

Herefordshire County BID

Funded by Herefordshire Businesses



STAGE 2 CONSULTATION

Developing Herefordshire County Business Improvement District Business Plan 2027 - 2031

April 2026



Dear Levy Payer,

Herefordshire County Business Improvement District Ltd (HCBID) conducted a Stage 1 Consultation with Levy Payers over a six-week period during November and December 2025. This consultation was undertaken to inform the development of a new five-year HCBID Business Plan.

Levy Payers, Volunteer Members, partner organisations and stakeholders were given multiple opportunities to take part through a range of engagement methods, including a survey (online and paper format), one-to-one Levy Payer meetings, drop-in sessions, externally-led business meetings, a direct letter sent to all current HCBID Levy Payers, dedicated e-newsletters, and numerous direct emails to our contact database to encourage participation.

We are grateful for the time and insight shared during the Stage 1 Consultation, which has provided a strong evidence base to begin developing a fully rounded and ambitious Term 2 Business Plan that reflects business priorities across the County.

Using the information gained in Stage 1, Stage 2 now provides the opportunity to review the proposed HCBID Rules, Sectors to be included in Term 2, emerging themes and potential projects currently under discussion. This stage also offers a further opportunity for Term 2 Levy Payers and stakeholders to feed in views, identify gaps, and help shape the direction of the Second HCBID Term.

Feedback on the Stage 2 Consultation is open until midnight on the **14 June 2026**. All feedback from both consultation stages will be considered and used to finalise the **Herefordshire County Business Improvement District Ltd Business Plan 2027–2031**, which will be formally published later in 2026 in advance of the HCBID Ballot.

How to Feedback

Levy Payers and stakeholders are encouraged to share their views as part of the Stage 2 Consultation process. Feedback can be provided through a number of channels to ensure everyone has the opportunity to take part, including direct email responses, one-to-one Levy Payer discussions, Roadshows and Traders Meetings.

All feedback received by **14 June 2026** will be considered as part of the ongoing development of the **Herefordshire County Business Improvement District Ltd Business Plan 2027–2031**. This consultation provides an important opportunity to comment on the proposed HCBID Rules, Sector list, emerging themes and potential projects, and to highlight any gaps or priorities that should be considered before the final Business Plan is completed.

Kind Regards,

Diane Mansell CEO

Herefordshire County BID Ltd / Visit Herefordshire LVEP

Get in Touch

✉ Diane@herefordshirecountybid.co.uk

☎ 07940 145 219

📍 11 Corn Square, Leominster, Herefordshire, HR6 8YP

🌐 www.herefordshirecountybid.co.uk

🌐 www.visitherefordshire.co.uk

HCBID Ballot Timeline

Start date of Ballot: 17/09/2026

Final day of Ballot: 15/10/2026

Proposed HCBID Second Term start date: 01/01/2027



This document has been produced for consultation purposes only. The proposals, themes and projects included are indicative and not final, and may be updated, amended or refined following consultation feedback and further development before the final production of the HCBID Business Plan 2027–2031. This consultation process will continue until the 14 June 2026.

Proposed HCBID Levy Percentage for Term 2

HCBID is proposing a reduction in the BID Levy percentage from 2.0% to 1.75% of a Hereditament's rateable value in the Second HCBID Term. This change responds to Levy Payer feedback and balances affordability with the continued delivery of high-quality, County-wide HCBID services and is possible because of the strong support from the sector in the first term.

