



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

16 May 2025

To All Councillors

Dear Councillor

You are **summoned** to attend a meeting of **LEDBURY TOWN COUNCIL** to be held on **Thursday, 22 May 2025 at 7.00 pm** in the **Town Council Offices, Church Lane, Ledbury, HR8 1DH** for the purpose of transacting the business shown in the agenda below.

Yours faithfully

Angela Price PSLCC, AICCM, MIWFM
Town Clerk

FILMING AND RECORDING OF COUNCIL MEETINGS

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

A G E N D A

1. **Apologies**
2. **Declarations of Interests**

To receive any declarations of interest and written requests for dispensations.

Members are invited to declare disclosable pecuniary interests and other interests in items on the agenda as required by the Ledbury Town Council Code of Conduct for Members and by the Localism Act 2011.

(Note: Members seeking advice on this item are asked to contact the Monitoring officer at least 72 hours prior to the meeting)

3. **To note the Nolan Principles**
<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life—2>
4. **To note the general duty on public authorities of Section 149 of the Equality Act 2010** (Page 3591)
5. **To approve and sign as a correct record the minutes the Annual Council meeting held on 8 May 2025** (Pages 3593 - 3602)
5. **Nomination of Deputy Mayor or Chairman – Deferred from Annual Meeting**
6. **Mayors Communications**
7. **To consider questions/comments from members of the public in accordance with the provisions of Standing Orders 3(e) and 3(f)**

“Members of the public may make representations, answer questions and give evidence at a meeting which they are entitled to attend in respect of the business on the agenda. The period of time designated for public participation at a meeting shall not exceed 15 minutes unless directed by the Chairman of the meeting”
8. **To receive motions presented by Councillors in accordance with Standing Order 9**

FINANCE

9. **To receive and note Month 12 financial reports** (Pages 3603 - 3632)
 - i. **Receipts and Payments – 1 January to 31 March 2025**
 - ii. **Balance sheet and Trial Balance – Month 12**
 - iii. **Budget Monitoring Reports**
10. **To confirm verification of bank statements and reconciliations for May 2025**
11. **To receive year end reports to 31 March 2024** (Pages 3633 - 3664)
12. **To review Council reserves for 2025/26** (Pages 3665 - 3667)
13. **Audit Reports** (To Follow)
 - i. **To give consideration to 2024/25 Internal Audit Report**
 - ii. **To consider the 2024/25 Annual Return**
14. **Invoices for Payment (April-final)** (Pages 3669 - 3670)
15. **Draft Employer Discretion Policy** (Pages 3671 - 3681)

- 16. Request for funding – Masefield Matters Project (To follow)
- 17. To approve amended Performance Management Policy (Pages 3683 - 3698)
- 18. Subscriptions (Standing Item)

GOVERNANCE

- 19. Amended Schedule of Meetings (Pages 3699 - 3700)

PLANNING, ECONOMY & TOURISM

- 20. Planning Consultations (Page 3701)
- 21. Planning Decisions (Pages 3703- 3704)
- 22. To approve the Terms of Reference of the Tourism, Events & Markets Action Plan Group (TEMAP) (Pages 3705 - 3706)
- 23. To receive and note Draft Tourism, Events and Markets Action Plan for Ledbury (Pages 3707 - 3757)
- 24. Hills Ford Rally (Pages 3759 - 3762)

ENVIRONMENT & LEISURE

- 25. To approve draft partnership agreement between Ledbury Town Council and Love Ledbury (Ledbury & District Community Benefit Society) in relation to Bye Street Toilets and consider request in respect of future arrangements for Insurance Cover for the premises and events (Pages 3763 - 3766)
- 26. To consider fee proposal for Quinquennial Inspections (Pages 3767 - 3772)

GENERAL

- 27. Outside Bodies (Pages 3773 - 3784)

i. Outside Body Representation

To receive nominations for Councillor representation on the following outside bodies:

- a. RMTG Local Councillor Panel – Rural Vulnerable Young
- b. RMTG Local Councillor Panel – Rural Older People

- ii. To receive and note the minutes of a meeting of the Ledbury Community Day Committee held on 6 May 2025
- iii. To receive and note the minutes of a meeting of the Ledbury Community Association Executive Committee held on 11 February 2025
- iv. To receive and note the minutes of the Minutes of the Annual General Meeting of the Ledbury Community Association held on 11 February 2025
- v. To receive and note the minutes of a meeting of the Ledbury Carnival Association held on 7 May 2025

28. Date of next meeting

To note that the next meeting of Council is scheduled for Thursday, 12 June 2025

29. Exclusion of Press and Public

In accordance with Section 1(2) of the Public Bodies Admission to Meetings) Act 1960, in view of the confidential nature of the business about to be transacted, it is advisable in the public interest that the press and public are excluded from the remainder of the meeting

- 30. To approve missed recommendation from a meeting of the Resources Committee in respect of the appointment of company to undertake Staffing and Organisational Review (Pages 3785 - 3788)
- 31. To consider any recommendations from a meeting of Resources Committee held immediately prior to this meeting (Oral report)

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

**Agenda reports excluding Confidential items to:
Local Press (1)
Library (1)
Police (1)**

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 4
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SECTION 149 OF THE EQUALITIES ACT 2010

Members are requested to note the information provided below and give due consideration to Section 149 in their decision making as set out within.

Equality Duty

Under section 149 of the Equality Act 2010, the “general duty” on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c. foster good relations between persons who share a relevant protected characteristic and person who do not share it.

The public sector equality duty (specific duty) requires Ledbury Town Council to consider how it can positively contribute to the advancement of equality and good relations and demonstrate that they are paying ‘due regard’ in their decision making in the design of policies and in the delivery of services.

MINUTES OF THE ANNUAL COUNCIL MEETING HELD ON 8 MAY 2025

PRESENT: Councillors Chowns, Harvey, Hughes, Kettle, Morris and Sinclair.

ALSO PRESENT: Angela Price – Town Clerk
Julia Lawrence – Deputy Clerk
Honor Holton – Minute Taker
4 members of the public

C791. TO ELECT A TOWN MAYOR FOR THE 2025/26 MUNICIPAL YEAR

Councillor Chowns nominated Councillor Harvey to the position of Chairman of the Council, seconded by Councillor Hughes.

No other nominations were received.

Councillor Harvey noted how Council Membership is currently significantly depleted, and made reference to her health concerns, and stated that she did not feel in a position to undertake a significant number of civic responsibilities. She asked that Members bear this in mind when considering her nomination to Chairman rather than Mayor. She also hoped that the council would be able to co-opt further Members over the next few months. Given this, she also suggested that there be a review in six-month's time as to whether there is a better candidate to be appointed to the role who would be able to fulfil civic responsibilities for the remainder of the year.

RESOLVED:

That Councillor Harvey be duly elected to the position of Chairman of Ledbury Town Council, with a review after 6-months.

Councillor Harvey made her declaration of office to the role of Chairman.

C792. VOTE OF THANKS TO OUTGOING CHAIRMAN

The new Chairman called for a vote of thanks for the outgoing Mayor, Councillor Chowns, for all his hard work over the past year. She stated that as the Deputy Mayor it had been a pleasure to support him through the last twelve months and noted that he had done a fantastic job representing the town at a lot of civic events both in the town and across the three counties.

Councillor Harvey hoped that Councillor Chowns had enjoyed his year in office, referencing both public and behind the scenes work of running the Council over the past year, noting that he been a calm and very collected Chair and that she hoped that she had been able to learn from his example. She finished with wishing Councillor Chowns a restful time

with family and to catch up with all the things that have had to be put aside.

Councillor Hughes added his personal thanks.

The Retiring Mayor was presented with a Past Mayor's Badge and retiring Mayoress was presented with a bouquet of flowers as a thank you.

RETIRING MAYOR'S RESPONSE AND CLOSING REMARKS

The outgoing Mayor gave a short speech about his year in office as follows:

"It has genuinely been a privilege – and most of the time a pleasure – to be Mayor of this lovely town, and your representative in the County and neighbouring counties for these last twelve months.

I have attended almost 100 engagements as Mayor, and the unofficial Mayor's Secretary (that is, my wife and consort) has calculated that this has involved at least 380 hours, quite apart from many hours spent reading agenda papers, preparing to chair meetings, responding to emails and letters, drafting reports, and so on. We have had some difficulties, of course, including the loss of a number of Councillors through resignation, some Code of Conduct issues and a regrettable complaint leading to disciplinary action. There have been some staff changes, including the ill-health retirement of our Groundsman, and the recruitment of a Clerk's Assistant, an apprentice, and two staff focussed particularly on the Masefield Matters project. I am most grateful to the Clerk, Angie Price, for her tireless work leading this professional team and keeping all of us Councillors on the straight and narrow.

Throughout the year I have been much encouraged by conversations with business owners, volunteers in a wide range of charities and interest groups, the staff of our schools, the ministers and congregations of our churches. Those who have helped to organise fund-raising for my nominated charities, or who have donated prizes for raffles and special events are very much appreciated by me and by the two charities – Ledbury Refugee Support and the Alzheimer's Society.

