



VISIT **HEREFORDSHIRE**

brought to you by  Herefordshire
County BID

BUSINESS PLAN 2027-2032

Growing a Record-Breaking
Visitor Economy

SECOND TERM



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Message from our Co-Chairs

Five years ago, businesses across Herefordshire came together during Covid with a shared ambition, to raise the profile of our County, attract more visitors and create greater opportunities for local businesses.

What began as a shared vision has become a proven success story, delivering real results and lasting impact.

Since January 2022, Herefordshire's visitor economy has grown from £470m to a record-breaking £830m, now supporting almost 8,000 jobs and contributing 24.6% of the County's economy.

These achievements represent far more than impressive numbers. They demonstrate what can be accomplished when businesses unite behind a shared vision.

Behind every statistic is tangible impact: stronger businesses, vibrant communities, increased investment and a growing number of visitors discovering Herefordshire.

As we developed this Business Plan, businesses told us clearly what they want next: stronger destination marketing, greater digital reach, continued business support, investment in market towns and rural communities, and a relentless focus on bringing more visitors and spending into Herefordshire.

This Business Plan turns those priorities into an ambitious but achievable roadmap for 2027-2032, with a clear goal: to grow the visitor economy, increase overnight stays, attract investment and build a £1 billion visitor economy by 2035.

The next chapter starts here.

The choice ahead is straightforward, but very significant. A YES vote will secure another five years of investment, leadership and promotion for Visit Herefordshire. It will ensure that Herefordshire continues to have a strong, independent business-led organisation championing local businesses and driving growth across the visitor economy.

Thank you to everyone who has supported us and helped shape this Business Plan.

We hope you will join us in writing the next chapter of Herefordshire's success by voting YES for Visit Herefordshire.

Joanna Hilditch & Glenn Jones

*Co-Chairs, Herefordshire County Business Improvement District Ltd,
trading as Visit Herefordshire*



STATEMENT FROM

Councillor Graham Biggs

*Cabinet Member for Economy and Growth
Herefordshire Council*

A strong visitor economy is fundamental to a strong Herefordshire economy. Tourism supports thousands of jobs, sustains over 3,500 businesses across the County, generates investment and helps create prosperous places where people choose to live, work and do business. Since the launch of Visit Herefordshire in 2022, the results have been significant. The value of Herefordshire's visitor economy is a record-breaking £830m, contributing 24.6% of the County's economy. These results demonstrate the power of a coordinated, business-led approach to tourism growth and the importance of continued investment in the sector.

Increased visitor spending supports independent retailers, pubs, cafés, restaurants, producers, accommodation providers, attractions, cultural organisations and local supply chains. It helps sustain employment, drives footfall and encourages private sector investment. This Business Plan sets out a clear and ambitious programme to build on those achievements, attract new visitors, increase overnight stays, secure additional investment and support businesses to grow. As Herefordshire looks towards the long-term ambition of becoming a £1 billion visitor economy, Visit Herefordshire has an important role to play in providing the leadership, partnerships and investment needed to achieve that goal. I welcome this Business Plan and encourage businesses to support the continued growth and prosperity of the County through a YES vote.



STATEMENT FROM

Andrew Stokes OBE

England Director, VisitBritain

As England's national tourism agency, VisitEngland is proud to support Visit Herefordshire and its ambitions for the future of the County's visitor economy.

Since achieving Local Visitor Economy Partnership status in 2024, Visit Herefordshire has shown strong leadership, bringing together businesses, local authorities and stakeholders behind a shared vision for sustainable visitor economy growth. This proposal will provide an important mechanism to build on this momentum, securing the investment needed to continue raising Herefordshire's profile, supporting local businesses and delivering benefits for communities across the County.

In a relatively short period of time, Herefordshire has demonstrated what can be achieved through effective partnership working. The County has enjoyed growing national recognition through VisitEngland Awards programmes, with Herefordshire businesses earning an increasing number of accolades and finalists on the national stage, highlighting the exceptional quality of the visitor offer across the destination and the leadership of Visit Herefordshire to deliver their awards.

Visit Herefordshire has also embraced opportunities to showcase the County to new audiences through VisitEngland's Starring GREAT Britain programme. The promotion of filming locations linked to productions such as Hamnet and Succession has helped raise awareness of Herefordshire's unique landscapes, heritage and character, demonstrating the growing appeal of the destination to both domestic and international visitors.

A successful Ballot will enable Visit Herefordshire to continue this important work, strengthening the County's position as a leading rural destination, attracting more visitors, encouraging longer stays and generating greater economic impact for local businesses and communities.

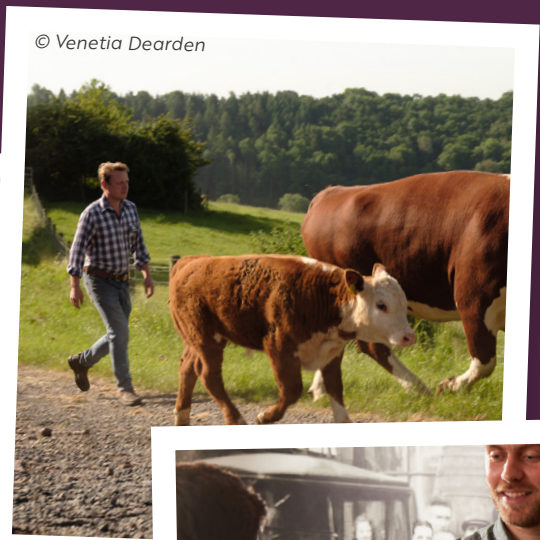
We look forward to continuing our work with Visit Herefordshire, its partners and businesses as they deliver the next phase of their ambitious plan and build on the considerable successes achieved to date.



The Viking Games



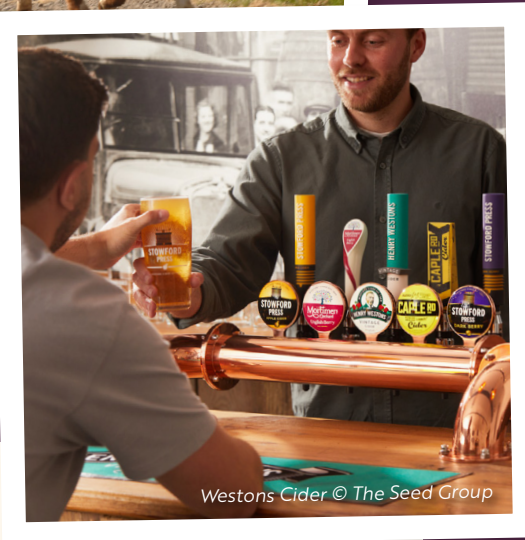
Brook House Woods



© Venetia Dearden



Hereford © Just Jon Simpson



Westons Cider © The Seed Group

About Visit Herefordshire

We listened. We invested. We delivered.
We built something worth protecting.



A NOTE FROM WESTONS CIDER

As a family-owned business that has been rooted in Herefordshire for more than 145 years, we know the value of working together to showcase everything our County has to offer. Visit Herefordshire plays an important role in raising the profile of our region, supporting local businesses and encouraging more people to discover Herefordshire's unique heritage, food & drink, culture and beautiful countryside.

We've worked alongside Visit Herefordshire through campaigns and initiatives that help promote the County and attract new visitors.

A thriving visitor economy benefits businesses of all sizes and strengthens the communities we are proud to be part of.

The continued investment in Visit Herefordshire benefits the future of Herefordshire by bringing awareness to more people and ensuring the County remains a vibrant and attractive destination.

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A Record-Breaking First Term

Visit Herefordshire exists for one purpose:
To bring more visitors, spending and opportunities to Herefordshire businesses.

How Does Visit Herefordshire Benefit My Business?

- > Visit Herefordshire helps raise the profile of Herefordshire while creating direct economic opportunities for local businesses.
- > More visitors are staying longer, exploring more of the County and spending more locally. That means more opportunities for independent retailers, hospitality, accommodation and activity providers across our Market Towns, villages and rural communities.

The Next Five Years Provide an Opportunity to Build on that Success

This Business Plan sets out how Visit Herefordshire will deliver sustainable growth for the County by attracting higher-value visitors, increasing overnight stays and visitor expenditure, supporting independent businesses, market towns, producers and creatives, and strengthening the tourism sector to help achieve a £1 billion visitor economy by 2035.

The Business Plan 2027-2032

- > Attracting Visitors and New Audiences
- > Working Together for Business Growth
- > Authentic Herefordshire as an Economic Engine for Tourism
- > Investment in Tourism

Reducing the Levy, Strengthening the Impact

Following the 2026 Business Rates Revaluation, and the impact many businesses told us this had, we have listened to feedback and reduced the Business Improvement District Levy from 2.0% to 1.75% of the Rateable Value.

New Start Date

The start of the Second Term will also move from 1 January 2027 to 1 April 2027. This will align the Business Improvement District with the financial year, improving efficiency and supporting stronger partnership working.



Together, we can ensure Herefordshire remains a place people visit, stay longer, spend more and return to time and time again.



Who Benefits from a Yes Vote?



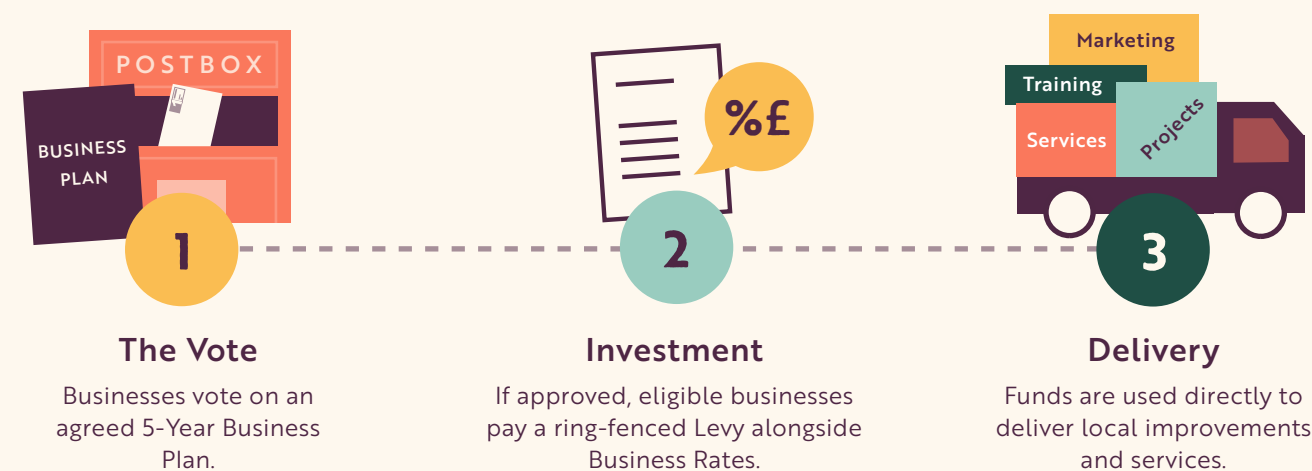
- > Market town businesses
- > Independent retailers
- > Accommodation providers such as hotels, guest houses, camping & glamping and self-catering businesses
- > Hospitality businesses such as pubs, restaurants and cafés
- > Attractions, visitor experiences, golf, fishing and water sports
- > Producers, orchards & vineyards, farm shops and food & drink businesses
- > Events, festivals and cultural organisations
- > Rural enterprises
- > Wedding venues
- > Tour operators, coach companies and transport providers

What is a Business Improvement District?

