LEDBURY TOWN COUNCIL

TOWN COUNCIL OFFICES, CHURCH STREET, LEDBURY
HEREFORDSHIRE HR8 1DH. Tel. (01531) 632306
Email: clerk@ledburytowncouncil.gov.uk Website: www.ledburytowncouncil.gov.uk

1 September 2026

To: All Councillors

Dear Councillor

Please find attached the To Follow reports in respect of the meeting **of LEDBURY TOWN COUNCIL**, to be held on **Thursday, 3 September 2026 at 7.00 pm** in the **Town Council Offices, Church Lane, Ledbury, HR8 1DH** .

Yours faithfully

Angela Price PSLCC, MIWFM, AICCM
CiLCA (England & Wales)
Town Clerk

FILMING AND RECORDING OF COUNCIL MEETING

Members of the public are permitted to film or record meetings to which they are permitted access, in a non-disruptive manner. Whilst those attending meetings are deemed to have consented to the filming, recording, or broadcasting of meetings, those exercising the rights to film, record or broadcast must respect the rights of other people attending under the Data Protection Act (GDPR) 2018.

AGENDA

12. **To approve Invoices for Payment** **(Pages 7426 - 7431)**

24. **To give consideration to a report in respect of Ledbury Market** **(Pages 7432 - 7439)**

Distribution: Full agenda and reports to all Councillors (9)
Plus file copy

FULL COUNCIL	3 SEPTEMBER 2026	AGENDA ITEM: 12

Report prepared by Angela Price – Town Clerk

INVOICES FOR PAYMENT – SEPTEMBER (INTERIM)

Purpose of Report

The purpose of this report is to ask Members to approve invoices for payment for August 2026 (Interim) in the sum of **£6,780.11** plus VAT**.**

Detailed Information

Attached is a list of payments for approval in the sum of **£6,780.11** plus VAT. This list represents payments in relation to September 2026 (interim).

It should be noted that there are no areas of concerns such as likely overspends to report in respect of the attached invoices for approval to pay.

August Salaries

In addition to the attached invoices Members are requested to note that the cost of the salaries for Month 5 (August) was **£29,211.04.**

This total is broken down as follows:

Salaries (Net)	£21,694.57
Employer NICs	£ 3,185.47
Employer Pension	£ 4,331.00
TOTAL	**£29,211.04**