Proposed HCBID Levy Rules for Term 2

1. The Second HCBID Term lasts for five years - 01 January 2027 until 31 December 2031

2. BID Levy Calculation

- a. No inflationary rate will be applied to the BID Levy during the Second BID Term.
- b. VAT will not be charged on the BID Levy.
- c. The BID Levy will be applied to all eligible business ratepayers within the defined sectors and geographical area.
- d. The Levy to be paid by each Hereditament (rateable premise) will be calculated at 1.75% of its rateable value using the 2026 Non-Domestic Rating list throughout the BID's Second Term.
- e. Any change of use or physical change to a property including new construction; merger; subdivision; extensions or refurbishment where the Hereditament has no entry in the 2026 list will be levied at 1.75% of the prevailing list, even though the Levy Payer did not vote on the initial proposal.
- f. The ratings list will be updated for any changes in ratepayer, appeals, additions or removals and liability will be adjusted accordingly.
- g. There is no void property discount for properties classed as conservation listed, untenanted, empty or under refurbishment. Under these circumstances the registered business ratepayer will become liable for the BID Levy and will be entitled to vote at the Ballot.
- h. The BID Levy will have to be paid by a new ratepayer occupying an existing or new rateable property within the BID area up until the end of the five-year Term on 31 December 2031, even if they did not vote in the BID Ballot.
- i. If a business ratepayer occupies a business for less than one year, the amount of BID Levy payable will be calculated on the number of days they occupy the property as a proportion of 365 day year.
- j. Hereditaments that are let for non-commercial use are also liable for the Levy whilst they remain listed on the Non-Domestic Rating list.
- k. Properties being demolished will be liable for the BID Levy until the property is removed from the Non-Domestic Rating list.
- l. The BID Levy will not be affected by the Government's Small Business Rates Relief Schemes, service charges paid to landlords, exemptions, relief or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988.

3. Ballot Entitlement

- a. Only the registered business ratepayer occupying a property with a rateable value of £12,000 and over and that falls within the specified sectors and rules will receive a vote.
- b. Votes are based on rateable value at Ballot notice date.
- c. One vote will be given per Hereditament.

4. The following exemptions apply to BID Levy:

- a. Those with a rateable value of £11,999 or less will be exempt from paying the BID Levy and will not receive a BID Ballot vote.
- b. Food Supermarkets / Food Superstores with a rateable value of £100,000 or above will be exempt from paying the BID Levy and will not receive a BID Ballot vote.
- c. Businesses whose VOA's standard sector description does not fall into the sectors identified will be exempt from paying the BID Levy and will not receive a BID Ballot vote.
- d. Entirely voluntary (not-for-profit, primarily for community, charitable, social, cultural or mutual benefit and is run wholly or mainly by volunteers) will be exempt from paying the BID Levy and will not receive a BID Ballot vote.
- e. Charitable exemptions
 - i. Non-retail charities (Definition - A non-retail charity is a charitable organisation whose primary purpose is not the sale of goods or services to the public. The premises are used wholly or mainly for delivering charitable activities directly, such as community services, education, advice, support, worship, or administration, rather than operating as a shop or other retail outlet.)
 - ii. Charities with a trading income of £11,999 or less (Definition - Trading income for a retail charity is income generated through the sale of goods to the public, typically via a charity shop, where the activity involves trading in a commercial manner, even though the profits are applied solely to the charity's charitable purposes.)
 - iii. Charities with less than 2 full time equivalent paid staff.

5. Collection

- a. Under BID regulations, the BID Levy will be collected annually on the 1 April each financial year.
- b. Collection arrangements will be formalised in an Operating Agreement signed by both the HCBID and Herefordshire Council.
- c. Under the BID regulations 2004, Herefordshire Council or their appointed representative is the only organisation that can collect the BID Levy on behalf of the HCBID. The fees for this service will be paid for by the BID.
- d. The Levy income will be kept in a separate ring-fenced account and transferred to the HCBID on a monthly basis.
- e. Collection of the HCBID Levy carries the same collection process and enforcement weight as collection of the Non-Domestic Rating.

6. The HCBID Board of Directors are responsible for writing off any debts.

7. The HCBID Boundary and Levy Rate cannot be altered without an Alteration Ballot.

8. The HCBID Board may vary projects, costs and timescales providing the changes fall within the income and overall objectives of the BID.