The achievement of the National Lottery Heritage grant for the Masefield Matters project has been a real coup for Ledbury – though I cannot claim any personal credit for it. But I shall look forward to participating in its programme over the next two or three years. A personal target that I do claim some credit for was the reopening of the Bye Street toilet block – which I know is much appreciated by visitors arriving by coach!

I cannot end without remarking on the steadfast support and the advice that I have received throughout the year from Deputy Mayor Liz Harvey.

This lady is a phenomenon, and a fount of knowledge about all aspects of Ledbury life. I have been very grateful to have her by my side.”

C793. TO RECEIVE APOLGOIES FOR ABSENCE

Apologies for absence were received by Councillors Bradford, Browning and Eakin.

C794. TO ELECT A DEPUTY TOWN MAYOR FOR 2025/26 MUNICIPAL YEAR

Councillor Morris nominated Councillor Chowns for the role of Deputy Mayor; Councillor Chowns thanked Councillor Morris but declined to accept the nomination.

Councillor Chowns nominated Councillor Hughes for the role of Deputy Mayor; Councillor Hughes thanked Councillor Chowns but declined to accept the nomination.

RESOLVED:

That this item be deferred until the next meeting of Full Council.

C795. TO RECEIVE DECLARATIONS OF INTEREST AND WRITTEN REQUESTS FOR DISPENSATIONS

None.

C796. PUBLIC PARTICIPATION

None.

Councillor Harvey noted that there is a need to move through the agenda swiftly to enable Members to be available for the VE Day event at 9.00 pm. Therefore, she proposed that governance documents be received and noted and that a meeting of Councillors be held in the near future to review these documents and consider any amendments needing to be made.

C797. TO RECEIVE AND NOTE THE MINUTES OF THE ANNUAL COUNCIL MEETING HELD ON 9 MAY 2024, WHICH WERE FORMALLY APPROVED AND SIGNED AS A CORRECT RECORD AT A MEETING OF FULL COUNCIL HELD ON 6 JUNE 2024

RESOLVED:

That the minutes of the Annual Council Meeting held on 9 May 2024 be received and noted.

C798. TO APPROVE AND SIGN AS A CORRECT RECORD THE MINUTES OF A MEETING OF COUNCIL HELD ON 1 MAY 2025

RESOLVED:

That the minutes of the Full Council meeting held on 1 May 2025 be approved and signed as a correct record.

C799. TO RECEIVE AND NOTE THE MINUTES OF THE ANNUAL PARISH MEETING HELD ON 24 APRIL 2025

RESOLVED:

That the minutes of the Annual Parish Meeting held on 24 April 2024 be received and noted, subject to the following amendments:

That “Judith” be changed to “Janet” on page 3601 under ‘Presentation of Citizen of the year Awards 2025.’

That “roadworkses” be amended to “roadworks” on page 3603 under ‘Roadwork closures and resurfacing was raised’.

C800. TO RECEIVE AND NOTE THE MINUTES OF A MEETING OF THE RESOURCES COMMITTEE HELD ON 1 MAY 2025 AND TO GIVE CONSIDERATION TO ANY RECOMMENDATIONS THEREIN

RESOLVED:

That the minutes of a Resources Committee meeting held on 1 May 2025 be received and noted.

C801. TO REVIEW TERMS OF REFERENCE FOR COUNCIL COMMITTEES

Members were reminded that the Committees, with the exception of the Resources committee, were currently in abeyance due to the low numbers of Councillors. However, the Chairman pointed out that it was necessary to appoint Chairs to the Standing Committees as part of the Annual Meeting process, noting that they will then be in place ready for when the Council returns to committee meetings, and will also enable the membership of the Council’s Standing Resources Committee to be determined.

RESOLVED:

That the Terms of Reference be received and noted, recognising that ahead of standing up any committees it will be necessary to review them and make any amendments required.

C802. **TO APPOINT MEMBERSHIP OF COUNCIL COMMITTEES FOR THE 2025/26 MUNICIPAL YEAR**

It was noted that whilst committees are held in abeyance it would be helpful to consider committee membership due to it being one of the statutory requirements of the annual meeting.

The Clerk advised that Councillor Eakin had notified that he would like to continue as a member of the Environment & Leisure Committee and the Finance, Policy & General Purposes Committee.

Councillor Sinclair raised concern over the appointment of Standing Committees whilst they are in abeyance as this indicated an assumption that Committees would be reinstated and that the resolution to suspend committees has not been changed and therefore an assumption should not be made.

The Chair advised that committees have not been abolished, only suspended, but that this does not mean that they do not have membership, they do still exist, and membership can be appointed in anticipation of them being able to meet at some point in the future.

RESOLVED:

That the Membership of the Council's Standing Committees for 2025/26 Municipal Year be as follows, noting that the committees are currently suspended:

Environment & Leisure Committee

**Councillor Chowns
Councillor Eakin
Councillor Hughes
Councillor Kettle**

Finance, Policy & General Purposes Committee

**Councillor Eakin
Councillor Harvey
Councillor Hughes
Councillor Eakin**

Planning, Economy & Tourism Committee

**Councillor Harvey
Councillor Hughes
Councillor Morris**

C803. TO ELECT CHAIRS AND DEPUTY CHAIRS TO THE FOLLOWING COMMITTEES

RESOLVED:

- 1. To defer appointing Deputy Chairs until the next Meeting of Full Council, due to several Councillor absences.**
- 2. That the following Councillors be elected to act as Chair and Vice Chair for Standing Committees:**

Committee	Chair	Vice Chair
Environment & Leisure	Councillor Chowns	
Finance, Policy & General Purposes	Councillor Hughes	
Planning, Economy & Tourism	Councillor Morris	
Resources	The Chairman	

C804. TO CONSIDER AND APPROVE A DRAFT SCHEDULE OF MEETINGS FOR THE 2025/26 MUNICIPAL YEAR

RESOLVED:

- 1. That the draft schedule of meetings for the 2025/2026 municipal year be approved pro-tem to assess the amount of business being considered on a three weekly meeting cycle.**
- 2. That it be noted that if the Standing Committee meetings are reinstated the meeting schedule will be amended and resubmitted to Council for approval.**

C805. TO APPROVE AND ADOPT THE COUNCIL'S STANDING ORDERS

The Clerk advised that the document before council is unchanged from 2024. However, there is an updated version of the NALC recommended Standing Orders newly available which the Council should plan to consider for adoption in the near.

RESOLVED:

That the Council's current Standing Orders be approved and adopted, with no amendments.

C806. TO APPROVE AND ADOPT THE COUNCIL'S FINANCIAL REGULATIONS

RESOLVED:

That the Council's financial regulations be approved and adopted, with no amendments, noting that they were updated and approved by Council on 10 November 2024.

C807. TO NOTE THE COUNCIL'S CODE OF CONDUCT

RESOLVED:

That the Council's Code of Conduct be received and noted.

C808. TO APPOINT COUNCIL REPRESENTATIVE TO SERVE ON OUTSIDE BODIES

RESOLVED:

1. That the following Members be elected as Outside Body Representatives for the 2024/25 Municipal year:

OUTSIDE BODY	COUNCILLOR REPRESENTATIVE 2025/26
Age Concern	Councillor Morris
Community Choir	Chairman
Community Hall Association	Councillor Hughes Councillor Morris
Herefordshire Council – Parish Summits	Appropriate Chair or Vice Chair
Ledbury Carnival Association	Chairman Councillor Kettle
Ledbury Consolidated Charities	Councillor Eakin
Ledbury in Bloom	Councillor Morris
Ledbury Strömstad Twinning	Chairman Councillor Chowns
Ledbury Food Group	Councillor Morris
Ledbury Food Bank	Councillor Chowns Councillor Morris
Ledbury Children's Centre	Chairman
Ledbury Primary School Governors	Councillor Morris
RMTG Local Councillor Panels – Rural Vulnerable Young & Older People	That these two memberships be deferred until the next meeting of Council.
John Masefield Society	That this item be deferred to the next meeting of Council

2. That the following Representatives for Outside Bodies be deferred to the next meeting of Full Council.
 - i. RMTG Local Councillor Panels – Rural Vulnerable Young & Older People
 - ii. John Masefield Society
3. That all outside bodies be notified of the Council's representatives for the 2025/26 municipal year and that they be asked to provide a schedule of their 2025-26 meetings.

C809. TO REVIEW THE COUNCIL'S ASSET REGISTER

RESOLVED:

1. That the Council's Asset Register be received and noted.
2. That the Asset Register be reviewed at a working group meeting and recommended revisions to be submitted to Council.

C810. TO REVIEW THE COUNCIL'S RISK REGISTER

RESOLVED:

1. That the Council's Risk Register be received and noted.
2. That the Risk Register be reviewed by the Clerk and Chair of Finance, Policy & General Purposes Committee and recommended revisions to be submitted to Council.

C811. TO RECEIVE AND NOTE ARRANGEMENTS FOR THE COUNCIL'S INSURANCE COVER IN RESPECT OF ALL INSURABLE RISKS FOR 2025

RESOLVED:

That the arrangements for the Council's insurance cover in respect of all insurable risks be received and noted.