A defined geographical area* where businesses vote to work together and invest collectively in projects and services to improve their trading environment.

*See page 30 for the Boundary

How does it work?



Key Characteristics of a Business Improvement District



Business-Led & Funded
Created by local businesses, for local businesses.



Transparent & Accountable
Legally governed, annually audited, and accountable to Levy Payers.



Independent
Operates separately from Herefordshire Council and statutory services.



5-Year Term
Businesses vote every 5 years to decide if the Business Improvement District continues.



Additionality
Delivers projects above and beyond standard public services.



Proven Model
Part of a network of 350 successful BIDs across the UK.

Achievements in Numbers (2022–2026)

Turning your Levy into economic growth, business support and lasting impact.



Growing Our Visitor Economy

Tourism accounts for **24.6%** of the County's Economy



Visitors

6.2m

+59% ↑ since 2021

Visitor Days

8.4m

+45.9% ↑ since 2021



Overnight Visitor Economy

£555.4m

+50.8% ↑ since 2021

67% of the visitor economy value comes from overnight stays



Nearly

8,000

Tourism Jobs Supported

+38% ↑ since 2021

National Recognition & Investment

£1.74m Levy collected in the First Term and reinvested into the local business environment

+£329k

External funding secured
Equivalent to an extra 18.9% on top of Levy investment

2

National industry accreditations achieved



+ VisitEngland's nationally recognised Local Visitor Economy Partnership accreditation



Industry Development

219

Visit Herefordshire Tourism Award Finalists

9

VisitEngland Awards for Excellence Winners

4 Gold, 1 Silver, 4 Bronze for Herefordshire Businesses



Business Support

£368,366

Business savings identified

£66,607

Invested through the Market Town and Rural Support Fund

6,896

Business support sessions

4,621

SEEDL training courses completed

3

Tourism Conferences delivered



Film & Screen Tourism

£841k

Direct spend in Herefordshire by Hamnet Filming

300+

Cast and crew filming Hamnet in Herefordshire



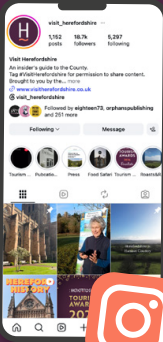
Digital Growth

4m

Number of times the content on Facebook was played or displayed in the last 12 months

2m

Number of views on Instagram in the last 12 months



Visit Herefordshire App
Powered by Outdooractive

400+

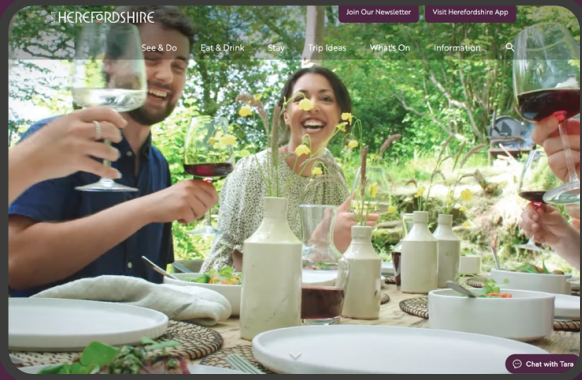
Points of interest added

2.96m

Impressions in the first 6 Months

85

Trails uploaded



1.7m

Website users on visitherefordshire.co.uk

2.1m

Website sessions

+76% ↑

Increase in users since 2022

92%

From outside Herefordshire

208

Countries and territories reached through Visit Herefordshire Digital Platforms

806

Tourism businesses promoted online

963,120

Business page views

35,496

Itinerary downloads

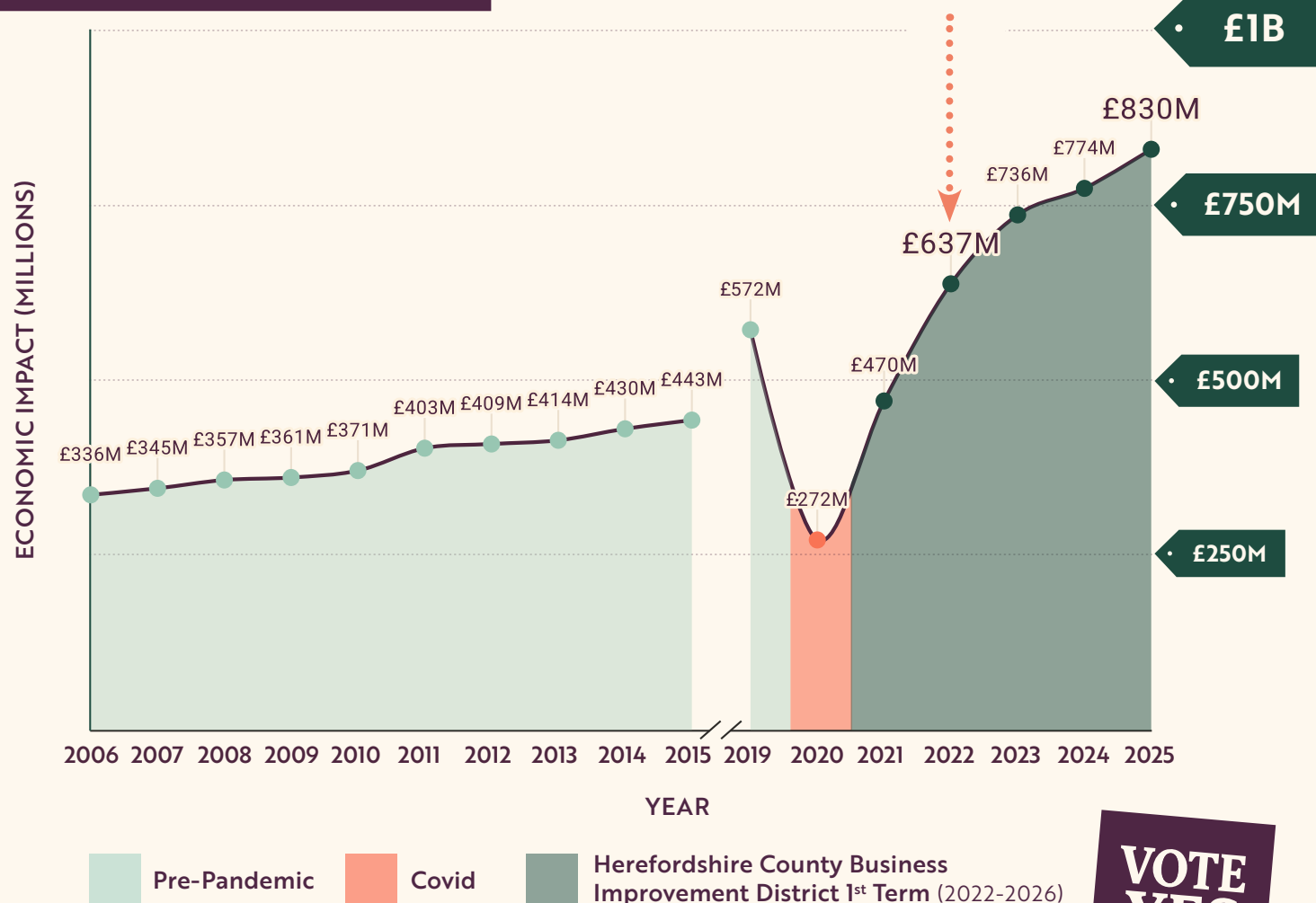
Five Years. One Extraordinary Transformation.

More Visitor Economy Growth
in 4 Years
than the previous
15 Years
combined

In just five years, Visit Herefordshire has transformed the County from post-pandemic recovery into a nationally recognised rural visitor economy, helping to generate record economic growth, attract investment, strengthen businesses and create the foundations for a **£1 billion visitor economy by 2035.**

The Economic Impact of Visit Herefordshire

◆ 2022
HEREFORDSHIRE COUNTY BUSINESS
IMPROVEMENT DISTRICT FORMED &
RELAUNCHED VISIT HEREFORDSHIRE



SOURCE: Herefordshire STEAM Report, by Global Tourism Solutions (UK), 2026
(www.herefordshirecountybid.co.uk/steam-report)

* No STEAM reports were commissioned between 2016-2018



Together, We Delivered

Securing National Recognition & Strategic Influence

1. Secured VisitEngland's nationally recognised **Local Visitor Economy Partnership Status**, placing Herefordshire among England's 37 accredited destination organisations and positioning Visit Herefordshire as the recognised voice of the visitor economy in Herefordshire.
2. Developed and launched Herefordshire's first **Destination Management Plan (2025-2035)**, creating a shared roadmap for tourism growth.
3. Utilised industry-leading insight tools, including **STEAM** (Scarborough Tourism Economic Activity Monitor) and **Place Informatics** to measure visitor behaviour, spend, footfall and economic impact.
4. Strengthened relationships with VisitEngland, VisitBritain, Herefordshire Council, the Herefordshire Cultural Partnership and other destination partners.
5. Secured **£329k in external income, equivalent to an additional 18.9% on top of Levy investment**, increasing the total resources available to support Levy Payers to over £2.07m. Without Herefordshire County Business Improvement District this extra investment wouldn't have been possible.
6. Achieved **British BIDs Accreditation and BID Foundation Industry Standards Kitemark**, recognising excellence in governance, transparency, management and validating high standards of accountability and business engagement.



Visit Herefordshire
Local Visitor
Economy
Partnership



VisitEngland



Hamnet
© Universal
Studios 2026



Filmed in Weobley!
© Sharon Amery

Film & Screen Tourism

1. Established the **Herefordshire Film Office** in partnership with Herefordshire Council, to reach new audiences and raise the profile of the County.
2. Secured the landmark production of **Hamnet**, showcasing Herefordshire to national and international audiences. **300+ cast and crew were in the County over 6 weeks, generating £841k in direct spend by Universal Studios.**
3. Leveraged the **'Hamnet Effect'** attracting new **'Set-Jetting'** audiences to generate tourism interest and extensive media coverage.
4. Featured in VisitBritain's **'Starring GREAT Britain'** screen tourism campaign, positioning Herefordshire alongside some of the UK's most iconic film and television destinations.
5. Positioned Herefordshire as a **'Film-Friendly'** destination for future productions.
6. Developed partnerships with VisitEngland / VisitBritain, **Creative England** and industry stakeholders to support screen tourism growth.