Recommendation

1. That Members approve the invoices for payment in the sum of **£6,780.11** plus VAT.

2. That Members receive and note the information in respect of the month 5 salaries.

Creditors for Month No 6 **Order by Invoices Entered**

Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	Nominal Ledger Analysis A/C	Centre	Amount	Analysis Description
13/08/2026	2026/171	898	LEDBURYC	LED013	21.00	0.00	21.00	4704	107	21.00	Cycle Route Maps
07/08/2026	4410968879	899	VIKING	VIK001	116.24	23.25	139.49	4400	235	116.24	Stationery
11/08/2026	2015045813	901	SCREWFIX	SCR001	33.33	6.66	39.99	4592	102	33.33	Dewalt Steel Toe Cap Boots
11/08/2026	65509	902	QUICK	QS	255.00	51.00	306.00	4225	102	250.00	Cemetery skip exchange
								4225	102	5.00	Cemetery Skip Exchange
10/08/2026	66853156	903	HOOPLE	HOOP	750.36	150.07	900.43	4001	230	750.36	Temporary Receptionist
04/06/2026	22866	904	GARDEN MACHINERY	LED001	31.67	6.33	38.00	4416	102	31.66	Strimmer Cord
								4416	102	0.01	Strimmer Line
31/07/2026	15561	905	BLISS	BLI001	460.00	92.00	552.00	4150	202	460.00	LTC Office Cleaning
28/07/2026	5589397 12	906	GALLAGHER	GAL001	734.20	0.00	734.20	4340	102	734.20	Insurance
14/08/2026	000448	913	G P	GP001	5.60	0.00	5.60	4460	220	5.60	Ledbury Reporter
14/08/2026	11405	914	SIGN	SIGN001	501.67	100.33	602.00	4607	127	501.67	HODS Brochures
31/07/2026	202607000005	915	PJNICHOLS	PJN001	75.00	15.00	90.00	4330	102	75.00	Fuel for Van
18/08/2026	9507403520	916	SHRED-IT	SHR002	75.00	15.00	90.00	4116	202	75.00	Confidential Waste
14/08/2026	820575	917	NALC	NA001	375.00	75.00	450.00	4002	230	375.00	Recruitment x 3 weeks
11/08/2026	SETW119WES	918	PUBLIC	PUB001	500.00	100.00	600.00	4002	230	500.00	Recruitment advertsising
19/08/2026	66853209	919	HOOPLE	HOOP	750.36	150.07	900.43	4001	230	750.36	Temporary Receptionist
12/08/2026	4410983945	920	VIKING	VIK001	42.31	8.46	50.77	4400	235	42.31	Pink Paper
14/08/2026	0238256584	921	VISTA	VIST001	15.41	3.08	18.49	4400	235	15.41	Business Cards
20/08/2026	0077404	922	ASTUTIS	AST001	140.00	28.00	168.00	4050	230	140.00	ISEP - Envirmental training
20/08/2026	GRANT 001	923	RAINBOWS	RAIN	200.00	0.00	200.00	4890	214	200.00	1st Ledbury Rainbows Grant
27/08/2026	GB60001OTCCEFI	943	AMAZON	AMA001	8.53	1.71	10.24	4607	127	8.53	Princess Tiaras Carnival
27/08/2026	GB60039UL50VI	944	AMAZON	AMA001	22.40	4.48	26.88	4415	220	22.40	Laptop Charger
27/08/2026	GB6000PBLCDCNI	945	AMAZON	AMA001	12.14	2.43	14.57	4607	127	12.14	Fairy Wands Carnival
27/08/2026	GB6001PSQR0LFI	946	AMAZON	AMA001	6.86	1.37	8.23	4607	127	6.86	Crown for Carnival
25/08/2026	RE-IMBURSE01	947	APRICE	AP	19.98	4.00	23.98	4170	102	19.98	Bin Bags
				TOTAL INVOICES	5,152.06	838.24	5,990.30			5,152.06	

Page 78 of 79

Creditors for Month No 6 **Order by Invoices Entered**

Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	Nominal Ledger Analysis A/C	Centre	Amount	Analysis Description
			VAT ANALYSIS CODE	E @ 0.00%	734.20	0.00	734.20				
			VAT ANALYSIS CODE	OTS @ 0.00%	221.00	0.00	221.00				
			VAT ANALYSIS CODE	S @ 20.00%	4,191.26	838.24	5,029.50				
			VAT ANALYSIS CODE	Z @ 0.00%	5.60	0.00	5.60				
				TOTALS	5,152.06	838.24	5,990.30				

Creditors for Month No 6 Order by Invoices Entered

Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	Nominal Ledger Analysis A/C	Centre	Amount	Analysis Description
29/07/2026	11547077	910	CHUBB	CH001	302.57	60.51	363.08	4185	202	302.57	Fire Alarm Service Ageement
31/07/2026	4410948291	911	VIKING	VIK001	49.48	9.90	59.38	4400	235	49.48	Stationery
				TOTAL INVOICES	352.05	70.41	422.46			352.05	
			VAT ANALYSIS CODE S @ 20.00%		352.05	70.41	422.46				
				TOTALS	352.05	70.41	422.46				

Creditors for Month No 6 Order by Invoices Entered

Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	Nominal Ledger Analysis A/C	Centre	Amount	Analysis Description
30/07/2026	00144	942	DMPROP	DMP001	1,276.00	0.00	1,276.00	4205	101	400.00	Mowing Recreation Ground
								4205	101	360.00	Mowing Closed Churchyard
								4205	108	240.00	Mowing Martins Way
								4205	108	104.00	Mowing Queens Walk
								4205	108	52.00	Mowing the Walled Gardens
								4205	108	120.00	Mowing Deer Park Areas
				TOTAL INVOICES	1,276.00	0.00	1,276.00			1,276.00	
			VAT ANALYSIS CODE E	@ 0.00%	1,276.00	0.00	1,276.00				
				TOTALS	1,276.00	0.00	1,276.00				

FULL COUNCIL	3 SEPTEMBER 2026	AGENDA ITEM: 24

Report prepared by Angela Price – Town Clerk

MARKETS PROGRESS REPORT - PROGRESS AGAINST THE MARKET-RELATED ACTIONS IN THE TOURISM, EVENTS AND MARKETS ACTION PLAN (TEMAP)

Purpose of report

The purpose of this report is to provide Council with a progress update on delivery of the markets element of TEMAP. It identifies what has already been implemented, what is currently under way, and when the remaining actions are expected to be introduced. It is not intended to repeat the options or aspirations already set out in TEMAP.

