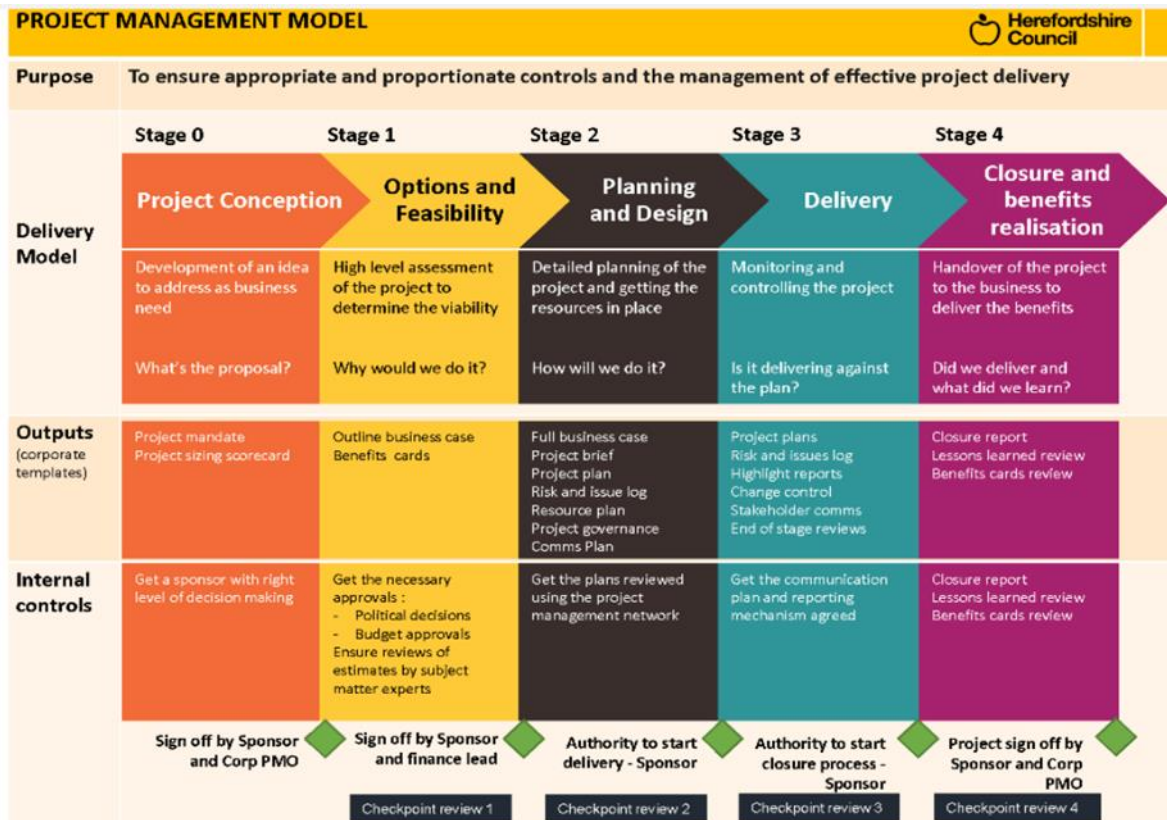
## Project Management Controls – VERTO

Herefordshire Council uses a Project Management Toolkit called VERTO to ensure appropriate and proportionate controls are in place to ensure effective project delivery across the organisation.

There are corporate standards for completion of project management information at each gateway stage. The Leominster High Street Heritage Action Zone Programme will be a project in the corporate programme and will be managed using the Verto project management model.

Verto training and support is offered to all Officers who will be required to use Verto to manage their projects. The HAZ Project Officer will be given appropriate training on the use of Verto through Herefordshire Council's Project Management training.

See extract below which shows at a glance how the project management toolkit is used to manage projects. Monthly board meetings are held to ensure that projects remain on track and that any issues and risks that arise are adequately mitigated. Verto will also aid the HAZ monitoring and evaluation work.



## Monitoring and Evaluation

As Verto will be used to ensure effective project management of the HAZ Programme, regular monitoring and evaluation will be an integral part of the programme delivery.

All projects have measurable outcomes attached to them and so can be easily monitored. Examples include:

- Footfall monitoring before and after intervention;
- Number of historic buildings renovated and restored;
- Number of shopfronts improved;
- Sqm of commercial and residential space brought back into use;
- Sqm of public realm improved;
- Heritage web app developed;
- Community engagement events held;
- Number of training events and volunteering opportunities provided;
- Development of a cultural consortium;
- Updating of the Conservation Area Appraisal and Listed Buildings Register;

Also, by their very nature, a large number of the projects require physical interventions so the outcomes are very tangible.

Herefordshire Council operates a number of externally funded programmes and has established processes and procedures in place to monitor performance against targets. More recently, Herefordshire has commissioned its own 'summative assessments' as part of these funding programmes. These assessments (evaluations) provide valuable insight into the impacts the schemes have had on the local area as well as their performance when compared to similar national schemes. They look at value for money, short and long-term benefits of the interventions as well as overall impact. The analysis also takes into account factors such as rural isolation and deprivation and whether the schemes have been helpful in tackling these problems. The HAZ Steering Group would be agreeable to doing a similar exercise for the HAZ Programme.