Proposed Sectors to be Included in the Second Term Business Plan

The sectors shown are taken from the Valuation Office Agency (VOA) website and use the VOA's standard sector descriptions. If you would like to see what your VOA description is look on the VOA website:

www.tax.service.gov.uk/business-rates-find/search

Activity Centre and Premises	Holiday Let	Holiday Centre and Premises	Residential Training
Adventure Centre and Premises	Cross Country Course and Premises	Horse Racecourse and Premises	Accommodation
Airfield and Premises	Premises	Hostel and Premises	Residential Training Centre and Premises
Airstrip and Premises	Deer Park	Hotel and Premises	Premises
Amusement Arcade and Premises	Distillery and Premises	Ice Cream Parlour and Premises	Restaurant & Guest House & Premises
Amusement Park and Premises	Exhibition Centre and Premises	Indoor Arena	Restaurant and Premises
Animal Sanctuary	Farm Attraction and Premises	Internet Cafe	Restaurant Gallery and Premises
Apartment House and Premises	Farm Park and Owl Centre	Kiosk and Premises	Retail Warehouse and Premises
Aquatic Centre	Farm Park and Premises	Kitchen and Premises	Retail Warehouse, Workshop and Premises
Archive and Premises	Farm Shop and Premises	Kitchen, Camping & Premises	Rowing Club & Premises
Art Gallery & Premises	Farm Shop Restaurant and Premises	Land Covered by Water Used for Fishing and Store	Rowing Club and Premises
Art Studio & Gallery	Festival Site	Land Covered by Water, Lodge and Premises	Self-Catering Accommodation
Auction House and Premises	Field Activity Centre	Land Used for Car Boot Sales	Self-Catering Holiday Unit
Auction Rooms & Premises	Firing Range and Premises	Land Used for Mountain Boarding	Self-Catering Unit
Bank and Premises	Fish & Chip Shop	Land Used for Outdoor Activities & Premises	Shepherds Hut and Premises
Betting Shop and Premises	Fisherman's Hut	Land Used for Paintball	Shooting Ground and Premises
Bingo Hall and Premises	Fishing Hut	Launderette and Premises	Shooting Lodge
Bowling Alley and Premises	Fitness Centre and Premises	Leisure Centre and Premises	Shooting Range and Premises
Bowling Club & Premises (Outdoor)	Food Kiosk and Public Toilets	Leisure Hub and Premises	Shop and Premises
Bowling Green (Outdoor)	Football Ground and Premises	Library and Premises	Shop Cafe and Premises
Bowling Green and Premises	Function Venue and Premises	Livestock Market and Premises	Shop Caravan Site and Premises
Brewery and Premises	Function Venue, Holiday Lets and Premises	Market and Premises	Shop Post Office and Premises
Brewery Bar and Premises	Gallery and Premises	Market Hall	Shop Self-Catering Unit and Premises
Brewery Rooms and Shop	Garage, Petrol Filling Station and Premises	Meditation Centre & Premises	Shop Tea Room and Premises
Bridal Shop and Premises	Garden Centre and Premises	Micro-Brewery and Premises	Shop, Self-Catering Unit and Premises
Bus Station and Premises	Garden Centre, Self-Catering Unit and Premises	Micro Pub and Premises	Shop, Workshop and Premises
Cabin and Camping Site and Premises	Garden Nursery	Motorcycle Racetrack & Premises	Skate Park and Premises
Cafe and Premises	Glamping and Premises	Museum and Premises	Soft Play Trampoline Centre and Premises
Cafe Camp Site and Premises	Glamping Pod and Premises	Nature Reserve and Premises	Sports Bar and Premises
Cafe, Craft Workshop and Premises	Glamping Site and Premises	Night Club, Shop and Premises	Sports Centre and Premises
Camping Site Self-Catering Units and Premises	Go Kart Track and Premises	Outdoor Activity Centre and Premises	Sports Ground and Premises
Campsite and Premises	Golf Course and Leisure Facilities	Outdoor Arena and Premises	Squash Club Tennis Courts and Premises
Canoe Hire and Premises	Golf Course and Premises	Outdoor Centre and Premises	Studio and Premises
Car Park and Premises	Golf Driving Range and Premises	Pavilion and Premises	Swimming Pool and Premises
Caravan Park and Premises	Premises	Petrol Filling Station and Premises	Take Away and Premises
Caravan Site and Premises	Guest B&B House and Premises	Petrol Filling Station Shop Post Office and Premises	Tap and Premises
Cinema and Premises	Guest House and Premises	Play Barn and Premises	Tea Room and Premises
Climbing Centre & Premises	Guest House and Self Catering and Premises	Post Office and Premises	Teashop and Premises
Clubhouse Sports Ground and Premises	Guest House Holiday Let and Premises	Public House and Premise	Tennis Club and Premises
Coach Park	Guest House Self Catering Unit and Premises	Public House Caravan Site and Premises	Tennis Court
Communication Station and Premises	Hall, Holiday Let and Premises	Public House Lodge and Premises	Test Track
Concert Hall and Premises	Health & Fitness Club and Premises	Public House Restaurant and Premises	Theatre and Premises
Conference Centre and Premises	Heritage Railway and Premises	Range	Venue Hire Premises
Craft Warehouse and Premises	Historic House and Premises	Recording Studios	Wedding Venue and Premises
Craft Workshop & Premises	Historic Property and Premises		YHA Hostel and Premises
Cricket Ground and Premises			Yurt Camping Site and Premises
Cross Country Course and			