Current Position

To date routine market administration is established; the Council has introduced a £10 individual pitch fee across its market spaces; St Katherine's Square is available as an additional market and event space and fortnightly Farmers Markets have been introduced in cooperation with The Barn; existing Council and visitor channels are available for promotion; and the revised staffing structure gives markets a clearer long-term service home. Work connected with concentrating the Charter Market beneath and upstairs in the Market House, and reducing its highway footprint is also being progressed, although the last point depends, in part, on the statutory Traffic Regulation Order (TRO) process.

The next stage is to turn these individual measures into a consistent development programme. The immediate priorities are accurate and coordinated promotion, targeted trader recruitment, baseline performance information, a workable undercroft layout, initial engagement with comparable markets, and preliminary checks on possible use of the upstairs portion of the Market House. Sustained development and a regular programme of market-linked activity will depend on the relevant posts in the revised structure being recruited into and established, or on Council approving additional temporary support during the second half of this financial year.

TEMAP markets delivery: progress and timetable

TEMAP direction	Progress/evidence to date	Status	Next milestone	Resource	Expected timing
Joined-up management and partnership working	Routine enquiries, bookings, pitch allocation, fee collection, trader communication and market-day liaison are embedded in day-to-day service delivery. Contacts already exist through	In delivery	Formalise a focused contact network with traders, nearby markets, business groups and visitor partners;	To be resourced within current staffing and budgets. Future budget requirements to be considered	Start Sept–Nov 2026; ongoing thereafter

TEMAP direction	Progress/evidence to date	Status	Next milestone	Resource	Expected timing
	Council, tourism and visitor-economy activity.		record contacts and outcomes.	as part of annual budget setting	
Revitalise and better promote Ledbury's markets	The Council's website, social media, Town Guide/TIC activity and Visit Herefordshire relationships provide established channels. The standard individual pitch fee has been reduced to £10 per day for all market pitches in the town.	Partly implemented	Audit and consolidate market information; publish one clear route for dates, locations, fees and applications; run a targeted £10 pitch campaign, expand public promotion and build a trader prospect list.	Consideration to be given as to whether to bring forward recruitment of Tourism & Markets Officer or whether to engage someone on a temporary role. Consideration of salaries budget if recruit early	Website/fee campaign by Nov 2026; targeted recruitment from autumn 2026
Position the Market House undercroft as the main market focus and support a 'meet and eat' offer	Council has agreed the direction of increasing use of the undercroft. The associated review of the market's highway footprint/TRO would retain essential or powered High Street pitches while supporting greater concentration beneath the Market House.	Under way; dependent on layout and highway work	Prepare a measured pitch plan, map current traders and constraints, consult traders and introduce a trial layout before any permanent change.	Initial stages to be resourced within current staffing and budgets	Preparation autumn 2026; trial targeted for winter 2026/27. Non-powered pitches available with immediate effect – trail of fortnightly Farmers Markets in place since August 2026.
Make appropriate use of the upstairs Market House space	Potential complementary uses have been identified, but no regular market-day programme has yet been established. Suitability depends	Not yet introduced – repairs works to staircase due to be carried out in September 2026 - initiate	Complete a proportionate suitability/compliance check and, if viable, test one or two market-linked activities rather	To be resourced within current staffing	Checks by Dec 2026; possible pilot Jan–Mar 2027