The HAZ Steering Group is also agreeable to working with Historic England and their appointed consultants to carry out their own evaluation of the scheme. It is envisaged the regular updates against performance targets and milestones will be reported as part of the claims process as well as detailed annual reports outlining performance to date.

An early step in the monitoring and evaluation process for the Leominster HAZ project is to factor in self-sustaining elements into the projects. Examples include the a small charge to businesses who feature on the web app - to cover the annual hosting charges - and Leominster Town Council making a small pot of funding available for shopfront repairs once the HAZ Programme has finished. We will also ensure that historic buildings are maintained by building a clause into the funding agreement and using enforcement powers if this is breached.

Building self-sustaining elements into projects at an early stage will ensure the impacts of the HAZ programme, and its legacy, survive long into the future.

## Risks and Mitigations

The risk assessment below sets out potential risks throughout the lifetime of the programme. The risk assessment also takes into account the likelihood of the risk, the impact it would have on the overall programme and necessary actions to mitigate the risk. The risk assessment will be reviewed regularly by the HAZ Project Officer. The risk assessment will be an agenda item at the Steering Group and the Project Officer will flag up any areas of concern to which the Steering Group will advise on and the appropriate course of action.

Description of Risk	Likelihood	Impact	Mitigation
Delay in drawing down HE grants	Low	Medium	Herefordshire Council has underwritten numerous grant programmes in the past and has made a forward funding facility available to enable secondary grant recipients to be paid prior to drawing down funding through the quarterly claims process.
HE grants disputed – i.e. Herefordshire Council pays out grant for restoration and HE disagree with grant award	Low	Medium	As grants are paid in advance of drawing down HE monies, there may be a dispute about the eligibility of certain payments. Herefordshire Council has extensive experience of delivering externally funded schemes and will mitigate against this by ensuring all applicants go through a due diligence process, and meet the eligibility criteria, prior to being awarded a grant.
Uptake of restoration grants lower than expected	Medium	Medium	All eligible applicants will be made aware of the grant opportunities. It is proposed that enforcement of unacceptable renovations and inappropriate signage will encourage shop owners to take up the grant to remediate.
Stakeholders want to take forward projects outside of scope of project	Medium	Medium	Partners and stakeholders will be made aware of the criteria and delivery requirements of HE programme via the Terms of Reference. Each partner will be required to sign this. Whilst it is anticipated that the HAZ programme will run alongside - and be complementary to - other initiatives in Leominster, partners and stakeholders will be made aware of the parameters of the HAZ programme at the outset in order that expectations are managed and the programme can be delivered successfully.
Disagreement between partners and stakeholders	Medium	Medium	Herefordshire Council is well versed in managing multi sectoral partnerships. Different representative groups will be welcomed to bring their experience and skills to the Steering Group and communicate the purposes of the HAZ to their networks, however, their role on the group will be made clear at the outset and in the Terms of Reference.

Political changes resulting in different priorities for Herefordshire Council	Low	Medium	Early engagement with any newly elected members to ensure continued support.
Resources – unable to provide staff match in kind	Low	Medium	Officers from both Herefordshire Council (various departments) and Leominster Town Council will be involved in the Steering Group or subgroups and made aware of the importance of resourcing the programme to meet the targets. Staff will be expected to have a separate line on time sheets for the HAZ programme so that in kind time can be accurately calculated.
Key staff leaving – lack of continuity	Low	Medium	There is a wide range of skills across both Herefordshire Council and Leominster Town Council with numerous staff having experience of successfully delivering grant programmes. This will ensure continuity is maintained.
Public realm contracts take a long time to deliver	Medium	Medium	Herefordshire Council recognises that public realm improvements take a long time to implement due to the amount of planning involved. HC has committed the budget to these works via the capital programme and will commence the planning of the public realm works early in the new year. There will be a period of consultation followed by liaison with relevant stakeholders to agree the delivery timetable. The advantage of the HAZ programme is that all relevant stakeholders will already be engaged as part of the process, therefore, making the consultation and implementation process easier. Herefordshire Council has extensive experience of delivering major infrastructure schemes on time and on budget.
Lack of experience within the team due to new roles and responsibilities of delivering new funding initiative	Low	Medium	Whilst HAZ is a new programme, both Herefordshire Council and Leominster Town Council have extensive experience in delivering externally funded programmes including DEFRA, Single Regeneration Budget, European Regional Development Fund, European Social Fund, Regional Growth Fund, Heritage Lottery, Advantage West Midlands (RDA), Rural Regeneration Zone, LEADER+. All of these programme originate from various sources e.g. some European and some central government funding and therefore HC & LTC are experienced in delivering numerous schemes with different priorities.
Environmental impacts such as	Low	Medium	This is a higher risk towards the end of the programme, therefore, the renovation grants

weather delaying capital projects			will be launched early in the programme and the scheduling of works will be planned accordingly.
Unable to manage expectations of stakeholders and the wider community	Medium	Medium	The benefits of HAZ is that it is focussed on a relatively small geography. It is therefore easier to communicate with key stakeholders and the community. LTC has strong communication channels in place already. These channels will be used and expanded to ensure that the views of key stakeholders and the wider community are factored into the programme. The communication channels will also be used to communicate the parameters of the scheme and the eligibility of the HAZ funding to equally ensure that expectations are managed.