Delivering High-Impact Marketing, PR & Digital Innovation

1. Developed Visit Herefordshire into a **strong destination brand** showcasing what the County has to offer.
2. Secured extensive national media coverage through PR, journalist and influencer activity, including coverage in *The Times*, *Green Traveller*, *The Sunday Times*, *The Telegraph*, *The Guardian*, *BBC Travel*, *Condé Nast Traveller* and *Mail on Sunday*.
3. Created flagship campaigns including **Roasts & Rambles**, **Herefordshire Food Safaris** and the **Stargazers' Guide to Herefordshire**.
4. Produced visitor itineraries, trails and inspirational content that encourage longer stays and increased visitor spend.
5. Established the **Visit Herefordshire website** as the County's primary visitor information platform, showcasing more than 806 tourism businesses.
6. Launched the **Visit Herefordshire Outdooractive App**, and expanded Herefordshire's representation on the Outdooractive platform; providing access to over 85 trails and 400 visitor points of interest with international reach and multilingual content.
7. Grew **strong social media engagement** across multiple channels.
8. Utilised **digital insights, visitor intelligence and marketing data to improve campaign performance** and business support.



Visit Herefordshire Outdooractive App

Investing in Businesses, Places & Communities

1. Invested over £66k through the **Market Town and Rural Support Funding**.
2. Funded market town **initiatives including, free parking, seasonal events, Christmas lighting, late-night shopping, Summer of Fun, Halloweenfest and local food & drink events.**
3. Invested in **AI and digital technologies** to strengthen visitor infrastructure, improve wayfinding and signage, and create more connected trail and tourism experiences.
4. **Promoted local destinations** through initiatives including Destination Bromyard, Ledbury town maps, Kington & Leominster marketing campaigns and Ross-on-Wye Christmas Lights.
5. Launched the **Visit Herefordshire Tourism Awards**, celebrating excellence and creating a pathway to the **VisitEngland Awards for Excellence**.
6. Established the annual **Visit Herefordshire Tourism Conference**, attracting more than 200 businesses each year and creating opportunities for collaboration, networking, learning and industry engagement.
7. Delivered **extensive business support** through one-to-one engagement, consultations, workshops, networking events and roadshows.
8. Identified significant business savings through the **Place Support Partnership** programme.
9. Invested in workforce development through **SEEDL**, specialist online training programme.
10. Developed the **Herefordshire Producers Campaign**, placing local producers and creative businesses at the heart of the County's destination brand.
11. Introduced additional benefits for Levy Payers, through the **Employee Discount Scheme**.
12. Delivered **weekly e-newsletters**, keeping businesses informed of opportunities, funding, training and sector developments.

Tourism Awards



Explore Herefordshire Visitor Maps

The foundations are now in place to build on this success and continue growing a stronger, more resilient and more prosperous visitor economy for the County.

Your Business Improvement District. Your Views.

A comprehensive consultation process was undertaken between summer 2025 and summer 2026 to inform the development of the new Business Plan 2027-2032; ensuring it is evidence-led, business-focused and shaped directly by Levy Payer priorities.

STAGE 1 CONSULTATION

Gathering Insight and Setting Direction

Stage 1 took place between October and December 2025. Through surveys, direct correspondence, one-to-one meetings, business forums, drop-in sessions and targeted communications, Levy Payers, partners and stakeholders were invited to share their views on the future of Herefordshire's visitor economy.

The consultation explored

1. Awareness and perceptions of Herefordshire County Business Improvement District Ltd / Visit Herefordshire
2. Business needs, challenges and opportunities
3. Project usage and awareness
4. Priorities for future investment

This extensive engagement programme ensured businesses of all sizes and sectors had the opportunity to contribute, creating a strong evidence base for the development of the Second Term Business Plan.

Key Findings

1. Raising the profile of Herefordshire and attracting more visitors via our destination marketing remains the highest priority businesses identified.
2. PR, social media, influencer activity and the Visit Herefordshire website as the most valued Business Improvement District activities.
3. Business support is highly valued. Businesses recognised the importance of training, networking, grant opportunities, business advice and digital support, particularly for smaller enterprises.
4. Respondents asked for clearer communication, stronger sector engagement and greater visibility of available opportunities, with e-newsletters being identified as the preferred communication channel.
5. Businesses face significant challenges. The most common concerns were rising operating costs, recruitment difficulties, increasing competition, digital marketing demands and limited time and resources.
6. While the visitor economy has achieved significant growth, the tourism sector faces increasing challenges:
 - > Competition from larger, better-funded destinations
 - > Limited public sector investment in tourism
 - > Rising operating costs and workforce pressures
 - > The need to improve national visibility and market reach
 - > Underdeveloped travel trade and group travel opportunities
 - > Increasing expectations for digital marketing
 - > Climate and economic uncertainty affecting visitor behaviour

Outcome

The consultation demonstrated broad support for the role of Visit Herefordshire in promoting the County, supporting businesses and coordinating tourism activity.

The strongest message from Levy Payers was clear:

- > Continue investing in destination marketing
- > Sharing of data & visitor information
- > Business support and skills development
- > Partnership working, while improving communication and engagement to ensure all businesses can clearly see and access the benefits of Visit Herefordshire.

STAGE 2 CONSULTATION

Testing and Refining the Business Plan

Stage 2 Consultation took place between April and June 2026, and focused on testing and refining the proposed Business Plan. Building on the findings of Stage 1, Levy Payers were invited to review and comment on:

- 1. Proposed Levy Rules and Levy percentage
- 2. Sector inclusion
- 3. Strategic priorities and themes
- 4. Proposed projects

Businesses were engaged through direct correspondence, surveys, one-to-one meetings, roadshows, trader meetings and stakeholder discussions, ensuring proposals remained transparent, evidence-led and shaped by Levy-Payer feedback.

Key Findings

- 1. Businesses recognised the County's distinctive strengths, which closely align with Destination Herefordshire: The Proposition: 2,000 years of border history and heritage, a rich tradition of agriculture, artisanal food and craft, and outstanding landscapes and outdoor experiences.
- 2. Respondents supported greater investment in promoting these distinctive assets through rural tourism, local producers, retail, food & drink experiences, heritage, culture and authentic visitor experiences that encourage visitors to explore more of the County and stay longer.

- 3. Businesses emphasised the importance of raising the County's profile nationally, securing external funding and investment, maximising the benefits of Local Visitor Economy Partnership status, strengthening strategic partnerships and delivering the Herefordshire Destination Management Plan.
- 4. Respondents recognised the value of Visit Herefordshire's role in growing the visitor economy through investment in market towns and village tourism, leading to increased overnight stays, longer visits and higher visitor spending.
- 5. Support the further delivery of enhanced digital tools and online visibility.
- 6. Continued investment in training, business support and cost-saving initiatives.
- 7. Reducing the Business Improvement District Levy from 2% to 1.75%, helping ease financial pressures following the 2026 business rates revaluation while maintaining investment in delivery.
- 8. Aligning the Business Improvement District Term with the financial year by moving the start date from 1 January 2027 to 1 April 2027. This will lead to delivering 3 months' worth of Destination support at no additional cost to Levy Payers.

Branding Decision

Adopt Visit Herefordshire as the public-facing name while retaining Herefordshire County Business Improvement District Ltd as the legal entity for governance, Levy collection and statutory purposes.

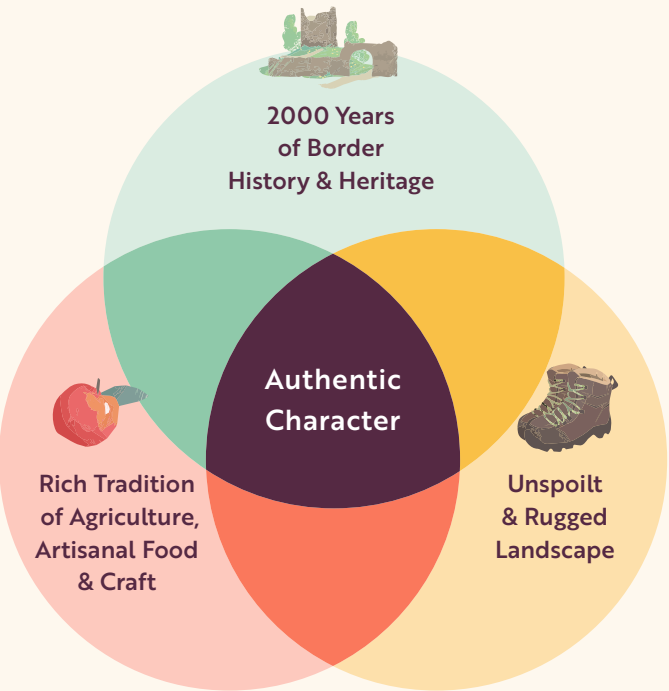
Outcome

The two-stage consultation process has ensured that the Business Plan 2027-2032 is directly shaped by business and stakeholder feedback

The Plan reflects county-wide priorities and builds upon the qualities that make Herefordshire distinctive: its heritage, landscapes, market towns, independent retail, food & drink, producers and authentic rural character.

Visit Herefordshire remains the County's only dedicated, business-led source of tourism investment, providing stable, ring-fenced funding that enables businesses to achieve more together; attracting visitors, supporting growth and creating lasting economic benefits for the County.

Destination Herefordshire:
The Proposition



Growing a Record-Breaking Visitor Economy 2027-2032

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A NOTE FROM DRAPERS LANE DELICATESSEN

Being part of Visit Herefordshire has genuinely helped raise our profile across the County. The marketing exposure and promotion we've had through the network has introduced us to visitors and customers who might never have found us otherwise, and being shortlisted as a finalist in two categories at this year's Visit Herefordshire Tourism Awards has been a huge boost for the business.

A strong, unified voice for the visitor economy matters enormously for independent businesses like ours; individually, we can only shout so loud, but together Herefordshire's food, drink and hospitality offer punches well above its weight. Continued investment in Visit Herefordshire is essential to keep that momentum going.



VISION

To be recognised as one of England's leading rural tourism destinations, celebrated for its authentic experiences, independent retail, exceptional locally produced food & drink, rich culture, outstanding landscapes and warm welcome; creating sustainable prosperity for businesses, communities and residents.

MISSION

To provide the leadership, investment and partnerships needed to grow Herefordshire's visitor economy through destination marketing, business support and destination development; helping businesses thrive while strengthening Herefordshire's reputation as a place to visit, live, work and invest.

ETHOS

Collaborative. Ambitious. Business-Led. Evidence-Based.

We believe businesses achieve more when they work together.

We are committed to collaboration, strong governance, responsible investment and evidence-led decision-making.