TEMAP direction	Progress/evidence to date	Status	Next milestone	Resource	Expected timing
	on access, fire safety, occupancy, insurance, staffing, conservation and other bookings.	use of upstairs following these works	than committing immediately to weekly use.		
Use wider market spaces and diversify the offer	St Katherine's Square is now managed as a bookable market/event space. Six individual pitches are available at £10 per day and the whole Square at the approved rate. A fortnightly Farmers Market commenced on 20 August 2026	Implemented; promotion to be strengthened	Promote the Square to local producers, start-ups, community organisations, visiting traders and organisers; use evidence of demand before establishing themed activity. Enter discussions with HC to address power issues at square. Consider purchasing/ hiring generators to enable council to provide power as interim measure	Current staff working with The Barn to bring fortnightly Farmers Market to square – Banner and advertising board to be purchased from within 2026/27 budgets.	Promotion from Aug 2026; review demand by Mar 2027 Quotes for purchase v hire of generators to be available at October Full Council. Clerk to enter into discussions with HC estate officers re power issues – Sept 2026
Learn from and work with other market towns	Comparable markets and reciprocal promotion are identified as useful routes, but a structured benchmarking programme has not yet been completed.	Preparatory stage	Begin with telephone/ online contact using a standard checklist. Undertake up to three purposeful visits where they answer a defined	Clerk and Markets administrator to initiate ahead of Market & Tourism officer recruitment. Give consideration whether there	Initial contacts by Nov 2026; visits during winter 2026/27 as capacity permits

TEMAP direction	Progress/evidence to date	Status	Next milestone	Resource	Expected timing
			question or support trader recruitment.	is a need to bring forward this recruitment or employ someone in a temporary role to help support. Would need budget consideration	
Provide adequate tourism and markets capacity	The revised staffing structure recognises Tourism & Markets as a dedicated service area with management support. The strategic investment to achieve this ambition has been committed to, but full capacity will only be achieved once recruitment and implementation of the structure is complete.	Structure agreed; capacity transitional	Allocate immediate, repeatable tasks within current resources. Transfer sustained market development, content, partnerships and programming to the relevant service once posts are recruited and established.	Make better use of Visit Herefordshire website and extend to in-house following recruitment of Markets & Tourism Officer. Give consideration whether there is a need to bring forward this recruitment.	Immediate tasks now; fuller programme during 2027, linked to recruitment
Monitor impact and use evidence to guide investment	Operational information exists through bookings, fees and trader contact, but a consistent baseline/dashboard is not yet in place.	To be established. Footfall data available via the BID – need assistance to break down the data to establish what is relevant to help shape council's approach to promotion and engagement	Record trader numbers, occupancy, income, enquiries, cancellations and new-trader retention; report progress quarterly and assess pilots before recommending investment.	Work with the BID to identify and understand relevant data. As this would fall under the role of the Markets & Tourism Officer of the Communities Manager Council should	Baseline by Nov 2026; first quarterly update early 2027

TEMAP direction	Progress/evidence to date	Status	Next milestone	Resource	Expected timing
		through understanding town centre visits		consider whether to bring forward either of these recruitments or employ someone on a temporary basis.	

Work already embedded in business as usual

The following activity is already being delivered as part of the Council's normal market service:

1. Responding to trader enquiries and processing bookings and applications.
2. Allocating pitches, maintaining documentation and collecting approved fees.
3. Routine communication with traders and market-day liaison.
4. Making St Katherine's Square and the Charter Market available at the approved £10 individual pitch rate.
5. Set up fortnightly Farmers Market at St Katherine's Square.
6. Using established Council, tourism and visitor channels to communicate market Information.
6. Progressing the separate highway/TRO work relevant to the future Charter Market layout.

A limited amount of website correction, routine reciprocal communication, simple record keeping and a short promotional campaign can also be absorbed, provided these tasks are programmed and prioritised alongside other work.

Business as usual should not be taken to include sustained trader acquisition, frequent travel, event production, complex building activation or a comprehensive market development programme without identifying what other work will be reduced or providing additional capacity.

Staged introduction of the remaining actions

Stage	Timing	Actions to be introduced	Intended evidence/output
Stage 1 – consolidate current delivery	Sept–Nov 2026	Confirm lead officers; correct and consolidate market information; promote the £10 offer; establish trader/prospect and performance records; begin comparable-market contacts; scope the undercroft plan. Bring forward costed cases for any booking technology.	Clear public information, active promotion and a baseline against which progress can be reported.

Stage	Timing	Actions to be introduced	Intended evidence/output
Stage 2 – prepare and test	Dec 2026–Mar 2027	Consult traders; complete the undercroft layout work and works already scheduled to the fabric of the building; undertake targeted benchmarking visits; complete upstairs suitability checks; trial a revised layout and, if viable, limited upstairs activity; review demand for St Katherine's Square and agree way forward to address power issues. Recruit/contract into post/s necessary to progress Stage 3.	Evidence from practical trials, feedback and comparison with other markets.
Stage 3 – establish a regular development programme	During 2027, linked to recruitment	With the relevant capacity in place, maintain targeted trader recruitment, partnership work, planned promotion, market-day content, a balanced trader mix and selected themed or linked activities.	A managed programme rather than isolated initiatives.
Stage 4 – consider investment	After at least 12 months of evidence	Bring forward costed cases any, branding/signage, infrastructure, highway changes, capital works or external specialist support.	Council decisions based on demonstrated demand, costs and measurable benefits.