C812. TO REVIEW THE CORPORATE PLAN

RESOLVED:

That the Corporate Plan be received and noted.

C813. TO REVIEW THE FOLLOWING POLICIES AND PROCEDURES

- a. Complaints Procedure**
- b. Freedom of Information**
- c. GDPR**
- d. Social Media Policy**

RESOLVED:

- 1. That the above policies and procedures be received and noted.**
- 2. That an amendment be made to the Complaints Procedure in respect of the “Not satisfied” paragraph. It should state that in the event that a concern/complaint has not been resolved satisfactorily a complaint can be made to the Local Government Ombudsman rather than to the Monitoring Officer, as previously stated.**

C814. TO DETERMINE CHEQUE SIGNATORIES FOR THE 2025/26 MUNICIPAL YEAR

RESOLVED:

- 1. That the following Councillors be appointed as Cheque Signatories for the 2025/26 Municipal Year:**

Councillor Harvey
Councillor Hughes
Councillor Kettle
Councillor Morris
- 2. That the Clerk be authorised to complete the relevant Bank Mandate forms as required to recognise the new cheque signatories; Councillors Kettle and Morris.**

C815. TO REVIEW COUNCIL'S AND/OR STAFF SUBSCRIPTIONS TO OTHER BODIES FOR THE 2025/26 MUNICIPAL YEAR

RESOLVED:

That the Council's and/or staff subscriptions to other bodies for the 2025/26 Municipal Year be received and noted.

C816. TO REVIEW LIST OF DIRECT DEBIT PAYMENTS FOR THE 2025/26 MUNICIPAL YEAR

RESOLVED:

That the list of direct debit payments for 2025/26 Municipal Year be received and noted.

C817. TO APPROVE INVOICES FOR PAYMENT FOR MAY 2025 (INTERIM)

RESOLVED:

That the invoices for payment for May 2025 be approved.

C818. DATE OF NEXT MEETING

RESOLVED:

To note that the next meeting of Full Council will be held on 22 May 2025.

The meeting ended at 8:30pm

Signed Date

Receipts for Month 12

Nominal Ledger Analysis

Receipt Ref	Name of Payer	£ Amnt Received	£ Debtors	£ VAT	A/c	Centre	£ Amount	Transaction Detail
Balance Brought Fwd :		4,243.80					4,243.80	
War Mem Banked: 03/03/2025		277.78						
War Mem	Stone Workshop	277.78			1289	118	277.78	War Memorial Refund
LGT Sales Banked: 03/03/2025		64.30						
LGT Sales	A Vincent Lloyd	64.30			1273	127	64.30	LGT Sales
LGT Sales Banked: 03/03/2025		279.40						
LGT Sales	Barclaycard	279.40			1273	127	279.40	LGT Sales
PR Sales Banked: 04/03/2025		2.00						
PR Sales	Barclaycard	2.00			1450	105	2.00	Painted Room Sales
LGT Sales Banked: 04/03/2025		3.50						
LGT Sales	Barclaycard	3.50			1273	127	3.50	LGT Sales
TIC Banked: 04/03/2025		1.00						
TIC	Barclaycard	1.00			1034	301	1.00	TIC
PR Sales Banked: 04/03/2025		5.00						
PR Sales	Barclaycard	5.00			1451	105	5.00	Painted Room Donations
Banked: 04/03/2025		20,000.00						
736-235	Premier A/c (736) Comm Call	20,000.00			202		20,000.00	Transfer - 736-235
PR Sales Banked: 05/03/2025		4.40						
PR Sales	Barclaycard	4.40			1450	105	4.40	Painted Room Sales
Wedding Banked: 05/03/2025		50.00						
Wedding	Barclaycard	50.00			1460	120	50.00	Wedding Deposit
Dog Poop Banked: 05/03/2025		4.00						
Dog Poop	Barclaycard	4.00			1471	127	4.00	Dog Poop Bags
Wedding Banked: 06/03/2025		190.00						
Wedding	Barclaycard	190.00			1460	120	190.00	Wedding Payment
PR Sales Banked: 10/03/2025		9.10						
PR Sales	Barclaycard	9.10			1451	105	9.10	Painted Room Donations
Lloyds Banked: 10/03/2025		15.99						
Lloyds	Lloyds Bank	15.99			1870	220	15.99	Bank Interest 174
PR Sales Banked: 10/03/2025		0.90						
PR Sales	Barclaycard	0.90			1450	105	0.90	Painted Room Sales
PR Sales Banked: 10/03/2025		4.00						
PR Sales	Barclaycard	4.00			1450	105	4.00	Painted Room Sales
PR Sales Banked: 11/03/2025		10.00						
PR Sales	Barclaycard	10.00			1450	105	10.00	Painted Room Sales
PR Sales Banked: 11/03/2025		5.00						
PR Sales	Barclaycard	5.00			1451	105	5.00	Painted Room Donations
Dog Poop Banked: 12/03/2025		10.00						

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Date: 13/05/2025

Ledbury Town Council Final 2024-2025

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Time: 10:17

Cashbook 1

User: SAE

Lloyds A/c (235& 174)(Bus Ext)

For Month No: 12

Receipts for Month 12

Nominal Ledger Analysis

Receipt Ref	Name of Payer	£ Amnt Received	£ Debtors	£ VAT	A/c	Centre	£ Amount	Transaction Detail
Dog Poop	Barclaycard	10.00			4171	127	10.00	Dog Poop Bag Sales
PR Sales	Banked: 13/03/2025	18.00						
PR Sales	Barclaycard	18.00			1451	105	18.00	Painted Room Donations
PR Sales	Banked: 13/03/2025	2.00						
PR Sales	Barclaycard	2.00			1450	105	2.00	Painted Room Sales
Wedding	Banked: 14/03/2025	190.00						
Wedding	Barclaycard	190.00			1460	120	190.00	Wedding Payment
PR Sales	Banked: 14/03/2025	4.50						
PR Sales	Barclaycard	4.50			1451	105	4.50	Painted Room Donations
PR Sales	Banked: 14/03/2025	10.50						
PR Sales	Barclaycard	10.50			1450	105	10.50	Painted Room Sales
Mortuary	Banked: 17/03/2025	164.00						
Mortuary	Co-op Funeral	164.00			1160	102	164.00	Mortuary Rent
PR Sales	Banked: 17/03/2025	13.00						
PR Sales	Barclaycard	13.00			1451	105	13.00	Painted Room Donations
PR Sales	Banked: 17/03/2025	16.00						
PR Sales	Barclaycard	16.00			4150	105	16.00	Painted Room Sales
PR Sales	Banked: 18/03/2025	15.90						
PR Sales	Barclaycard	15.90			1451	105	15.90	Painted Room Donation
TIC	Banked: 18/03/2025	4.60						
TIC	Barclaycard	4.60			1034	301	4.60	TIC
TIC Daff	Banked: 18/03/2025	4.50						
TIC Daff	Barclaycard	4.50			1034	301	4.50	TIC Daffodil Bag
PR Sales	Banked: 20/03/2025	2.00						
PR Sales	Barclaycard	2.00			1450	105	2.00	Painted Room Sales
PR Sales	Banked: 20/03/2025	5.00						
PR Sales	Barclaycard	5.00			1451	105	5.00	Painted Room Donations
PR Sales	Banked: 24/03/2025	5.00						
PR Sales	Barclaycard	5.00			1451	105	5.00	Painted Room Donations
PR Sales	Banked: 24/03/2025	19.90						
PR Sales	Barclaycard	19.90			1450	105	19.90	Painted Room Sales
PR Sales	Banked: 24/03/2025	7.90						
PR Sales	Barclaycard	7.90			1451	105	7.90	Painted Room Donations
	Banked: 24/03/2025	30,000.00						
Transfer	Premier A/c (736) Comm Call	30,000.00			202		30,000.00	Transfer 736-235
TIC	Banked: 26/03/2025	1.00						
TIC	Barclaycard	1.00			1034	301	1.00	TIC