The Developing Vision for the New HCBID Business Plan 2027-2031

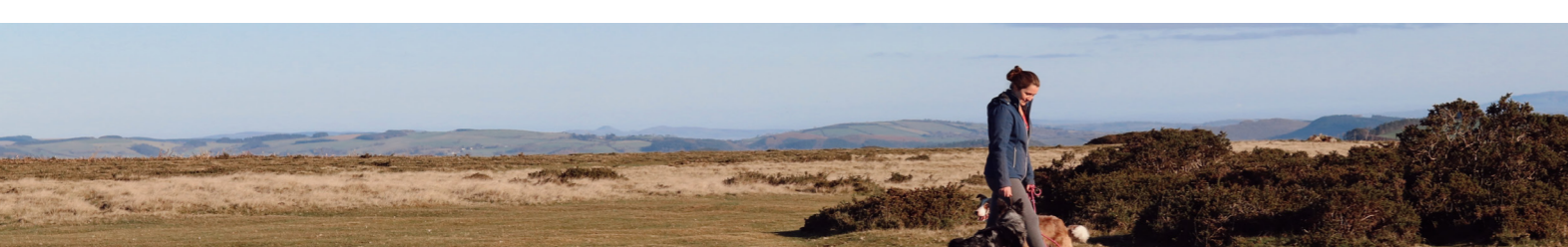
Herefordshire's success as a destination depends on visitors moving fluidly between villages, market towns, city of Hereford and rural landscapes, rather than experiencing them in isolation. Agricultural tourism (agri-tourism) provides the golden thread that weaves through all the themes, campaigns and projects that gives Herefordshire's tourism economy a unique selling point.

In the context of Herefordshire, agri-tourism refers to unique visitor experiences, products and marketing inspired by our rural way of life. It connects the County's rural heart with its villages, Market Towns and Hereford, creating a joined-up visitor economy where rural businesses sit alongside cafés, pubs, shops, accommodation and cultural & heritage events as part of a single, coherent offer. In doing so, it helps ensure tourism benefits Herefordshire as a whole, rather than concentrating activity in isolated hotspots.