We listen to Levy Payers, work in partnership with stakeholders and focus on delivering measurable outcomes that create lasting value for the County and its visitor economy.

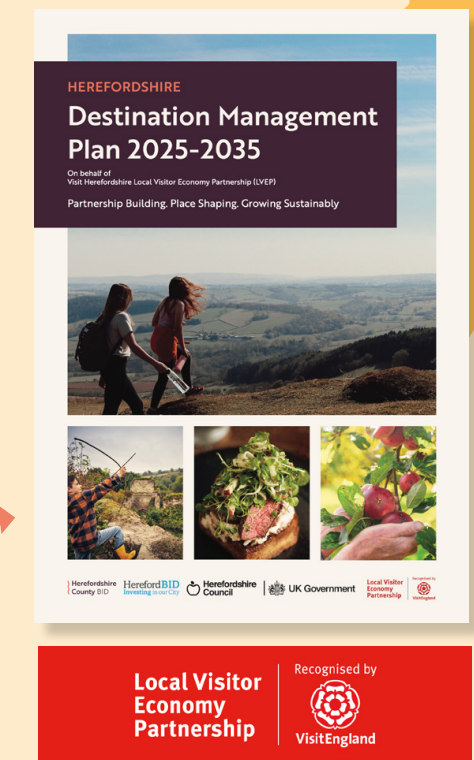
Delivering a Shared Vision for the County

Visit Herefordshire will lead delivery of the **Destination Management Plan 2025-2035** as the County's accredited **Local Visitor Economy Partnership**.

The seven priorities of the Destination Management Plan are embedded throughout this Business Plan and form the framework for investment and delivery during the Second Term.

Read the Destination Management Plan here or scan the QR Code:

www.herefordshirecountybid.co.uk/dmp



Connected by a Distinctive Rural Identity

Herefordshire's success as a destination is inspired by its rural way of life. Encouraging visitors to move fluidly between the countryside, villages, market towns and the city of Hereford, rather than experiencing them in isolation, helps create a richer visitor experience and spreads economic benefits across the County.

The County's rural identity provides the golden thread that runs throughout this Business Plan. The Plan is reflective of the landscapes, food & drink, orchards, vineyards, producers, attractions, independent retailers and authentic experiences that make Herefordshire distinctive, and encourage visitors to explore further, stay longer and spend more.

This identity connects the County's rural heart with its urban areas, creating a joined-up visitor economy where hospitality providers, cafés, pubs, shops, accommodation businesses, cultural venues, events and attractions form part of a single, coherent offer. By connecting these assets and experiences, visitor spend and tourism benefits can be distributed more widely across the County rather than concentrated in isolated hotspots.

It helps to:

- > Align tourism, place-making and agriculture, recognising their shared contribution to the County's economy and identity.
- > Strengthen our Market Towns and the city of Hereford by increasing visitor movement, dwell time and spend.
- > Support business resilience across the County, helping enterprises remain viable while enhancing the visitor offer.
- > Reinforce the County's distinctive brand, rooted in independent businesses, local food & drink, authentic experiences, heritage and outstanding landscapes.
- > Encourage year-round tourism, extending seasonal demand, supporting regeneration priorities and creating more sustainable economic benefits for businesses and communities.

The following four strategic pillars set out how Visit Herefordshire will deliver growth, support businesses and help achieve a £1 billion visitor economy by 2035. These pillars have been developed through consultation with Levy Payers, partners and stakeholders. They provide a clear framework for investment and delivery during the Second Term.

PILLAR 1

Attracting Visitors and New Audiences

PURPOSE: To grow visitor numbers, increase visitor spend and attract new audiences by positioning Herefordshire as England's most authentic rural escape.

Key Projects

1. Destination Marketing & PR

Deliver integrated destination marketing campaigns, PR and influencer activity utilising new content, photography and videography.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 2 & 4 – Grow the Volume of Overnight Visitors / Reinforce the Distinctive Destination Brand and Identity.
- > Herefordshire Cultural Partnership Strategy 2025-2030

2. Herefordshire Producers Campaign

A flagship initiative designed to champion the County's producers & creatives as a core part of the visitor experience and destination brand. The campaign will showcase Herefordshire's creative industries and food & drink offer through immersive farm-to-fork visitor experiences, including farm tours, orchard walks, cultural experiences and seasonal events, storytelling, trails, and partnerships that connect producers with visitors and local independent businesses.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 2, 5 & 6 – Grow the Volume of Overnight Visitors / Drive Forward a Regenerative Approach to Tourism / Nurture Our People and Businesses.

3. Developing the Stargazers' Guide to Herefordshire

Including Starlight Walks, Starry Stays and Supper & Stargazing experiences.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 2 & 5 – Grow the Volume of Overnight Visitors / Drive Forward a Regenerative Approach to Tourism.

4. Strengthen the Visit Herefordshire brand

Through alignment with VisitEngland and VisitBritain campaigns, visitor events and targeted destination marketing.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 2 & 4 – Grow the Volume of Overnight Visitors / Reinforce the Distinctive Destination Brand and Identity

5. Investing in our digital platforms

Invest in digital infrastructure and innovation, including the Visit Herefordshire website, Visit Herefordshire Widget, AI integration, social media and digital content.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 4 – Reinforce the Distinctive Destination Brand and Identity.



Herefordshire Producers Campaign

Wild by Nature



Crumplebury
© Charlie Britz Photography



Brinsop Court Estate

6. Develop the Rural Romance weddings campaign

Positioning Herefordshire as a leading countryside wedding destination and showcasing the County's unique venues, accommodation, suppliers and experiences to attract couples, increase visitor spend and generate year-round economic benefits for local businesses.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 2 – Grow the Volume of Overnight Visitors.

7. Promote accessibility and inclusivity

Ensuring Herefordshire remains a welcoming and appealing destination for all visitors.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 1 – Embed Partnership Working & Advocate for the Visitor.

8. Grow a sustainable, year-round visitor economy

By increasing off-peak and overnight stays, extending the tourism season, strengthening business resilience, and showcasing Herefordshire's unique heritage and culture.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 2 – Grow the Volume of Overnight Visitors.
- > Herefordshire Cultural Partnership Strategy 2025-2030



Easy Peaks Campaign

Outcomes

- > Greater destination awareness
- > Increased visitor numbers
- > Increased overnight stays
- > Increased visitor spend
- > New visitor audiences

PILLAR 2

Working Together for Business Growth

PURPOSE: To support Levy Payers to achieve more together by growing visitor spend, supporting business growth, improving workforce skills, increasing opportunities for local sourcing and collaboration, and ensuring the benefits of the visitor economy are shared across Herefordshire's businesses, market towns, villages and rural communities.

Key Projects

1. SEEDL Learning Platform

Invest in workforce development and skills through SEEDL learning platform.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority, 6 – Nurture Our People and Businesses.
- > Herefordshire Cultural Partnership Strategy 2025-2030

2. Develop a Travel Trade offer

Working with tour operators, coach companies and travel intermediaries to attract new visitors and increase overnight stays. Support product and experience development through workshops and peer learning, focused on storytelling, sustainability, product development, increasing visitor spend, tourism products and collaborative offers that encourage longer stays and higher visitor spend.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 2, 5 & 6 – Grow the Volume of Overnight Visitors / Drive Forward a Regenerative Approach to Tourism / Nurture Our People and Businesses.



Old Downton Lodge



3. Provide businesses support

Through regular roadshows, drop-in sessions, one-to-one engagement and networking opportunities. Sharing market intelligence and performance insights through STEAM (Scarborough Tourism Economic Activity Monitor), Place Informatics, footfall analysis and visitor spend reporting to support businesses future planning.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 6 – Nurture Our People and Businesses.

4. Place Support Partnership

Helping businesses reduce costs, improve resilience and increase profitability.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 6 – Nurture Our People and Businesses.

2



5. Strengthen business communication

Increase engagement through the weekly e-newsletter by including campaigns, events, industry updates, opportunities and best practice.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 1 – Embed Partnership Working & Advocate for the Visitor.
- > Herefordshire Cultural Partnership Strategy 2025-2030

6. Increase visibility

By offering businesses opportunities through destination marketing, digital promotion, PR activity and campaign participation.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 2 & 4 – Grow the Volume of Overnight Visitors / Reinforce the Distinctive Destination Brand and Identity.
- > Herefordshire Cultural Partnership Strategy 2025-2030



Outcomes

- > More prosperous businesses
- > Increased data support
- > Increased workforce resilience and skills
- > Enhanced collaboration
- > Increased local sourcing



© Just Jon Simpson

PILLAR 3

Authentic Herefordshire as an Economic Engine for Tourism

PURPOSE: To harness Herefordshire's distinctive rural identity, we will promote independent businesses, locally produced food & drink, culture, heritage and landscapes as powerful drivers of economic growth. By connecting rural areas, villages, market towns and the city of Hereford, we will encourage visitors to explore more, stay longer and spend more, creating lasting benefits for businesses and communities across the County.

3

Key Projects

1. Develop the Outdooractive platform

Including rural/town experience connectors, cultural experiences, trails and themed journeys that link landscapes, villages, market towns and the city of Hereford encouraging visitors to stay longer and explore more.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 2 & 4 – Grow the Volume of Overnight Visitors / Reinforce the Distinctive Destination Brand and Identity.

2. Celebrate Herefordshire's Working Landscapes

Through interpretive content and storytelling that showcases rural life and heritage & culture as part of the visitor experience.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 5 – Drive Forward a Regenerative Approach to Tourism.
- > Herefordshire Cultural Partnership Strategy 2025-2030
- > Wyescapes and Ridge to River initiatives

3. Slow Tourism Campaign

Develop the Slow Tourism campaign featuring nature, wellbeing and retreat experiences that encourage visitors to explore more of the County throughout the year. This will include spas, fishing, golf and water-based experiences that encourage longer stays and attract higher-value visitors.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 2 & 5 – Grow the Volume of Overnight Visitors / Drive Forward a Regenerative Approach to Tourism.



4. Position Herefordshire as a Leading Agri-Tourism Destination

Support farm diversification and rural enterprise development by promoting farm-based experiences, accommodation, food & drink businesses, and rural enterprises that create new income opportunities, support diversification, and contribute to a stronger year-round visitor economy. Helping businesses diversify, attract new visitors, increase visitor spend and strengthen the County's distinctive rural visitor offer.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 5 & 6 – Drive Forward a Regenerative Approach to Tourism / Nurture Our People and Businesses.
- > Wyescapes and Ridge to River initiatives

Hereford
Indie Food
Festival



Fair Oak Cider



FILM
OFFICE
HEREFORDSHIRE

Hamnet
© Universal
Studios 2026

Ryeford Ponds Glamping



Aymestrey Lodges



Orchard Escapes
@ Pitch Farm



5. Roll-out the Herefordshire Explorer Accommodation Visitor Folders

Produce a suite of promotional materials such as maps / guides to accommodation providers, helping visitors discover local experiences, attractions, businesses and places to explore; to strengthen the Visit Herefordshire brand and improve visitor information.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 4 – Reinforce the Distinctive Destination Brand and Identity.