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Receipts for Month 12				Nominal Ledger Analysis				
Receipt Ref	Name of Payer	£ Amnt Received	£ Debtors	£ VAT	A/c	Centre	£ Amount	Transaction Detail
	PR Sales Banked: 27/03/2025	362.70						
	PR Sales Banked	362.70			1451	105	362.70	Painted Room Donations
	PR Sales Banked: 27/03/2025	149.47						
	PR Sales Banked	149.47			1450	105	149.47	Painted Room Sales
	Dog Poop Banked: 27/03/2025	68.45						
	Dog Poop Banked	68.45			1471	127	68.45	Dog Poop Bags
	WBD Don Banked: 27/03/2025	-53.62						
	WBD Don Banked	-53.62			4607	127	-53.62	WBD Donations
	Wedding Banked: 27/03/2025	190.00						
	Wedding Yarldey/Reynolds	190.00			1460	120	190.00	Wedding Payment
	wedding Banked: 27/03/2025	240.00						
	wedding T G Folly	240.00			1460	120	240.00	Wedding Payment
	Max Fish Banked: 27/03/2025	74.00						
	Max Fish Max Fish	74.00			1460	120	74.00	Charter Market Fees
	R Oakey CM Banked: 27/03/2025	200.00						
	R Oakey CM Robin Oakey	200.00			1460	120	200.00	Charter Market Fees
	Banked: 27/03/2025	30,000.00						
	736-235 Premier A/c (736) Comm Call	30,000.00			202		30,000.00	Transfer 736-235
	500525 Banked: 27/03/2025	53.62						
	500525 Dog Bags	53.62			1471	127	53.62	Dog Bags
	500524 Banked: 27/03/2025	53.62						
	500524 WBD Donations	53.62			1273	127	53.62	World Book Day
	500523 Banked: 27/03/2025	-240.00						
	500523 F G Folly	-240.00			1460	120	-240.00	Wedding Ceremony
	500523 Banked: 27/03/2025	-74.00						
	500523 Max's Fish Sales	-74.00			1090	301	-74.00	Charter Market
	PR Sales Banked: 28/03/2025	10.00						
	PR Sales Barclaycard	10.00			1451	105	10.00	Painted Room Donations
	500523 Banked: 28/03/2025	314.00						
	500523 Various	314.00			1090	301	74.00	Charter Market & Wedding
					1460	120	240.00	Ceremony Room Income
	PR Sales Banked: 31/03/2025	5.00						
	PR Sales Barclaycard	5.00			1450	105	5.00	Painted Room Sales
Total Receipts for Month		82,773.41	0.00	0.00			82,773.41	
Cashbook Totals		87,017.21	0.00	0.00			87,017.21	

Payments for Month 12

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
20/09/2024	Petty Cash	012359	-200.74			4444	235	-200.74	Petty Cash
20/09/2024	Petty Cash	Correction	200.74			215		200.74	Correction between accounts
03/03/2025	Advansys Ltd	DD	117.60			4482	401	117.60	Website
03/03/2025	Take Payments Ltd	DD	30.00		5.00	4433	105	25.00	Service Charge
03/03/2025	Take Payments Ltd	DD	30.00		5.00	4433	220	25.00	Service Charge
04/03/2025	Octopus Energy	DD	934.37		155.73	4122	202	778.64	Electricity Charges
04/03/2025	Octopus Energy	-934.37	-934.37		-155.73	4122	202	-778.64	LTC Electricity
04/03/2025	Octopus Energy	DD	2,627.14		437.86	4122	202	2,189.28	LTC Electricity
06/03/2025	EE Limited	DD	14.23			4481	401	14.23	Telephone
07/03/2025	Citation Limited	DD	277.98			4590	220	277.98	Professional Services
07/03/2025	Citation Limited	DD	-0.02			4415	235	-0.02	Employee HR
10/03/2025	Welsh Water	DD	15.38			4115	102	15.38	Water - Cemetery
10/03/2025	Welsh Water	DD	24.47			4115	202	24.47	Water - Cemetery
10/03/2025	Barclaycard	DD	10.00			4433	220	10.00	Service Charge
10/03/2025	Barclaycard	DD	15.76		0.96	4433	105	14.80	Service Charge
11/03/2025	Rural Services Partnership	BACS	23.60			4460	220	23.60	VAT
11/03/2025	G & P Group Enterprise Ltd	BACS	8.80			4460	220	8.80	Ledbury Reporter
11/03/2025	Printerbase	BACS	259.20		43.20	4400	235	216.00	Toners
11/03/2025	Viking Direct	BACS	86.27		14.38	4400	235	71.89	Stationary
11/03/2025	Sentinel Security Systems	BACS	90.00		15.00	4176	118	75.00	John Masfield Books
11/03/2025	DSG Solutions	BACS	118.80		19.80	4416	202	99.00	Call Out Charge - Printer
11/03/2025	ACAS	BACS	170.00			4050	230	170.00	Neurodiversity Training
11/03/2025	ACAS	BACS	90.00			4050	230	90.00	Sexual Harassment Training
11/03/2025	John Walsh Tree Surgery	BACS	250.00			4228	108	250.00	Survey and Report
11/03/2025	NPower	BACS	117.63		5.60	4276	118	112.03	Electricity
11/03/2025	Angela Price	BACS	23.98			4150	102	23.98	Reimbursement
11/03/2025	Signworx	BACS	556.40			4607	127	556.40	Banner, Leaflets and Boards
11/03/2025	Signworx	BACS	127.00			4607	127	127.00	Leaflets
11/03/2025	Your name on it	BACS	115.92		19.32	4592	220	96.60	branded clothing
11/03/2025	Herefordshire Council	BACS	10.00			4901	214	10.00	Masters House Hall Hire
11/03/2025	SLCC Enterprises Ltd	BACS	300.00			4460	220	300.00	Membership Fee - JL
11/03/2025	John Walsh Tree Surgery	BACS	-250.00			4228	108	-250.00	John Walsh - Reversal
11/03/2025	John Walsh Tree Surgery	BACS	50.00			4228	108	50.00	Survey and Report
11/03/2025	Octopus Energy	DD	1,842.00		307.00	4122	202	1,535.00	Electricity Charges
11/03/2025	Octopus Energy	DD	135.86		6.47	4122	202	129.39	Electricity Charges
11/03/2025	Octopus Energy	DD	27.52		1.31	4122	102	26.21	Electricity Charges
11/03/2025	Amazon	BACS	157.13			4907	109	157.13	15 Books The Box of Delights
11/03/2025	A Price	BACS	48.81			4429	105	48.81	Re-imbursement
11/03/2025	Amazon	BACS	55.80		9.30	4400	235	46.50	Purchase Order Books
11/03/2025	Posturite	BACS	1,244.77		207.46	4415	235	1,037.31	Office Desk
14/03/2025	Citation Limited	DD	59.50			4590	220	59.50	Professional Services
14/03/2025	ICO	DD	47.00		7.83	4551	220	39.17	DATA protection
17/03/2025	JRB Enterprise Ltd	BACS	313.15		52.19	4271	127	260.96	Poop Bags
17/03/2025	OMS UK Ltd	DD	913.34		152.22	4483	401	761.12	Service Charge
17/03/2025	XL Displays	BACS	436.80		72.80	4429	105	364.00	Roller Banner and stand
18/03/2025	E.on	DD	155.54		7.41	4122	201	148.13	Electricity Charges

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Payments for Month 12

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
20/03/2025	John Walsh Tree Surgery	BACS	200.00			4228	108	200.00	Survey and Report
20/03/2025	West Mercia Energy	DD	28.51		1.36	4800	214	27.15	Barrett Browning Clock
21/03/2025	Signworx	BACS	560.20		93.37	4429	105	466.83	A5 Booklets
21/03/2025	Jeanette McCulloch	BACS	2,152.00			4429	105	2,152.00	Artist in Residence
24/03/2025	Salaries	BACS	15,040.50			4000	230	15,040.50	Salaries
24/03/2025	Salaries	BACS	3,544.20			4000	105	3,544.20	Salaries
24/03/2025	Salaries	BACS	1,992.74			4000	109	1,992.74	Salaries
24/03/2025	Salaries	BACS	1,660.08			4000	103	1,660.08	Salaries
24/03/2025	Mayors Account Worcester	BACS	20.00			4500	225	20.00	Charity Concert
25/03/2025	Lloyds Bank	PAY	17.10			4550	220	17.10	Service Charge
26/03/2025	Herefordshire Council	DD	100.00			4110	201	100.00	Rates
26/03/2025	Herefordshire Council	DD	171.00			4110	201	171.00	Rates
26/03/2025	Herefordshire Council	DD	696.00			4110	202	696.00	Rates
28/03/2025	Lloyds Bank	PAY	8.50			4550	220	8.50	Service Charge
31/03/2025	Worcester County Council	BACS	6,333.63			4000	230	6,333.63	Pensions Month 12
31/03/2025	H M Revenue & Customs	BACS	7,233.67			4000	230	7,233.67	P30 Month 12
31/03/2025	Signworx	BACS	127.00		2.00	4607	127	125.00	Leaflets
31/03/2025	Ledbury & District Society Tr.	BACS	108.00			4607	127	108.00	Burgage Hall Hire
31/03/2025	Looby Lou Parties	BACS	260.00			4607	127	260.00	Face Painting - WBF
31/03/2025	Red Earth Arts C.I.C	BACS	475.00			4607	127	475.00	Childrens Activity - WBF
31/03/2025	Sarah E Millin	BACS	300.00			4607	127	300.00	Workshop - WBF
31/03/2025	Louby Lou's Storytelling Ltd	BACS	594.00		99.00	4607	127	495.00	Festival Performance - WBF
31/03/2025	Megabounce	BACS	86.61		14.44	4607	127	72.17	Events - WBF
31/03/2025	Miss Kate Darby	BACS	150.00			4607	127	150.00	Sewing Workshop - WBF
31/03/2025	Authors Aloud UK Ltd	BACS	1,416.24		236.04	4607	127	1,180.20	Author Visit - WBF
31/03/2025	Dolphin Tec	BACS	341.22		56.87	4405	235	284.35	Service Charge
31/03/2025	D M Property Maintenance	BACS	336.66			4205	106	336.66	Contract Works - GM1
31/03/2025	D M Property Maintenance	BACS	1,120.00			4205	108	1,120.00	Contract Works - GM2
31/03/2025	D M Property Maintenance	BACS	100.00			4205	110	100.00	Contract Works - GM3
31/03/2025	D M Property Maintenance	BACS	52.08			4013	125	52.08	Contract Works - GM4
31/03/2025	David McCutcheon	BACS	336.66			4205	106	336.66	Contract Works - GM1
31/03/2025	Contract Works - GM2	BACS	1,120.00			4205	108	1,120.00	Contract Works - GM2
31/03/2025	David McCutcheon	BACS	100.00			4205	110	100.00	Contract Works - GM3
31/03/2025	David McCutcheon	BACS	52.08			4013	125	52.08	Contract Works - GM4
31/03/2025	Bliss Cleaning	BACS	379.20		63.20	4150	202	316.00	Cleaning W/C
31/03/2025	G & P Group Enterprise Ltd	BACS	14.00			4460	220	14.00	Ledbury Reporter
31/03/2025	Advansys Ltd	BACS	117.60		19.60	4482	401	98.00	Service Charge
31/03/2025	Shredall Ltd	BACS	99.27		16.54	4116	202	82.73	Off site shredding
31/03/2025	Ledbury Garden Machinery	BACS	121.26		20.21	4416	102	101.05	Handle Housing and Labour
31/03/2025	Olivia Trueman	BACS	6.55			4051	230	6.55	Visiting Schools for WBF
31/03/2025	Olivia Trueman	BACS	7.99			4430	220	7.99	Facebook Advertising - Meta
31/03/2025	Ledbury Community Day	BACS	300.00			4890	214	300.00	Grant
31/03/2025	Friends Of Ledbury Children's	BACS	500.00			4890	214	500.00	Grant
31/03/2025	Christopher John Smith	BACS	75.00			4525	225	75.00	Gypsy Awareness Training
31/03/2025	Christopher John Smith	BACS	150.00			4050	230	150.00	Gypsy Awareness Training