Agri-tourism is strategically important for Herefordshire not simply because the County is rural, but because it:

- > Aligns agriculture, tourism and place-making, rather than treating them as separate agendas
- > Strengthens the Market Towns and Hereford by driving visitor movement, dwell time and spend
- > Supports rural resilience, keeping businesses viable while enhancing the visitor offer
- > Underpins the County's distinctive brand, rooted in food, orchards & vineyards, landscape, heritage and authenticity
- > Encourages year-round, lower-impact tourism aligned with regeneration and sustainability priorities

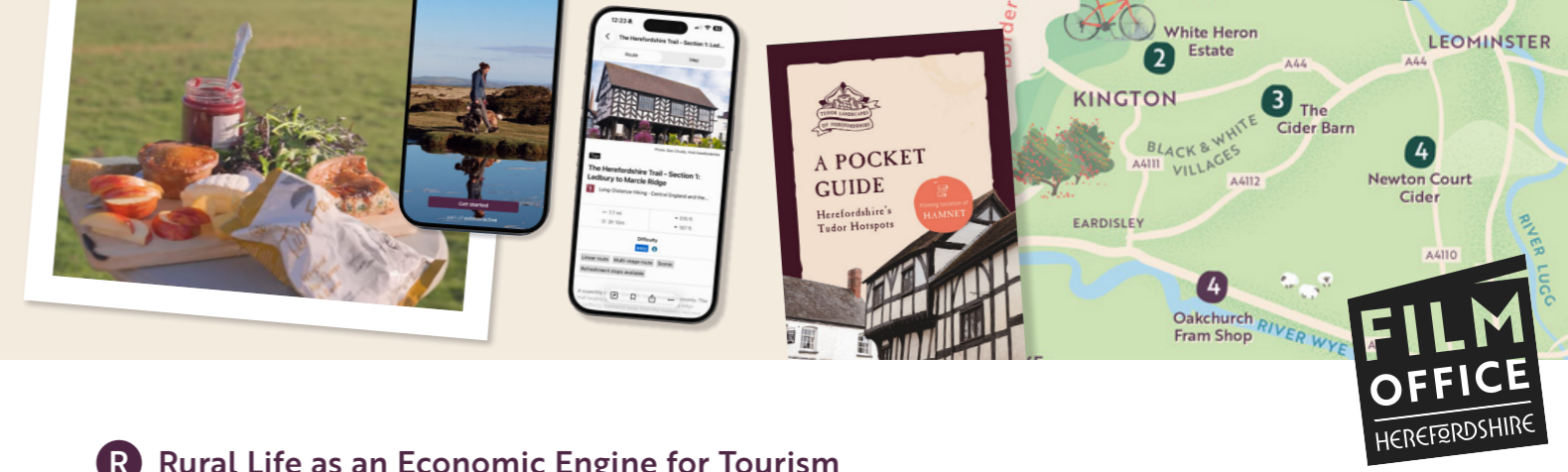
This developing vision for the new Business Plan reflects Levy Payer feedback and sets out how HCBID investment will support a connected, resilient and high-value visitor economy.



Theme Development



Together, the following four themes provide a coherent framework for delivering tourism across Herefordshire. Each theme plays a distinct but interconnected role in attracting visitors, supporting businesses, activating rural life and investing in the infrastructure and partnerships needed to ensure tourism growth benefits the whole of Herefordshire. Projects will be phased across the five-year period, prioritising early quick wins while creating a pipeline of longer-term development activity. The four themes of the new Business Plan and project outlines that will deliver them are:



A Attracting Visitors and New Audiences:

Purpose: To increase the number, diversity and quality of visitors to Herefordshire using our rural unique selling point as a compelling reason to visit, encouraging longer stays and movement between rural landscapes, villages, Market Towns and the historic riverside city of Hereford.