6. Attracting Repeat and Extended Stays

Support the promotion of events, festivals and experiences that attract visitors, extend stays and encourage repeat visits.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 2 & 4 – Grow the Volume of Overnight Visitors / Reinforce the Distinctive Destination Brand and Identity.

7. Herefordshire Film Office

Further development of the Herefordshire Film Office and screen tourism opportunities.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 2 & 4 – Grow the Volume of Overnight Visitors / Reinforce the Distinctive Destination Brand and Identity.

8. Promote Regenerative Tourism

Visit Herefordshire will seek opportunities to work with programmes such as Wyescapes and Ridge to River, to promote regenerative tourism, nature connection, landscape recovery and public understanding of the County's farming and natural heritage. Supporting sustainable and regenerative tourism that enhances the County's environment, landscapes, communities and cultural assets, while creating long-term economic value.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 5 – Drive Forward a Regenerative Approach to Tourism.
- > Wyescapes and Ridge to River initiatives.

Outcomes

- > Stronger rural economies
- > Increased year-round visits
- > Focused agri-tourism opportunities
- > Increased visitor dispersal across the County
- > Stronger connections between rural and urban areas

PILLAR 4

Investment in Tourism

PURPOSE: To secure the investment, partnerships and strategic leadership needed to attract additional funding, strengthen destinations, support businesses and deliver the long-term ambition of a £1 billion visitor economy for Herefordshire by 2035.

Key Projects

1. Market Towns Support Fund

Helping to deliver market town initiatives such as marketing, events and place making activities.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 1 & 2 – Embed Partnership Working & Advocate for the Visitor / Grow the Volume of Overnight Visitors.

2. Deliver the Visit Herefordshire Tourism Conference

Bringing together businesses, partners and industry experts to share knowledge, best practice and opportunities.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 1 & 6 – Embed Partnership Working & Advocate for the Visitor / Nurture Our People and Businesses.

3. Deliver the Visit Herefordshire Tourism Awards

Celebrating excellence, raising standards and showcasing the County's leading tourism businesses giving a pathway to access the VisitEngland Awards for Excellence.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 4 & 6 – Reinforce the Distinctive Destination Brand and Identity / Nurture Our People and Businesses.

4. Develop the Visit Herefordshire's Local Visitor Economy Partnership

Ensuring the County remains aligned with national tourism priorities and opportunities. Champion the visitor economy through advocacy, representation, partnership working and cross-county collaboration. Ensuring the needs of tourism businesses are reflected in local, regional and national decision-making and delivery.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priority 1 – Embed Partnership Working & Advocate for the Visitor.

5. Visit Herefordshire Tourism Matters Podcast

Develop the business-to-business communications programme, including the Visit Herefordshire Tourism Matters Podcast, to share industry intelligence, promote best practice, highlight opportunities and strengthen collaboration across Herefordshire's visitor economy.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 1 & 6 – Embed Partnership Working & Advocate for the Visitor / Nurture Our People and Businesses.

6. Strengthen and develop partnerships

Maximise investment, influence and promotional opportunities.

Linked Strategies:

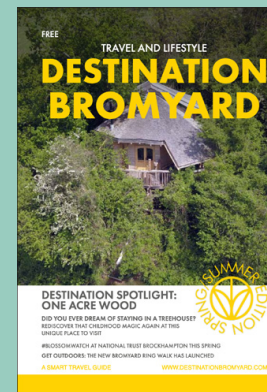
- > Destination Management Plan 2025-2035, Priority 1 – Embed Partnership Working & Advocate for the Visitor.

7. Secure external funding and sponsorship

Maximise the value of every Levy pound invested. We will work with key stakeholders to develop and deliver joint funding initiatives, leveraging partnership working, collective resources and collaborative investment to achieve greater impact.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 1 & 6 – Embed Partnership Working & Advocate for the Visitor / Nurture Our People and Businesses.



The Riverside at Aymestrey



Oldfield Forge



8. Work with the Herefordshire Cultural Partnership

Support cultural strategy, investment and programming that strengthens place-shaping, community wellbeing and the County's distinctiveness as a rural destination.

Linked Strategies:

- > Destination Management Plan 2025-2035, Priorities 1, 4 & 5 – Embed Partnership Working & Advocate for the Visitor / Reinforce the Distinctive Destination Brand and Identity / Drive Forward a Regenerative Approach to Tourism.
- > Herefordshire Cultural Partnership Strategy 2025-2030:
 - i. **Children and Young People** - Promote family-friendly events, festivals and cultural experiences that encourage participation in arts, culture, heritage and creative activities by children and young people.
 - ii. **Cultural Democracy** - Help raise the profile of cultural experiences across rural areas, villages, market towns and the city of Hereford, helping ensure culture is visible, accessible and enjoyed by residents and visitors alike.
 - iii. **Creative Economy** - Through marketing, promotion, partnership development and destination campaigns, Visit Herefordshire will support artists, creative businesses, festivals and cultural organisations, helping strengthen the economic contribution of the creative sector.
 - iv. **Cultural Tourism** - Showcase the County's arts, heritage, festivals, food & drink, and distinctive rural character to attract new visitors, encourage longer stays and increase visitor spending.

Outcomes

- > More investment attracted into Herefordshire
- > Stronger market towns and visitor destinations
- > Better visitor experience and destination infrastructure
- > Increased collaboration and partnership working
- > Greater recognition of Herefordshire's tourism businesses
- > Increased cultural and creative tourism activity
- > Enhanced influence and representation for the visitor economy
- > Progress towards a £1 billion visitor economy by 2035

Business Improvement District Information and Your Vote

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A NOTE FROM
ONE ACRE WOOD

For us, Visit Herefordshire is about much more than simply promoting individual businesses. Having a strong destination organisation brings tourism businesses together, champions the County as a whole and helps more visitors discover what Herefordshire has to offer. Continued investment in that work is incredibly important if we want Herefordshire's visitor economy to grow and compete successfully on a national level.



One Acre Wood
© VisitBritain / Paul Groom Photography

Strategic Board

The Strategic Board is drawn from a cross-section of tourism, hospitality, retail, rural, heritage, community and public-sector organisations to ensure balanced representation geographically and by sector. Subject to a successful Ballot, Board membership may evolve during the Term to maintain appropriate representation.

Name	Business	Geography	Sector
Glenn Jones (Co-Chair)	Discover Parks	Leominster	Accommodation
Joanna Hilditch DL (Co-Chair)	White Heron Estate	Kington	Attraction / Food & Drink
Matthew Pudge (Vice-Chair)	The Hop Pocket Shopping Village	Rural Businesses	Retail
Andrew Blandford	Blandfords	Ledbury	Retail
Peta Darnley	Netherwood Estate	Bromyard	Accommodation/ Food & Drink
Kari Trajer-Morgan	Westbrook Court Country House	Golden Valley	Accommodation
Frank Myers MBE	Wythall Estate Vineyard	County-wide	Community
Ella Pilladge	Small Breeds Farm Park	Kington	Visitor Attraction
CLlr Ed O'Driscoll	Ross-on-Wye Town Council	Market Towns	Local Authority / Market Town Representative

*Subject to appointment following the Ballot in accordance with the proposed governance arrangements.

Board Values

The Board procedures are grounded in good governance, probity and the Nolan Principles of Public Life, ensuring the highest standards of integrity, accountability, transparency and stewardship of Levy Payer funds. At Visit Herefordshire, our Board values guide everything we do to grow a thriving, sustainable visitor economy for the County.



INTEGRITY

We act with honesty and professionalism, making decisions that are fair, evidence-led and always in the best interests of Herefordshire, our Levy Payers and stakeholders.



COLLABORATIVE

We work in partnership with businesses, communities, local authorities and stakeholders, recognising that the strongest results are achieved when we work together with shared purpose.



CREATIVE

We champion fresh thinking and innovative approaches to destination marketing, storytelling and visitor experiences, ensuring Herefordshire stands out in a competitive marketplace.



TRANSPARENCY

We are open and accountable in how we operate, clearly communicating our plans, performance and use of resources so that stakeholders can see the value of our work.



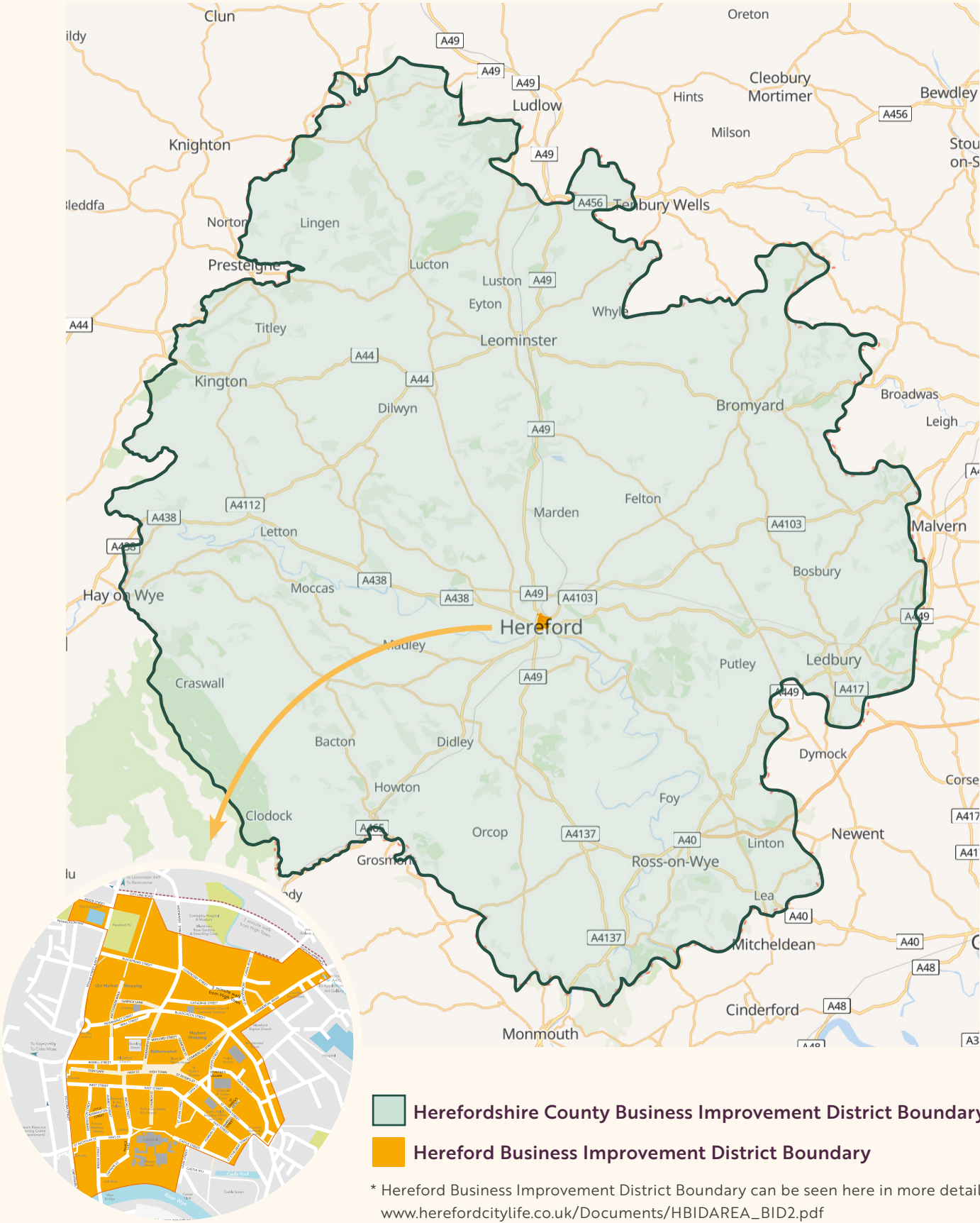
RETURN ON INVESTMENT

We are focused on delivering measurable outcomes, ensuring that Levy and partner contributions generate tangible benefits for businesses and long-term value for Herefordshire's visitor economy.