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Payments for Month 12				Nominal Ledger Analysis					
Date	Payee Name	Reference	£ Total Amnt	£ Creditors	£ VAT	A/c	Centre	£ Amount	Transaction Detail
31/03/2025	Herefordshire Council	BACS	84.57			4224	101	84.57	Waste Collection
31/03/2025	Herefordshire Council	BACS	121.49			4021	202	121.49	Recycling Collection
31/03/2025	Herefordshire Council	BACS	2,637.90			4176	118	2,637.90	CCTV Contribution
31/03/2025	Ledbury Garden Machinery	BACS	111.60			4416	102	111.60	Bearing, Housing and Labour
31/03/2025	B & B Services Ltd.	BACS	90.00		15.00	4250	102	75.00	Memorial Board
31/03/2025	Worknest	BACS	113.00		13.00	4590	220	100.00	Insurance and Admin Fee
31/03/2025	Worknest	BACS	2,376.00		396.00	4590	220	1,980.00	Health and Safety - Y1
31/03/2025	Hoople LTD.	BACS	360.00		60.00	4590	220	300.00	HR Advice
31/03/2025	J W Plant & Co Ltd	BACS	56.79		9.46	4532	210	47.33	VE Day Flag
31/03/2025	Olivia Trueman	BACS	4.29			4907	109	4.29	Glasses for JM workshop
31/03/2025	Memsafe Ltd	BACS	576.00		96.00	4227	101	480.00	Memorial Testing
31/03/2025	Screwfix	BACS	71.96		11.99	4200	102	59.97	Ratchet Tie-Down + J Hooks
31/03/2025	Penelope Shaw	BACS	1,043.90			4001	230	1,043.90	Temp Staff
31/03/2025	Lloyd Meredith	BACS	130.00			4532	210	130.00	Flag Raising
31/03/2025	Ledbury Hardware Limited	BACS	30.90		5.15	4607	127	25.75	Cable Ties - Advertisement
31/03/2025	Ledbury Hardware Limited	BACS	6.99		1.16	4150	102	5.83	Black Bin Bags
31/03/2025	Ledbury Hardware Limited	BACS	13.99		2.33	4150	202	11.66	Henry Hoover Bags
31/03/2025	Ledbury Hardware Limited	BACS	1.50		0.25	4250	102	1.25	Strip Light
31/03/2025	Ledbury Hardware Limited	BACS	10.95		1.82	4432	302	9.13	Gold Paint - Phone Boxes
31/03/2025	Ledbury Hardware Limited	BACS	25.17		4.20	4170	202	20.97	25.17
31/03/2025	Thompson & Co	DD	55.20		9.20	4590	220	46.00	Payroll
31/03/2025	Onecom Limited	DD	458.62		76.44	4481	401	382.18	Service Charge
31/03/2025	Christopher John Smith	BACS	225.00			4050	230	225.00	Training
Total Payments for Month			67,957.73	0.00	2,714.74			65,242.99	
Balance Carried Fwd			19,059.48						
Cashbook Totals			87,017.21	0.00	2,714.74			84,302.47	

Receipts for Month 12

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
Balance Brought Fwd :		234,545.68					234,545.68	
CB - CM Banked: 01/03/2025		-55.50						
2406	Todd Wood	-55.50			1460	120	-55.50	Ceremony room
HC UKSPF Banked: 03/03/2025		-2,500.00						
HC UKSPF	Herefordshire Council	-2,500.00			4607	127	-2,500.00	UKSPF - Christmas Event
HC1052791 Banked: 03/03/2025		2,500.00						
HC1052791	Herefordshire Council	2,500.00			1273	127	2,500.00	Christmas Light swtich on
HC105279 Banked: 03/03/2025		2,500.00						
HC105279	Herefordshire Council	2,500.00			1273	127	2,500.00	Christmas Light switch on
All Plants Banked: 05/03/2025		264.00						
All Plants	All Plants	264.00			1090	301	264.00	Charter Market Fees
DTB-CM Banked: 06/03/2025		27.00						
DTB-CM	David Taylor Black	27.00			1090	301	27.00	Charter Market Fees
Wedding Banked: 06/03/2025		240.00						
Wedding	Bullivant	240.00			1460	120	240.00	Wedding Payment
All Plants Banked: 07/03/2025		264.00						
All Plants	All Plants	264.00			1460	301	264.00	Charter Market Fees
All Plants Banked: 07/03/2025		264.00						
All Plants	All Plants	264.00			1460	301	264.00	Charter Market Fees
Beefy Boys Banked: 10/03/2025		37.00						
Beefy Boys	Beefy Boys	37.00			1460	301	37.00	Charter Market Fees
Lloyds Banked: 10/03/2025		184.05						
Lloyds	Lloyds Bank	184.05			1870	220	184.05	Bank Interest
A Deaves Banked: 12/03/2025		240.00						
A Deaves	A Deaves	240.00			1460	120	240.00	Wedding Payment
All Plants Banked: 12/03/2025		330.00						
All Plants	All Plants	330.00			1090	301	330.00	Charter Market Fees
J Craddock Banked: 14/03/2025		50.00						
J Craddock	J Craddock	50.00			1460	120	50.00	Wedding Deposit
CB - CM Banked: 18/03/2025		55.50						
CB - CM	C Blousfield	55.50			1090	301	55.50	Charter Market Fees
2416 Banked: 18/03/2025		22.00						
2416	Caroline Blousfield	22.00			1090	301	22.00	Charter Market
STW - CM Banked: 20/03/2025		55.50						
STW - CM	S Todd-Wood	55.50			1090	301	55.50	Charter Market Fees
Delice Banked: 20/03/2025		74.00						
Delice	Delice	74.00			1090	301	74.00	Charter Market Fees
All Plants Banked: 24/03/2025		330.00						

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Receipts for Month 12			Nominal Ledger Analysis					
Receipt Ref	Name of Payer	£ Amnt Received	£ Debtors	£ VAT	A/c	Centre	£ Amount	Transaction Detail
All Plants	All Plants	330.00			1090	301	330.00	Charter Market Fees
All Plants	Banked: 24/03/2025	330.00						
All Plants	All Plants	330.00			1090	301	330.00	Charter Market Fees
Flic Marsh	Banked: 24/03/2025	22.00						
Flic Marsh	Flic Marsh	22.00			1090	301	22.00	Charter Market Fees
Jackson	Banked: 26/03/2025	50.00						
Jackson	Jackson	50.00			1460	120	50.00	Wedding Deposit
All Plants	Banked: 31/03/2025	330.00						
All Plants	All Plants	330.00			1090	301	330.00	Charter Market Fees
All Plants	Banked: 31/03/2025	1,046.00						
All Plants	All Plants	1,046.00			1090	301	1,046.00	Charter Market Fees
All Plants	Banked: 31/03/2025	858.00						
All Plants	All Plants	858.00			1090	301	858.00	Charter Market Fees
Total Receipts for Month		7,517.55	0.00	0.00			7,517.55	
Cashbook Totals		242,063.23	0.00	0.00			242,063.23	