Proposed Projects:

Visit Herefordshire Brand Development

1. Herefordshire's Destination Management Plan 2025 -2035 Priority 4: Reinforce the Distinctive Destination Brand and Identity.
2. Herefordshire Producers Campaign is a new flagship initiative designed to champion the County's producers as a core part of the visitor experience and destination brand.
 - > Town/country collaboration by developing projects that encourage partnerships between rural and town businesses (e.g. farm to fork products featured in town venues, shared events, joint promotions).
3. Extension of the **Herefordshire Food Safari** which are producer-led food and drink trails to link rural producers with cafés, pubs and retailers across the County.
4. Extension of the hugely successful **Roasts & Rambles** campaign utilising Outdooractive platform to further promote the pub industry in Herefordshire.
5. Support businesses to develop immersive experiences such as hands-on activities including farm tours, orchard walks, cultural & heritage experiences, seasonal participation events and learning-based experiences rooted in working landscapes.
6. **Stargazers' Guide to Herefordshire** with the further promotion of the Starry Stays and Supper & Stargazing elements of the campaign.
7. Further develop the Visit Herefordshire brand by aligning with national VisitEngland and VisitBritain campaigns, creating distinctive place-based initiatives to drive overnight stays and deliver tangible benefits for pubs, accommodation providers and local experiences.
8. Promote the County's diverse outdoor and active experiences, from fishing and golf to water sports and walking.
9. **Visit Herefordshire website marketing and content creation.**
10. **PR support including influencer and journalist familiarisation visits.**
11. **Visit Herefordshire Monthly e-Newsletter.**
12. Digital infrastructure, continued investment in digital platforms, content, data and insights that help visitors discover and navigate the County.
 - > Organic **social media coverage**
 - > Paid **Meta Ads** and social media boosts
 - > **AI integration** for the Visit Herefordshire website
 - > Visit Herefordshire Third Party integration widget
13. Creation of new photography and videography collateral.
14. Creation and print of the **Visit Herefordshire Visitor Maps.**
15. **Herefordshire Film Office development.**
16. Further development of '**Rural Romance**' - Herefordshire Weddings landing page.
17. Showcase the Visit Herefordshire brand at high profile visitor events.
18. Collaborate with regional organisations and events to promote cross-border programmes that attract new audiences and drive increased demand for Levy Payer businesses, including food and drink, accommodation and activity providers.

G Growth for Local Businesses and Producers

Purpose: To ensure tourism directly supports, local producers, rural diversification and town-based businesses, increasing resilience, skills and local economic impact.

Proposed Projects:

1. Herefordshire's Destination Management Plan 2025 -2035 Priority 6: Nurture our People and Businesses.
2. Business Development Support including **Drop-Ins / Roadshows.**
3. Skills and knowledge programmes.
 - > SEEDL Training Portal
4. Herefordshire's Destination Management Plan 2025 -2035 Priority 2: Grow the Volume of Overnight Visitors.
5. Footfall and credit/debit card spend reporting.
6. Place Support Partnership (PSP).
7. **STEAM** (Scarborough Tourism Economic Activity Monitor) Data.
8. Business to Business weekly HCBID e-Newsletter.

R Rural Life as an Economic Engine for Tourism

Purpose: To position rural Herefordshire as a productive, investable and visit-worthy part of the economy, activating working landscapes while strengthening links to villages, Market Towns, and the historic riverside city of Hereford.

Proposed Projects:

1. **Outdooractive app** development. Rural/ Town experience connectors: Trails, routes or themed journeys that physically and conceptually connect rural landscapes and villages with nearby Market Towns and the historic riverside city of Hereford.
2. **Celebration of working landscapes:** Interpretive content and storytelling that helps visitors understand country life, land stewardship and rural heritage and culture as part of the tourism experience.

I Investment in Tourism

Purpose: To provide the infrastructure, partnerships and enabling investment needed to deliver high-quality tourism experiences and long-term growth across the County.