Boundary

The Visit Herefordshire geography covers the whole county of Herefordshire (excluding the street addresses covered by Hereford Business Improvement District).



Sectors

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

- A** Activity Centre and Premises
Adventure Centre and Premises
Airfield and Premises
Airstrip and Premises
Amusement Arcade and Premises
Amusement Park and Premises
Animal Sanctuary
Apartment House and Premises
Aquatic Centre
Archive and Premises
Art Gallery & Premises
Art Studio & Gallery
Auction House and Premises
Auction Rooms & Premises
- B** Bank and Premises
Betting Shop and Premises
Bingo Hall and Premises
Bowling Alley and Premises
Bowling Club & Premises (Outdoor)
Bowling Green (Outdoor)
Bowling Green and Premises
Brewery and Premises
Brewery Bar and Premises
Brewery Rooms and Shop
Bridal Shop and Premises
Bus Station and Premises
- C** Cabin and Camping Site and Premises
Cafe and Premises
Cafe Camp Site and Premises
Cafe, Craft Workshop and Premises
Camping Site Self-Catering Units and Premises
Campsite and Premises
Canoe Hire and Premises
Car Park and Premises
Caravan Park and Premises
Caravan Site and Premises
Cinema and Premises
Climbing Centre & Premises
Clubhouse Sports Ground and Premises
Coach Park
Communication Station and Premises
Concert Hall and Premises
Conference Centre and Premises
Craft Warehouse and Premises
Craft Workshop & Premises
Cricket Ground and Premises
Cross Country Course and Holiday Let
- D** Deer Park
Distillery and Premises
- E** Exhibition Centre and Premises
- F** Farm Attraction and Premises
Farm Park and Owl Centre
Farm Park and Premises
Farm Shop and Premises
Farm Shop Restaurant and Premises
Festival Site
Field Activity Centre
Firing Range and Premises
Fish & Chip Shop
Fisherman’s Hut
Fishing Hut
Fitness Centre and Premises
Food Kiosk and Public Toilets
Football Ground and Premises
Function Venue and Premises
Function Venue, Holiday Lets and Premises
- G** Gallery and Premises
Garage, Petrol Filling Station and Premises
Garden Centre and Premises
Garden Centre, Self-Catering Unit and Premises
Garden Nursery
Glamping and Premises
Glamping Pod and Premises
Glamping Site and Premises
Gliding Club and Premises
Go Kart Track and Premises
Golf Course and Leisure Facilities
Golf Course and Premises
Golf Driving Range and Premises
Guest B&B House and Premises
Guest House and Premises
Guest House and Self Catering and Premises
Guest House Holiday Let and Premises
Guest House Self Catering Unit and Premises
- H** Hall, Holiday Let and Premises
Health & Fitness Club and Premises
Heritage Railway and Premises
Historic House and Premises
Historic Property and Premises
- I** Holiday Centre and Premises
Horse Racecourse and Premises
Hostel and Premises
Hotel and Premises
Ice Cream Parlour and Premises
Indoor Arena
Internet Cafe
- K** Kiosk and Premises
Kitchen and Premises
Kitchen, Camping & Premises
- L** Land Covered by Water Used for Fishing and Store
Land Covered by Water, Lodge and Premises
Land Used for Car Boot Sales
Land Used for Mountain Boarding
Land Used for Outdoor Activities & Premises
Land Used for Paintball
Launderette and Premises
Leisure Centre and Premises
Leisure Hub and Premises
Library and Premises
- M** Market and Premises
Market Hall
Meditation Centre & Premises
Micro-Brewery and Premises
Micro Pub and Premises
Motorcycle Racetrack & Premises
Museum and Premises
- N** Nature Reserve and Premises
Night Club, Shop and Premises
- O** Outdoor Activity Centre and Premises
Outdoor Arena and Premises
Outdoor Centre and Premises
- P** Pavilion and Premises
Petrol Filling Station and Premises
Petrol Filling Station Shop
Post Office and Premises
Play Barn and Premises
Post Office and Premises
Public House and Premise
Public House Caravan Site and Premises
Public House Lodge and Premises
Public House Restaurant and Premises
- R** Range
Recording Studios
Residential Training
Accommodation
Residential Training Centre
- S** Self-Catering
Accommodation
Self-Catering Holiday Unit
Self-Catering Unit
Shepherds Hut and Premises
Shooting Ground and Premises
Shooting Lodge
Shooting Range and Premises
Shop and Premises
Shop Cafe and Premises
Shop Caravan Site and Premises
Shop Post Office and Premises
Shop Self-Catering Unit and Premises
Shop Tea Room and Premises
Shop, Self-Catering Unit and Premises
Shop, Workshop and Premises
Skate Park and Premises
Soft Play Trampoline Centre and Premises
Sports Bar and Premises
Sports Centre and Premises
Sports Ground and Premises
Squash Club Tennis Courts and Premises
Studio and Premises
Swimming Pool and Premises
- T** Take Away and Premises
Tap and Premises
Tea Room and Premises
Teashop and Premises
Tennis Club and Premises
Tennis Court
Test Track
Theatre and Premises
- V** Venue Hire Premises
- W** Wedding Venue and Premises
- Y** YHA Hostel and Premises
- Z** Yurt Camping Site and Premises
Zoo

Levy Rules

These Levy Rules form part of the Business Improvement District Proposal and have been prepared in accordance with the Business Improvement Districts (England) Regulations 2004. Subject to a successful Ballot, they will provide the legally binding framework governing the collection and administration of the Business Improvement District Levy throughout the Second Term.

1. The Second Business Improvement District Term lasts for five years - 01 April 2027 until 31 March 2032

2. Business Improvement District Levy Calculation

- No inflationary rate will be applied to the Business Improvement District Levy during the Second Term.
- VAT will not be charged on the Business Improvement District Levy.
- The Business Improvement District Levy will be applied to all eligible business ratepayers within the defined sectors and geographical area.
- The Levy to be paid by each Hereditament (rateable property) will be calculated at 1.75% of its Rateable Value using the 2026 Non-Domestic Rating list throughout the Business Improvement District's Second Term.
- 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.
- The ratings list will be updated for any changes in ratepayer, appeals, additions or removals and liability will be adjusted accordingly.
- There is no void property discount for properties classed as conservation listed, untenanted, empty or under refurbishment. Under these circumstances the registered business ratepayer shall remain liable for the Business Improvement District Levy and will be entitled to vote at the Ballot.

- The Business Improvement District Levy will have to be paid by a new ratepayer occupying an existing or new rateable property within the Business Improvement District area up until the end of the five-year Term on 31 March 2032, even if they did not vote in the Business Improvement District Ballot.
- If a business ratepayer occupies a Hereditament for less than one year, the Business Improvement District Levy payable will be calculated on a pro-rata basis according to the number of days of occupation as a proportion of 365 days.
- Hereditaments that are let for non-commercial use are also liable for the Levy whilst they remain listed on the Non-Domestic Rating list.
- Properties being demolished will be liable for the Business Improvement District Levy until the property is removed from the Non-Domestic Rating list.
- The Business Improvement District Levy will not be affected by the Government's 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

- 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.
- Votes are based on the Rateable Value at Ballot notice date.
- One vote will be given per Hereditament (rateable property).

4. The following exemptions apply to Business Improvement District Levy

- Those with a Rateable Value of £11,999 or less will be exempt from paying the Business Improvement District Levy and will not receive a Business Improvement District Ballot vote.
- Food Supermarkets / Food Superstores with a Rateable Value of £100,000 or above will be exempt from paying the Business Improvement District Levy and will not receive a Business Improvement District Ballot vote.
- Businesses whose VOA's standard sector description does not fall into the sectors identified will be exempt from paying the Business Improvement District Levy and will not receive a Business Improvement District Ballot vote.

d. Voluntary Organisations

Entirely voluntary organisations (which are not-for-profit, established primarily for community, charitable, social, cultural or mutual benefit, and operated wholly or mainly by volunteers) will be exempt from paying the Business Improvement District Levy and will not receive a Business Improvement District Ballot vote.

e. Charitable Organisations

Registered charities that do not qualify for exemption under Rule 4.d will be exempt from paying the Business Improvement District Levy and will not receive a Business Improvement District Ballot vote where one or more of the following applies:

- 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.
- 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).

- Charities with less than 2 full-time equivalent paid staff.

5. Collection

- Under Business Improvement District regulations, the Business Improvement District Levy will be collected annually on the 1 April each financial year.
- The Business Improvement District Levy will be invoiced annually by Herefordshire Council in accordance with the Operating Agreement and shall be collected and enforced using the same statutory procedures as Non-Domestic Rates.
- Collection arrangements will be formalised in an Operating Agreement signed by both the Business Improvement District and Herefordshire Council.
- Under the Business Improvement District regulations 2004, Herefordshire Council, or their appointed representative, is the only organisation that can collect the Business Improvement District Levy on behalf of the Business Improvement District.
- The fees for the Business Improvement District Levy collection service will be paid for by the Business Improvement District.
- The Levy income will be kept in a separate ring-fenced account by Herefordshire Council and be transferred to the Business Improvement District on a monthly basis.

6. The Business Improvement District Board of Directors are responsible for agreeing the write-off of bad debts in accordance with the Operating Agreement.