Payments for Month 12				Nominal Ledger Analysis					
<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
04/03/2025	Lloyds A/c (235& 174)(Bus Ext)	736-235	20,000.00			200		20,000.00	Transfer - 736-235
24/03/2025	Lloyds A/c (235& 174)(Bus Ext)	Transfer	30,000.00			200		30,000.00	Transfer 736-235
27/03/2025	Lloyds A/c (235& 174)(Bus Ext)	736-235	30,000.00			200		30,000.00	Transfer 736-235
Total Payments for Month			80,000.00	0.00	0.00			80,000.00	
Balance Carried Fwd			162,063.23						
Cashbook Totals			242,063.23	0.00	0.00			242,063.23	

Receipts for Month 12				Nominal Ledger Analysis				
<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
Balance Brought Fwd :		170,283.45					170,283.45	
INT	Banked: 04/03/2025	596.23						
INT	The Public Sector Deposit Fund	596.23			1870	220	596.23	Bank Interest
Total Receipts for Month		596.23	0.00	0.00			596.23	
Cashbook Totals		170,879.68	0.00	0.00			170,879.68	

Payments for Month 12				Nominal Ledger Analysis					
<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
				0.00					
Total Payments for Month				0.00	0.00	0.00		0.00	
Balance Carried Fwd				170,879.68					
Cashbook Totals				170,879.68	0.00	0.00		170,879.68	

Receipts for Month 12				Nominal Ledger Analysis				
<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Balance Brought Fwd :	239.85					239.85	
	Banked: 20/09/2024	200.74						
Correction	Lloyds A/c (235& 174)(Bus Ext)	200.74			200		200.74	Correction between accounts
Total Receipts for Month		200.74	0.00	0.00			200.74	
Cashbook Totals		440.59	0.00	0.00			440.59	

Payments for Month 12				Nominal Ledger Analysis					
<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
20/09/2024	Petty Cash	CORRECTION	200.74			210		200.74	Petty Cash Correction
05/03/2025	Handley Organics	PCASH	6.85			210		6.85	Handley Organics - Coffee
05/03/2025	Handley Organics	PCASH	-6.85			210		-6.85	Handley Organics - reversal
05/03/2025	Handley Organics - Coffee	PCASH	6.85			4535	210	6.85	Handley Organics - Coffee
06/03/2025	Various	PCASH	18.04			210		18.04	Mayors Coffee Morning
06/03/2025	Coffee Morning - reversal	PCASH	-18.04			210		-18.04	Coffee Morning - reversal
06/03/2025	Mayor's Coffee Morning	PCASH	18.04			4501	210	18.04	Mayor's Coffee Morning
11/03/2025	Get Well - Cards	PCASH	4.10			4501	210	4.10	Get Well - Cards
11/03/2025	Toilet Roll	PCASH	10.26			4155	202	10.26	Toilet Roll
12/03/2025	Key Cutting	PCASH	13.50			4170	202	13.50	Key Cutting
21/03/2025	Postage	PCASH	7.00			4455	401	7.00	Postage (letters to ES & AB)
26/03/2025	CD subs for mens shed	PCASH	10.00			4460	220	10.00	CD subs for mens shed
26/03/2025	Masefield Matters Expenses	PCASH	11.20			4901	214	11.20	Masefield Matters Expenses
26/03/2025	Masefield Matters Expenses	PCASH	8.20			4901	214	8.20	Masefield Matters Expenses
27/03/2025	Postage JM Books	PCASH	4.79			4901	214	4.79	Postage JM Books
30/03/2025	Toilet Roll	PCASH	4.49			4155	202	4.49	Toilet Roll
Total Payments for Month			299.17	0.00	0.00			299.17	
Balance Carried Fwd			141.42						
Cashbook Totals			440.59	0.00	0.00			440.59	

Account Number Order

<u>A/c Code</u>	<u>Account Name</u>	<u>Centre</u>	<u>Centre Name</u>	<u>Debit</u>	<u>Credit</u>
120	Vat Due			8,013.85	
150	Stock			1,727.69	
200	Lloyds A/c (235) (Bus Ext)			19,059.48	
202	Premier A/c (736) Comm Call			162,063.23	
203	Public Sector Deposit Fund			170,879.68	
215	Petty Cash			141.42	
310	General Fund				79,263.05
324	EMR - Listed Buildings				106,855.97
331	EMR - Advertising				5,000.00
335	EMR - Amenity & Public Spaces				35,431.67
336	EMR - Community Projects				15,701.35
500	Creditors				2,687.24
530	Accruals & Other Creditors				872.00
1020	National Heritage Funding	109	Masefield Matters		111,110.00
1021	Apprentice Income	230	Management and Payroll		1,000.00
1030	Market House Income	201	Market House		1,167.00
1034	Tourist Information Centre	301	Planning/Economic Development		307.06
1036	Photocopier Printing	235	Office Facilities & Equipment		22.32
1090	Charter Market Income	301	Planning/Economic Development		9,999.35
1100	Cemetery Interment Income	102	Cemetery & Buildings		9,411.50
1105	Exclusive Right of Burial	102	Cemetery & Buildings		304.00
1130	Cemetery Memorial Permit Incom	102	Cemetery & Buildings		1,848.50
1131	Cemetery Deed Transfers Income	102	Cemetery & Buildings		195.00
1160	Mortuary Rent Income	102	Cemetery & Buildings		2,394.37
1161	Chapel Hire	102	Cemetery & Buildings		275.00
1270	Christmas Lights Event	115	Town Centre Decorations		15.00
1271	Event Sponsorship	127	Services and Events		469.00
1272	Climate Change Income	127	Services and Events		65.00
1273	Event Income	127	Services and Events		8,938.80
1289	War Memorial Refund	118	Minor Infrastructure		3,333.36
1450	Painted Room Sales Income	105	Painted Room		2,543.27
1451	Painted Room Donations Income	105	Painted Room		5,554.53
1460	Ceremony Room Income	120	Non-Statutory Services		7,428.50
1460	Ceremony Room Income	301	Planning/Economic Development		565.00
1470	Photocopies Income	235	Office Facilities & Equipment		22.20
1471	Dog Poop Bags	127	Services and Events		652.94
1471	Dog Poop Bags	301	Planning/Economic Development		7.00
1710	Lengthsman (basic) Income	125	Green Spaces Maintenance		3,168.00
1718	October Fair Donation Income	214	Grants with Powers		2,250.00
1724	Shop Front Contribution	214	Grants with Powers		4,068.34
1870	Bank Interest Received Income	220	Finance and General Purposes		11,415.28
1900	Precept Income	220	Finance and General Purposes		682,400.00

Account Number Order

A/c Code	Account Name	Centre	Centre Name	Debit	Credit
1902	Western Power WayLeave	220	Finance and General Purposes		125.95
4000	Staff Salaries	102	Cemetery & Buildings	37,450.83	
4000	Staff Salaries	103	Grounds Maintenance	30,094.21	
4000	Staff Salaries	105	Painted Room	28,639.32	
4000	Staff Salaries	109	Masefield Matters	3,985.48	
4000	Staff Salaries	230	Management and Payroll	292,977.50	
4001	Agency Cover	102	Cemetery & Buildings	8,055.00	
4001	Agency Cover	230	Management and Payroll	16,903.94	
4001	Agency Cover	235	Office Facilities & Equipment		0.40
4013	Devolved Services	125	Green Spaces Maintenance	736.80	
4014	Lengthsman Scheme/P3 Scheme	125	Green Spaces Maintenance	2,376.00	
4015	P3 scheme	125	Green Spaces Maintenance	316.00	
4018	National Insurance	102	Cemetery & Buildings		0.47
4018	National Insurance	103	Grounds Maintenance	0.29	
4018	National Insurance	105	Painted Room	0.47	
4018	National Insurance	230	Management and Payroll	0.22	
4019	Pension	102	Cemetery & Buildings		1.43
4019	Pension	103	Grounds Maintenance		0.74
4019	Pension	105	Painted Room		0.02
4019	Pension	230	Management and Payroll	0.12	
4020	Cleaning	120	Non-Statutory Services	37.65	
4021	Rubbish Collection	101	Closed Churchyard	0.10	
4021	Rubbish Collection	202	Town Council Offices	474.65	
4050	Staff Training	230	Management and Payroll	6,337.50	
4051	Officers Travel/Conference/Sub	230	Management and Payroll	1,974.32	
4110	Rates	102	Cemetery & Buildings	2,799.94	
4110	Rates	120	Non-Statutory Services	171.00	
4110	Rates	201	Market House	663.96	
4110	Rates	202	Town Council Offices	8,357.01	
4115	Water	102	Cemetery & Buildings	150.35	
4115	Water	202	Town Council Offices	853.25	
4115	Water	220	Finance and General Purposes		99.82
4116	Confidential Waste - Shredding	202	Town Council Offices	967.84	
4122	Electricity	101	Closed Churchyard	28.98	
4122	Electricity	102	Cemetery & Buildings	411.14	
4122	Electricity	106	Bye Street Toilets	225.44	
4122	Electricity	108	Amenity Areas	1,152.66	
4122	Electricity	115	Town Centre Decorations	831.60	
4122	Electricity	201	Market House	1,120.76	
4122	Electricity	202	Town Council Offices	18,028.12	
4130	Insurance	220	Finance and General Purposes	18,872.22	
4150	Cleaning	102	Cemetery & Buildings	29.81	