Resourcing and dependencies

Resource level	Work supported	Implication
Current capacity	Core administration, website corrections, fee/date promotion, simple records, initial contacts and limited feedback.	Requires prioritisation within existing workloads and named ownership.
Recruited capacity	Sustained trader recruitment, planned content, regular partnership activity, themed programme, fuller monitoring and any continuing upstairs offer.	Best placed within the Tourism & Markets service, supported by Communities management, once relevant recruitment is complete.
Specialist or additional support	Measured/technical plans, TRO/highway work, access/fire/building advice, booking systems, significant campaigns or capital improvements.	Would require a costed proposal, identified budget, procurement compliance and further Council authority where appropriate.

The principal dependencies are recruitment to the revised structure, staff workload, Herefordshire Council's highway/TRO process, the physical and regulatory suitability of the Market House, available budgets and evidence of trader/customer demand.

How progress will be reported

Quarterly updates should use a consistent baseline and report both activity completed and outcomes achieved. Measures should include:

1. Active traders, new traders and retention after three months;
2. Average pitch occupancy across the undercroft, High Street and St Katherine's Square;
3. Enquiries, applications, cancellations and reasons where known.
4. Market income and direct expenditure.
5. Website interest or enquiries generated, where available.
6. Trader feedback and recurring barriers.
7. Partnership and benchmarking activity and the actions arising from it.
8. Results of any layout, upstairs or themed-market pilots.
9. Footfall data from Visit Herefordshire and BID.

Financial implications

The immediate actions are intended principally to use existing systems, communication channels and limited officer capacity. Modest travel, printing, photography or promotional costs should only be incurred from an approved budget. Any later proposal requiring additional staffing, professional advice, digital systems, signage, equipment, major promotion or capital works must return to Council with costs, procurement route, budget source, income assumptions and ongoing revenue implications.

Recommendations

That Members:

1. Note the progress already made against the markets element of TEMAP, including established operational delivery, the £10 pitch offer, use of St Katherine's Square, existing promotional channels and the staffing structure agreed for the service.

2. Note the actions currently under way, particularly the highway/TRO work, preparation for greater use of the Market House undercroft, coordinated promotion and the transition to the revised staffing structure.

3. Approve the staged timetable in section 5 as the basis for introducing the remaining TEMAP market actions, subject to the dependencies and further approvals identified in this report.

4. Note that substantial expenditure, building changes, additional staffing/support or significant service changes will be brought back to Council as costed proposals.

5. Receive quarterly progress updates, with the first update establishing the baseline and reporting delivery against the milestones and timings in section 3.

Appendix 1 – Immediate officer action record

Action	Position at report date	Target
Confirm lead officer and support	Not yet recorded	Sept 2026
Audit and consolidate market web information	To commence	By Nov 2026
Publish targeted £10 pitch promotion	Fee implemented; stronger promotion required	Autumn 2026
Create standard trader invitation and prospect list	To commence	By Nov 2026
Record baseline trader, occupancy, income and enquiry data	Operational data exists; baseline not consolidated	By Nov 2026
Contact shortlisted comparable markets	Preparatory stage	By Nov 2026
Prepare measured undercroft plan and map dependencies	Direction agreed; technical preparation required	Autumn/winter 2026
Consult existing traders on trial layout and priorities	To follow initial plan	Winter 2026/27
Complete initial upstairs suitability/compliance check	Not yet completed	By Dec 2026
Issue first quarterly progress update	Reporting framework proposed in this report	Early 2027
Commission repair works to Market House Stairs etc.	Awaiting confirmation of start date and anticipated completion timescales	Anticipated start date Sept 2026 for a period of circa 3 weeks.
Enter into discussions with HC re power issues at St Katherine's	To commence	Sept 2026
Consider purchasing/hiring generators to support traders wishing to use St Katherines Square	Quotes to be obtained and presented to council at October full council meeting	Oct 2026