7. The Business Improvement District Boundary and Business Improvement District Levy Rate cannot be altered during the Business Improvement District Term without an Alteration Ballot in accordance with the Business Improvement Districts (England) Regulations 2004.

8. The Business Improvement District Board may vary projects, costs and timescales, provided that such changes fall within the available income and overall objectives of the Business Improvement District.



Budget

Growing a Record-Breaking Visitor Economy

£2,739,250 in Business Improvement District Levy will be spent on Visit Herefordshire projects during the Second Term.

Funding from Levy Payers will enable us to work with partners to improve the visitor economy of Herefordshire.

Visit Herefordshire will maximise every Levy pound by: securing match and sponsorship funding; accessing national and regional funding aligned to Local Visitor Economy Partnership priorities; and leveraging partnerships to attract additional investment into the County.

Income	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Year 4 2030/31	Year 5 2031/32	Total
Business Improvement District Levy ^{[1] [2] [3]}	£535,350	£535,350	£535,350	£535,350	£535,350	£2,676,750
Additional Income ^[1]	£12,500	£12,500	£12,500	£12,500	£12,500	£62,500
Total Income	£547,850	£547,850	£547,850	£547,850	£547,850	£2,739,250

Expenditure	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Year 4 2030/31	Year 5 2031/32	Total
Attracting Visitors and New Audiences	£182,817	£182,817	£182,817	£182,817	£182,817	£914,085
Working Together for Business Growth	£92,583	£92,583	£92,583	£92,583	£92,583	£462,915
Authentic Herefordshire as an Economic Engine for Tourism	£60,433	£60,433	£60,433	£60,433	£60,433	£302,165
Investment in Tourism	£126,233	£126,233	£126,233	£126,233	£126,233	£631,165
Operating Costs	£59,016	£59,016	£59,016	£59,016	£59,016	£295,080
Contingency	£26,768	£26,768	£26,768	£26,768	£26,768	£133,840
Total Expenditure	£547,850	£547,850	£547,850	£547,850	£547,850	£2,739,250

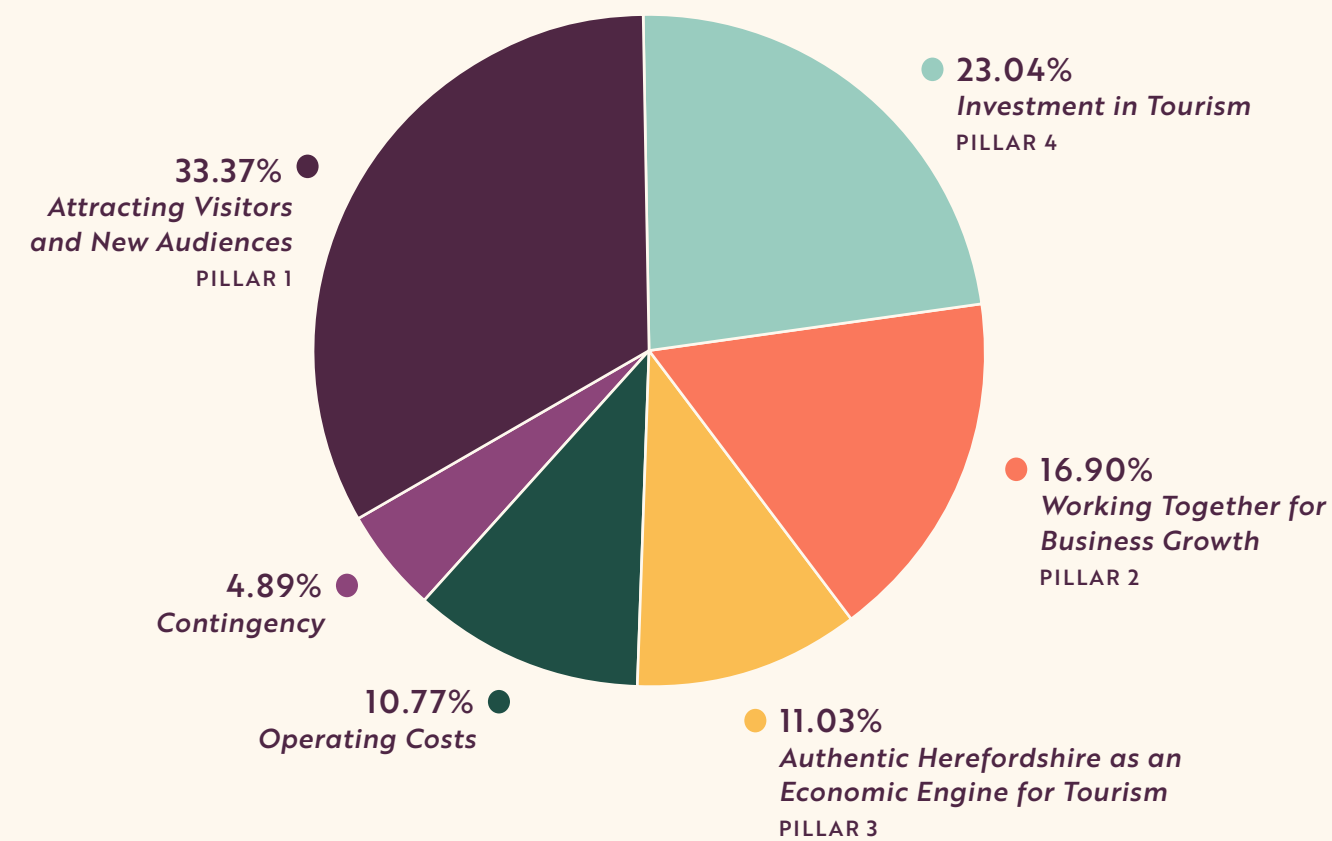
Figures are excluding VAT

[1] This is a projected figure based on information at time of going to print and is subject to change

[2] Herefordshire Council has 28 Hereditaments within the Business Improvement District 2 area at a proposed Levy of £22,837 per year at time of print.

[3] As the Levy Rate is fixed for the full five-year Term, annual Levy income is projected to remain consistent throughout the period.

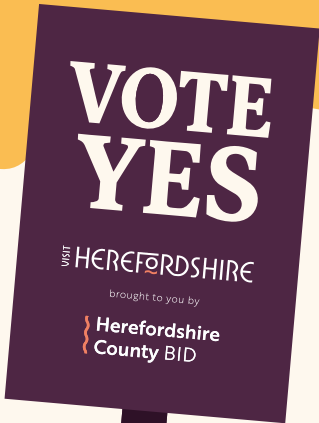
Expenditure Breakdown by %



Visit Herefordshire's clear vision going into the next five-year Term is:

To be recognised as one of England's leading rural tourism destinations, celebrated for its authentic experiences, independent retail, exceptional locally produced food & drink, rich culture, outstanding landscapes and warm welcome; creating sustainable prosperity for businesses, communities and residents.

Funding from Levy Payers will enable us to deliver this vision.



Governance and Transparency

1. The Business Improvement District Proposer is the Herefordshire County Business Improvement District Ltd, trading as Visit Herefordshire. A Not-For Profit Company Limited by Guarantee set up to oversee the management and operation of Visit Herefordshire.
2. Herefordshire County Business Improvement District Ltd was set up in 2022 and registered under England and Wales Companies House number 13952117.
3. Maintain British BIDs Accreditation, demonstrating high standards of governance and internal quality management throughout the Second Term.
4. Provided that the company is meeting its overall objectives, the Board shall have the ability to vary service delivery and expenditure allocation according to the changing demands of the business. This will not affect provisions for an Alteration Ballot.
5. Herefordshire County Business Improvement District Ltd, if successful at the Second Term Ballot on 15 October 2026, will deliver this Business Plan.
6. The Company will file, at Companies House, annual accounts compiled and audited by independent accountants.
7. The statutory accounts will be available to all Levy Payers from Companies House and on Herefordshire County Business Improvement District Ltd website.
8. An annual report, including business activities and finances, will be given at an Annual General Meeting and be available on Herefordshire County Business Improvement District Ltd website.
9. An Operating Agreement will be written and signed by Herefordshire County Business Improvement District Ltd. and Herefordshire Council to cover: Levy collection; enforcement; cashflow; reporting; dispute resolution and data sharing. Both will be available on the Herefordshire County Business Improvement District Ltd website and refreshed as required.
10. Company will employ a full-time Chief Executive who is responsible to the Board, and will oversee the delivery of the projects and services in this Business Plan.
11. Herefordshire Council are in full support of Herefordshire County Business Improvement District Ltd's proposals for the Second Term. They have received a copy of the Business Plan and have agreed that it is in line with government legislation.
12. The Secretary of State for Communities and Local Government was formally notified of Herefordshire County Business Improvement District Ltd's intention to hold a Ballot on the 15 October 2026.
13. A weekly e-newsletter will be issued to keep Levy Payers informed of projects, services and opportunities for promotion.
14. Subject to a successful Ballot, the new Strategic Board will be constituted with up to 16 voting Directors, drawn from a cross-section of Levy Paying businesses and stakeholders, who will voluntarily support the Business Improvement District.
15. One seat on the Board will be allocated to Herefordshire Council.
16. Two seats on the Board will be allocated to Town Councillors to represent the Market Towns.
17. The makeup of the Board will continue to evolve to make sure all sectors are properly represented. This may include some Non-Levy Payers, although this will always be in the minority.
18. The Board will meet at least five times per year including the AGM.
19. For transparency the Board will publish Action Notes from Board meetings on the website once they have been signed-off as a true record of the meeting.
20. The Board will maintain a Register of Interest updated yearly at the AGM.

Financial and Procurement Procedures



1. A cautious approach has been adopted to provide the indicative budget for the Second Term. This is based upon historic and likely future trends.
2. A Levy collection rate of 95% has been assumed in line with industry criteria, although past collection rates have been circa 97% annually.
3. The average annual Levy available to be spent by the Business Improvement District is £535,350.
4. A contingency provision of 5% of the Business Improvement District Levy will be incorporated per year.
5. Operating costs are budgeted at approximately 10.77%, these include management time, legal & accountancy costs and office resources associated with running the Company. This is far below the 20% of the total annual expenditure expected in line with industry criteria.
6. Local business services will be used where possible.
7. Alterations Policy - projects, costs, timescales and budgets can be altered subject to Board approval, providing the changes fall within the income levels and meet outlined objectives. This enables the Company to operate flexibly to respond to changing demands of Levy Payers, the economic landscape and potential opportunities.
8. Any change to the Boundary or increase in Levy rate would require an Alteration Ballot.

Measuring Our Performance & Demonstrating Value

Accountability to Levy Payers

Visit Herefordshire is committed to ensuring every Levy pound delivers measurable benefits for businesses and contributes to the growth of the County's visitor economy. Performance will be monitored through independent data, business feedback and transparent reporting.