Account Number Order

A/c Code	Account Name	Centre	Centre Name	Debit	Credit
4150	Cleaning	105	Painted Room		16.00
4150	Cleaning	202	Town Council Offices	3,684.91	
4155	Housekeeping	202	Town Council Offices	295.97	
4155	Housekeeping	235	Office Facilities & Equipment	19.07	
4170	Maintenance	102	Cemetery & Buildings	2,702.31	
4170	Maintenance	201	Market House	5,270.00	
4170	Maintenance	202	Town Council Offices	7,716.33	
4170	Maintenance	235	Office Facilities & Equipment	315.48	
4171	PAT Testing	127	Services and Events		10.00
4175	CCTV Maintenance	110	Recreation Ground	489.25	
4176	CCTV Link to Hereford	118	Minor Infrastructure	13,084.90	
4183	Memorial Board	102	Cemetery & Buildings	1,077.07	
4185	Alarms	202	Town Council Offices	5,700.22	
4200	New Equipment	102	Cemetery & Buildings	130.02	
4204	Dog Hill Wood Management Plan/	108	Amenity Areas	565.00	
4205	Grounds Maintenance (Contract)	101	Closed Churchyard	452.08	
4205	Grounds Maintenance (Contract)	105	Painted Room	336.66	
4205	Grounds Maintenance (Contract)	106	Bye Street Toilets	673.32	
4205	Grounds Maintenance (Contract)	108	Amenity Areas	4,934.28	
4205	Grounds Maintenance (Contract)	110	Recreation Ground	10,187.00	
4206	Grounds Maintenance	102	Cemetery & Buildings	3,078.33	
4206	Grounds Maintenance	110	Recreation Ground		0.01
4208	Dog Hill Wood Maintenance	108	Amenity Areas	336.66	
4224	Wheely Bins Refuse Collection	101	Closed Churchyard	330.77	
4224	Wheely Bins Refuse Collection	110	Recreation Ground	65.96	
4225	Skip Hire	102	Cemetery & Buildings	1,980.00	
4227	Memorial Testing	101	Closed Churchyard	480.00	
4227	Memorial Testing	102	Cemetery & Buildings	3,119.22	
4228	General Tree works	108	Amenity Areas	2,480.00	
4233	Gazebos	118	Minor Infrastructure	493.33	
4236	Play Equipment Maintenance	110	Recreation Ground	952.08	
4239	Bye St Toilets	108	Amenity Areas	553.00	
4250	Tree Works/Property Maintenanc	102	Cemetery & Buildings	494.25	
4271	Dog Bags	127	Services and Events	722.44	
4276	External power supply -High St	118	Minor Infrastructure	1,084.43	
4285	Defibrillator Maintenance	118	Minor Infrastructure	339.00	
4300	Vehicle Repair	102	Cemetery & Buildings	577.39	
4330	Fuel	102	Cemetery & Buildings	1,199.65	
4340	Insurance, Tax & MOT	102	Cemetery & Buildings	1,066.11	
4400	Stationery	235	Office Facilities & Equipment	4,961.42	
4400	Stationery	401	Full Council	6.87	
4405	Photocopier Hire	235	Office Facilities & Equipment	2,530.71	

Account Number Order

A/c Code	Account Name	Centre	Centre Name	Debit	Credit
4410	Photocopier Costs	235	Office Facilities & Equipment	2,140.98	
4415	Office Support & Equipment	102	Cemetery & Buildings	0.38	
4415	Office Support & Equipment	235	Office Facilities & Equipment	5,501.57	
4416	Equipment Maintenance	102	Cemetery & Buildings	946.37	
4416	Equipment Maintenance	202	Town Council Offices	181.73	
4429	UKSPF Funding	105	Painted Room	3,975.18	
4430	Advertising	105	Painted Room	535.00	
4430	Advertising	120	Non-Statutory Services	141.70	
4430	Advertising	220	Finance and General Purposes	817.23	
4432	Phone Box	302	Special Projects	59.11	
4433	Card Machine rental	102	Cemetery & Buildings	25.00	
4433	Card Machine rental	105	Painted Room	439.75	
4433	Card Machine rental	220	Finance and General Purposes	395.00	
4434	Music Licence	105	Painted Room	166.71	
4444	Petty Cash	127	Services and Events	7.96	
4444	Petty Cash	202	Town Council Offices	36.21	
4444	Petty Cash	210	Civic Matters	58.45	
4444	Petty Cash	230	Management and Payroll	5.00	
4444	Petty Cash	235	Office Facilities & Equipment	229.21	
4444	Petty Cash	401	Full Council	42.96	
4455	Postage	401	Full Council	648.10	
4460	Subscriptions	220	Finance and General Purposes	3,694.66	
4480	ICT-Computers	401	Full Council	2,208.56	
4481	Telephones	401	Full Council	6,329.53	
4482	Website	401	Full Council	4,185.60	
4483	ICT Services & Software Lease	220	Finance and General Purposes	25.00	
4483	ICT Services & Software Lease	401	Full Council	9,746.69	
4500	Town Mayors Expenses	225	Councillors/Newsletter	1,038.74	
4501	Mayor's Hospitality	210	Civic Matters	104.61	
4502	Mayor's Advertising	225	Councillors/Newsletter	786.49	
4520	Councillors Expenses	225	Councillors/Newsletter	38.36	
4525	Councillors Training	225	Councillors/Newsletter	118.37	
4529	Civic Insignia	210	Civic Matters	145.00	
4531	Roll of Honour	210	Civic Matters	15.00	
4532	Flag Pole	210	Civic Matters	192.50	
4535	Civic Hospitality	210	Civic Matters	157.95	
4546	Traffic Management	301	Planning/Economic Development	4,812.87	
4549	Charter Market improvements	301	Planning/Economic Development	315.32	
4550	Bank Charges	220	Finance and General Purposes	465.22	
4550	Bank Charges	225	Councillors/Newsletter	66.06	
4551	Data Protection	220	Finance and General Purposes	39.17	
4553	Tourist Information Centre	301	Planning/Economic Development	192.50	

Account Number Order

A/c Code	Account Name	Centre	Centre Name	Debit	Credit
4579	Audit Internal	220	Finance and General Purposes	375.25	
4580	Audit External	220	Finance and General Purposes	1,680.00	
4590	Professional Services	220	Finance and General Purposes	21,870.98	
4592	PPE/Health & Safety	102	Cemetery & Buildings	89.27	
4592	PPE/Health & Safety	220	Finance and General Purposes	114.09	
4595	Climate Change	127	Services and Events	425.94	
4600	Town Crier/Fees & Subs	127	Services and Events	346.80	
4607	Events	127	Services and Events	17,112.43	
4640	Christmas Lights & Install	115	Town Centre Decorations	15,000.00	
4650	Ledbury In Bloom	115	Town Centre Decorations	3,503.52	
4700	Stock Purchase	105	Painted Room	1,017.35	
4704	Tourism/ Town Plan Projects	107	Town Promotion	591.72	
4705	Signage	107	Town Promotion	115.00	
4800	Barrett Browning Clock	214	Grants with Powers	808.82	
4805	Citizens Advice Worcs	214	Grants with Powers	5,000.00	
4809	John Masfield Mem Project	214	Grants with Powers	164.34	
4827	Community Action Ledbury	214	Grants with Powers	12,000.00	
4850	Poppy Wreath	127	Services and Events	52.50	
4875	Distinguished Citizen Awards	214	Grants with Powers	54.79	
4876	October Fair Expenditure	214	Grants with Powers		563.96
4890	Unspecified Grants	214	Grants with Powers	17,560.48	
4891	Age Uk Hereford Localities	214	Grants with Powers	4,000.00	
4892	Dream Your Future	214	Grants with Powers	1,500.00	
4893	Ledbury Food Bank	214	Grants with Powers	6,500.00	
4894	Ledbury Methodist Church	214	Grants with Powers	1,350.00	
4896	Winter of Well Being	214	Grants with Powers	1,500.00	
4897	LEAF	214	Grants with Powers	10,440.00	
4900	Buses 4 Us	214	Grants with Powers	16,000.00	
4901	John Masfield Memorial Projec	214	Grants with Powers	5,760.94	
4902	New Staff	109	Masfield Matters	3,143.91	
4903	Professional Fees	109	Masfield Matters	872.00	
4906	Event Costs	109	Masfield Matters	210.00	
4907	Equipment and Materials	109	Masfield Matters	1,517.63	
5990	Transfer to Reserves			1,140.00	
6000	Transfers from EMR	102	Cemetery & Buildings		4,573.33
6000	Transfers from EMR	108	Amenity Areas		500.00
6000	Transfers from EMR	127	Services and Events		350.00
6000	Transfers from EMR	201	Market House		5,000.00
6000	Transfers from EMR	202	Town Council Offices		1,822.50
6000	Transfers from EMR	301	Planning/Economic Development		3,248.67
6000	Transfers from EMR	302	Special Projects		49.98
6000	Transfers from EMR	401	Full Council		1,140.00