Proposed Projects:

1. Continuation of the **Market Towns Support Fund.**
2. Yearly **Visit Herefordshire Tourism Conference.**
3. **Visit Herefordshire Tourism Awards.**
4. **Creation of a Travel Trade product.**
 - > Product and Experience Development: Workshops and peer learning for businesses on hosting visitors, storytelling, sustainability creating new products and experiences and maximising visitor spend across the County.
5. **Visit Herefordshire Local Visitor Economy Partnership (LVEP).**
3. **Infrastructure enabling visitor movement:** Small-scale interventions that support access, signage, trails or information linking rural areas with villages, Market Towns and the city of Hereford.
4. **Wellbeing and slow-tourism campaigns:** Nature and retreat experiences complemented by town and city offerings aligned with Herefordshire's Destination Management Plan 2025 -2035 Priority 5: Drive Forward a Regenerative Approach to Tourism.
5. Creation of a suite of printed materials to promote the Visit Herefordshire brand.
6. Roll out of the Accommodation Visitor Folders to accommodation providers.
- > Continued partnership working with VisitEngland and VisitBritain to make sure Herefordshire is included in their planning and campaigns.
- > Continuation of the strong working partnership we have with Herefordshire Council.
- > Partnership and Funding Development - Using the HCBID's central role to unlock external funding, partnerships and pilots that support our aspiration to reach a billion-pound economy by 2035.
- > HCBID recognises culture as a vital part of the visitor economy and works in partnership with the Herefordshire Cultural Partnership to support cultural strategy, investment and programming that strengthens place-shaping, community wellbeing and the County's distinctiveness as a rural destination.
- > Herefordshire's Destination Management Plan 2025 -2035: Embed Partnership Working & Advocate for the Visitor.



Ballot Roadshow Dates

Bromyard 28 April:

Daytime Roadshow

10am - 2pm The Falcon Hotel, 4 Broad St, Bromyard, HR7 4BT

Business Meeting with Bromyard Chamber of Commerce

5:30pm - 6:30pm The Falcon Hotel, 4 Broad St, Bromyard, HR7 4BT

Hereford 29 April:

Daytime Roadshow

10am - 2pm The Courtyard, Edgar Street, Hereford, HR4 9JR

Hereford 30 April:

Herefordshire Means Business Expo

10am - 2pm The Shell Store, Hereford HR2 6SR

Ross on Wye 6 May:

Daytime Roadshow

10am - 2pm The Kings Head Hotel, 8 High St, Ross-on-Wye HR9 5HL

Business Meeting with the Ross Business Association

6pm - 7pm The Kings Head Hotel, 8 High St, Ross-on-Wye HR9 5HL

Kington 7 May:

Daytime Roadshow

10am - 2pm Burton Hotel, Mill Street, Kington, HR5 3BQ

Joint Chamber of Commerce and TIC Meeting

6pm - 7pm Burton Hotel, Mill Street, Kington, HR5 3BQ

Golden Valley 12 May:

Business Meeting with Golden Valley Traders Group

6pm - 7pm The Hub St Peter's Church, Church Road, Peterchurch, HR2 0RT

Ledbury 13 May:

Daytime Roadshow

10am - 2pm The Feathers Hotel, 25 High Street, Ledbury, HR8 1DS

Ledbury Traders

5.30pm to 6.30pm - The Old Grammar School, Ledbury, HR8 1DH

Leominster 14 May:

Daytime Roadshow

10am - 2pm The Lion Ballroom, 17 Broad St, Leominster HR6 8DB

Business Meeting Leominster Business Group

5:30pm - 6:30pm The Lion Ballroom, 17 Broad St, Leominster HR6 8DB

VOTE YES

What Happens with a NO vote?

A NO vote means that none of the BID projects outlined in the BID Proposal/ Business Plan will be delivered and HCBID will cease trading on the 31 December 2026. Don't make the mistake of thinking another organisation will pick up the shortfall. The key aims and objectives which were decided by the Herefordshire Visitor Economy business community will not be delivered or undertaken by statutory bodies.

There is no 'plan B' and no other organisation is able to access over £2m in the next five years to reinvest this directly back into Herefordshire Tourism Economy.

Get in Touch

✉ Diane@herefordshirecountybid.co.uk

☎ 07940 145 219

📍 11 Corn Square, Leominster, Herefordshire, HR6 8YP

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