How We Measure Success

VISITOR ECONOMY GROWTH

- > Tourism economic impact (STEAM)
- > Visitor numbers and visitor days (STEAM)
- > Overnight visitor value and stays (STEAM)

MARKETING & PR

- > National media coverage and PR reach
- > Campaign performance and engagement
- > Influencer and content creator activity

DIGITAL PERFORMANCE

- > Website users
- > Business directory listings and usage
- > Itinerary downloads
- > Visit Herefordshire Outdooractive App usage
- > Newsletter subscribers

BUSINESS SUPPORT

- > Business engagement and one-to-one support
- > Place Support Partnership savings identified
- > SEEDL training participation

DESTINATION DEVELOPMENT & PARTNERSHIPS

- > Tourism Awards participation
- > Tourism Conference attendance
- > Market town investment projects delivered
- > External funding secured

Transparent Reporting

Levy Payers will receive regular updates through newsletters, meetings and the Herefordshire County Business Improvement District Ltd. website, alongside an annual Statutory Explanatory Notice, annual audited accounts and performance reporting at the AGM and Visit Herefordshire Annual Conference.

A NOTE FROM OLDFIELD FORGE

We really value the support we've had from Visit Herefordshire over the years. They've consistently helped shine a light on what we do in a really genuine, authentic way, and that visibility has made a real difference to us as a business. It's helped bring new visitors to discover our experiences, while also highlighting Herefordshire as a place full of unique, hands on things to do. What we appreciate most is that it doesn't just feel like promotion for promotion's sake, it feels like they really care about the businesses they support and the wider picture of growing tourism in the County.



Pearl Lake Country Holiday Park © Rob Scamp

Frequently Asked Questions



Q. Who pays the Business Improvement District Levy?

A. The Levy is payable by eligible businesses within the Boundary that have a Rateable Value of £12,000 or above and fall within the sectors listed on page 31. Full eligibility and exemption details are set out in the Levy Rules section pages 32 & 33 of this Business Plan.

Q. How much will the Business Improvement District Levy cost my business?

A. The Business Improvement District Levy is set at 1.75% of a business's Rateable Value.

Q. Why has the Business Improvement District Levy been reduced from 2% to 1.75%?

A. Feedback from Levy Payers highlighted concerns about increases in Rateable Values following the 2026 Revaluation. The proposed reduction to 1.75% helps maintain affordability while ensuring sufficient investment to deliver the Business Plan.

Q. When will the Levy be collected?

A. Subject to a successful Ballot, the Levy will be invoiced annually by Herefordshire Council, in accordance with the Operating Agreement, and collected using the same statutory procedures as Non-Domestic Rates.

Q. What happens if the Ballot is unsuccessful?

A. Herefordshire County Business Improvement District Ltd will cease delivering projects on 31 December 2026. The projects we deliver, including: county-wide destination marketing; PR; Influencer/Journalist visits; Visit Herefordshire website; Visit Herefordshire Outdooractive App; Tourism Awards; Tourism Conference; SEEDL training platform; Place Support Partnership cost-savings programme; Local Visitor Economy Partnership leadership and delivery of the Destination Management Plan would all come to an end.

Q. How can I vote?

A. Eligible businesses will receive a Ballot paper by post from Civica, the independent Ballot holder. Each eligible property / hereditament receives one vote. Full instructions will be included with the Ballot papers.

Q. How do I know the Business Improvement District is delivering value?

A. Herefordshire County Business Improvement District Ltd publishes an annual Statutory Explanatory Notice, annual audited accounts and performance reports at the AGM and annual conference. Progress is measured using tourism economic impact, visitor data, business engagement, marketing performance and Levy Payer feedback.

Q. Can the Business Improvement District spend money on anything it wants?

A. No. The Business Improvement District can only spend funds in accordance with the objectives of the approved Business Plan. The Board is accountable to Levy Payers and operates under formal governance, financial and reporting procedures.

Q. Why should I vote YES?

A. A YES vote secures five more years of investment in destination marketing, business support, digital platforms, industry leadership and tourism development. It ensures the County continues to have a business-led, dedicated organisation working to attract visitors, increase visitor spending, support businesses and deliver long-term growth for the visitor economy.



Your Vote:

Ballot Information and Next Steps



Businesses with a Rateable Value of £12,000 or above that fall within the Levy Rules and Sectors List will receive a Ballot paper by post.

To secure a second Business Improvement District Term, two conditions must be met:

1. More than 50% of those voting must vote YES
2. The total Rateable Value of those voting YES must exceed the total Rateable Value of those voting NO

If successful, the Second Term will run from 1 April 2027 to 31 March 2032.

Ballot Dates at a Glance



How to Vote

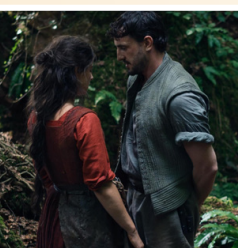
1. You will receive one Ballot paper for each eligible Hereditament.
2. Complete the Ballot paper by placing a cross (X) in the box beside your chosen option.
3. Write your name in **BLOCK CAPITALS**, state your position within the business and **SIGN** the Ballot paper.
4. Return your Ballot paper in the pre-paid envelope provided.
5. Each Ballot paper must be returned in its own envelope. You cannot return two Ballot papers in the same envelope.
6. Ballot papers must be received by Civica no later than **5pm on 15 October 2026 to be counted**.

If you do not receive a Ballot paper, please contact:

Tara Emery
☎ 07940 145 219
✉ info@herefordshirecountybid.co.uk

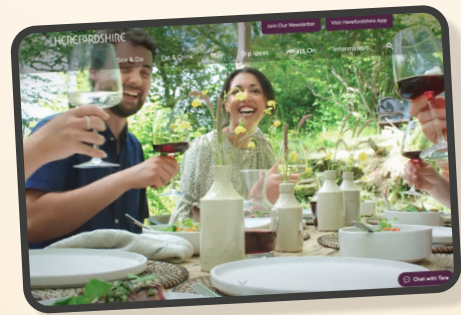


Your Choice



A YES Vote Secures

- ✓ Five More Years of Investment, Growth and Leadership
- ✓ Coordinated Destination Marketing and PR
- ✓ Visit Herefordshire Website and Digital Platforms
- ✓ Film Office and Screen Tourism
- ✓ Outdooractive and Visit Herefordshire App
- ✓ Place Support Partnership Cost-Savings Scheme
- ✓ SEEDL Training Platform
- ✓ Market Town Support Fund
- ✓ Local Visitor Economy Partnership Leadership and National Representation
- ✓ Delivery of the Destination Management Plan
- ✓ Coordinated Support Towards a £1 Billion Visitor Economy by 2035



A NO Vote Means No Visit Herefordshire

- ✗ **Loss of £2.7m** worth of tourism investment
- ✗ **No** county-wide tourism organisation
- ✗ **No** joined-up voice
- ✗ **No** dedicated investment
- ✗ **No** county-wide destination marketing
- ✗ **No** Visit Herefordshire website
- ✗ **No** Visit Herefordshire App or Outdooractive representation
- ✗ **No** Market Town Support Fund
- ✗ **No** tourism awards or conference
- ✗ Business support, training and networking are **lost**
- ✗ Place Support Partnership savings are **no longer** available
- ✗ Delivery of the Destination Management Plan **stops**
- ✗ Local Visitor Economy Partnership leadership is **lost**
- ✗ National and regional industry representation **ends**
- ✗ **No** dedicated business-led organisation remains to coordinate and champion the visitor economy

There is no alternative organisation with the funding, partnerships or mandate to deliver these services on behalf of Herefordshire's visitor economy.

A **YES** vote secures the future of Visit Herefordshire and the continued growth of the County's visitor economy.

Working Together to Deliver More

Working in partnership has enabled Visit Herefordshire to secure investment, amplify the County's voice, extend its reach and create greater value for Levy Payers than could be achieved through individual efforts alone.

Here are just some of our partners



Ballot and Timelines

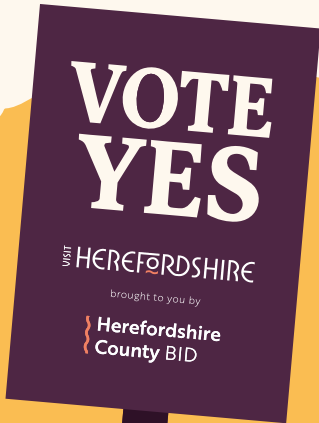
Herefordshire Council will hold a Ballot in line with the Business Improvement Districts (England) Regulations 2004 delivered by Civica, on behalf of Herefordshire County Business Improvement District Ltd, trading as Visit Herefordshire.

1. A nominated person, organisation or registered company that is listed on the Non-Domestic Ratings List as being responsible for payment of the rates for a property / hereditament within the Business Improvement District Boundary on the day of the **notice of Ballot 1 September 2026**, will receive a Ballot paper and Ballot letter, and will be entitled to vote in the confidential postal vote.
2. For the Business Improvement District to be approved, two criteria must be met.
 - i. More than 50% of those voting must vote in favour of the proposal
 - ii. The total Rateable Value of those hereditaments which vote in favour, must exceed the total of those voting against
3. The Ballot will be conducted independently by Civica, on behalf of the Ballot holder Herefordshire Council, and will be a confidential postal vote.
4. Voting papers will be sent out on 15 September 2026.
5. If a business has more than one rateable property, each property / hereditament within the Business Improvement District boundary that meets the criteria for the Levy Rules will be entitled to one vote in respect of the Business Improvement District's Second Term proposals, in a 29-day postal Ballot.
6. The Ballot will commence on **17 September 2026** and close at **5pm on 15 October 2026**. Any Ballot papers received by Civica after 5pm on 15 October 2026 will not be counted.
7. You should receive one Ballot paper for each property / hereditament that you are eligible to vote for by post. If you do not receive your Ballot paper, please contact Tara Emery as soon as possible.

Telephone: 07940 145 219 | Email: info@herefordshirecountybid.co.uk
8. The result of the Ballot will be announced on **16 October 2026**.
9. If the Business Improvement District is approved, it will operate from **1 April 2027 until 31 March 2032**, delivering the projects outlined in this Business Plan. If the Business Improvement District is approved, it will continue to deliver services between 1 January 2027 and 31 March 2027 to deliver continuity for our Levy Payers.
10. The number of hereditaments liable for the Levy at time of printing is 653.

THANK YOU,

Diane Mansell
Chief Executive
Visit Herefordshire / Herefordshire County Business Improvement District Ltd
✉ Diane@herefordshirecountybid.co.uk
☎ 07534 420 853





Get in Touch

✉ info@herefordshirecountybid.co.uk

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🌐 www.visitherefordshire.co.uk

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Funded by Herefordshire Businesses

VOTE YES

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