Date : 09/05/2025

Ledbury Town Council Current Year

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Time: 13:39

Trial Balance for Month No: 12

User : SAE

Account Number Order

<u>A/c Code</u>	<u>Account Name</u>	<u>Centre</u>	<u>Centre Name</u>	<u>Debit</u>	<u>Credit</u>
Trial Balance Totals :				1,134,244.88	1,134,244.88
Difference				0.00	

<u>A/c</u>	<u>Description</u>	<u>Actual</u>	
	<u><i>Current Assets</i></u>		
120	Vat Due	8,014	
150	Stock	1,728	
200	Lloyds A/c (235) (Bus Ext)	19,059	
202	Premier A/c (736) Comm Call	162,063	
203	Public Sector Deposit Fund	170,880	
215	Petty Cash	141	
	Total Current Assets		361,885
	<u><i>Current Liabilities</i></u>		
500	Creditors	2,687	
530	Accruals & Other Creditors	872	
	Total Current Liabilities		3,559
	Net Current Assets		358,326
	Total Assets less Current Liabilities		358,326
	<u><i>Represented by :-</i></u>		
300	Current Year Fund	99,390	
310	General Fund	95,948	
324	EMR - Listed Buildings	106,856	
331	EMR - Advertising	5,000	
335	EMR - Amenity & Public Spaces	35,432	
336	EMR - Community Projects	15,701	
	Total Equity		358,326

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
101 Closed Churchyard								
4021 Rubbish Collection	0	0	0	(0)		(0)	0.0%	
4122 Electricity	0	29	0	(29)		(29)	0.0%	
4205 Grounds Maintenance (Contract)	0	452	1,500	1,048		1,048	30.1%	
4206 Grounds Maintenance	0	0	1,000	1,000		1,000	0.0%	
4224 Wheely Bins Refuse Collection	85	331	250	(81)		(81)	132.3%	
4227 Memorial Testing	480	480	1,000	520		520	48.0%	
4250 Tree Works/Property Maintenanc	0	0	1,000	1,000		1,000	0.0%	
Closed Churchyard :- Indirect Expenditure	565	1,292	4,750	3,458	0	3,458	27.2%	0
Net Expenditure	(565)	(1,292)	(4,750)	(3,458)				
102 Cemetery & Buildings								
1100 Cemetery Interment Income	0	9,412	11,000	1,589			85.6%	
1105 Exclusive Right of Burial	0	304	0	(304)			0.0%	
1130 Cemetery Memorial Permit Incom	0	1,849	2,500	652			73.9%	
1131 Cemetery Deed Transfers Income	0	195	360	165			54.2%	
1160 Mortuary Rent Income	164	2,394	2,500	106			95.8%	
1161 Chapel Hire	0	275	150	(125)			183.3%	
Cemetery & Buildings :- Income	164	14,428	16,510	2,082			87.4%	0
4000 Staff Salaries	0	37,451	40,980	3,529		3,529	91.4%	
4001 Agency Cover	0	8,055	2,000	(6,055)		(6,055)	402.8%	
4018 National Insurance	0	(0)	0	0		0	0.0%	
4019 Pension	0	(1)	0	1		1	0.0%	
4110 Rates	0	2,800	3,169	369		369	88.4%	
4115 Water	15	150	100	(50)		(50)	150.3%	
4122 Electricity	26	411	1,000	589		589	41.1%	
4150 Cleaning	30	30	250	220		220	11.9%	
4170 Maintenance	0	2,702	2,500	(202)		(202)	108.1%	1,495
4181 CCTV Maintenance Contract	0	0	95	95		95	0.0%	
4183 Memorial Board	0	1,077	1,000	(77)		(77)	107.7%	
4200 New Equipment	60	130	1,100	970		970	11.8%	
4201 Equipment Hire	0	0	500	500		500	0.0%	
4206 Grounds Maintenance	0	3,078	2,200	(878)		(878)	139.9%	3,078
4223 Perimeter Wall Repairs	0	0	2,000	2,000		2,000	0.0%	
4225 Skip Hire	220	1,980	1,760	(220)		(220)	112.5%	
4227 Memorial Testing	0	3,119	1,000	(2,119)		(2,119)	311.9%	
4250 Tree Works/Property Maintenanc	76	494	600	106		106	82.4%	
4300 Vehicle Repair	0	577	1,000	423		423	57.7%	
4330 Fuel	77	1,200	1,000	(200)		(200)	120.0%	

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4340 Insurance, Tax & MOT	0	1,066	1,000	(66)		(66)	106.6%	
4415 Office Support & Equipment	0	0	0	(0)		(0)	0.0%	
4416 Equipment Maintenance	213	946	2,000	1,054		1,054	47.3%	
4433 Card Machine rental	0	25	0	(25)		(25)	0.0%	
4592 PPE/Health & Safety	0	89	500	411		411	17.9%	
4594 Cemetery Mapping	0	0	375	375		375	0.0%	
Cemetery & Buildings :- Indirect Expenditure	717	65,381	66,129	748	0	748	98.9%	4,573
Net Income over Expenditure	(553)	(50,952)	(49,619)	1,333				
6000 plus Transfers from EMR	0	4,573	0	(4,573)				
Movement to/(from) Gen Reserve	(553)	(46,379)	(49,619)	(3,240)				
<u>103 Grounds Maintenance</u>								
4000 Staff Salaries	1,660	30,094	32,030	1,936		1,936	94.0%	
4018 National Insurance	0	0	0	(0)		(0)	0.0%	
4019 Pension	0	(1)	0	1		1	0.0%	
Grounds Maintenance :- Indirect Expenditure	1,660	30,094	32,030	1,936	0	1,936	94.0%	0
Net Expenditure	(1,660)	(30,094)	(32,030)	(1,936)				
<u>105 Painted Room</u>								
1450 Painted Room Sales Income	210	2,543	1,000	(1,543)			254.3%	
1451 Painted Room Donations Income	461	5,555	3,000	(2,555)			185.2%	
Painted Room :- Income	671	8,098	4,000	(4,098)			202.4%	0
4000 Staff Salaries	3,544	28,639	8,500	(20,139)		(20,139)	336.9%	
4018 National Insurance	0	0	0	(0)		(0)	0.0%	
4019 Pension	0	(0)	0	0		0	0.0%	
4150 Cleaning	(16)	(16)	0	16		16	0.0%	
4170 Maintenance	0	0	1,100	1,100		1,100	0.0%	
4205 Grounds Maintenance (Contract)	0	337	0	(337)		(337)	0.0%	
4429 UKSPF Funding	3,032	3,975	0	(3,975)		(3,975)	0.0%	
4430 Advertising	0	535	800	265		265	66.9%	
4433 Card Machine rental	40	440	600	160		160	73.3%	
4434 Music Licence	0	167	500	333		333	33.3%	
4700 Stock Purchase	0	1,017	550	(467)		(467)	185.0%	
Painted Room :- Indirect Expenditure	6,600	35,094	12,050	(23,044)	0	(23,044)	291.2%	0
Net Income over Expenditure	(5,928)	(26,997)	(8,050)	18,947				

		Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>106</u>	<u>Bye Street Toilets</u>								
4122	Electricity	225	225	0	(225)		(225)	0.0%	
4205	Grounds Maintenance (Contract)	673	673	0	(673)		(673)	0.0%	
	Bye Street Toilets :- Indirect Expenditure	899	899	0	(899)	0	(899)		0
	Net Expenditure	(899)	(899)	0	899				
<u>107</u>	<u>Town Promotion</u>								
4703	Promotional Material	0	0	3,000	3,000		3,000	0.0%	
4704	Tourism/ Town Plan Projects	450	592	5,000	4,408		4,408	11.8%	
4705	Signage	0	115	3,000	2,885		2,885	3.8%	
	Town Promotion :- Indirect Expenditure	450	707	11,000	10,293	0	10,293	6.4%	0
	Net Expenditure	(450)	(707)	(11,000)	(10,293)				
<u>108</u>	<u>Amenity Areas</u>								
4122	Electricity	207	1,153	1,200	47		47	96.1%	
4200	New Equipment	0	0	200	200		200	0.0%	
4204	Dog Hill Wood Management Plan/	0	565	1,000	435		435	56.5%	
4205	Grounds Maintenance (Contract)	2,240	4,934	4,540	(394)		(394)	108.7%	
4208	Dog Hill Wood Maintenance	0	337	0	(337)		(337)	0.0%	
4210	Dog Hill Wood Coppicing	0	0	1,000	1,000		1,000	0.0%	
4228	General Tree works	250	2,480	2,000	(480)		(480)	124.0%	
4239	Bye St Toilets	0	553	0	(553)		(553)	0.0%	500
4252	General Park Maintenance	0	0	1,000	1,000		1,000	0.0%	
	Amenity Areas :- Indirect Expenditure	2,697	10,022	10,940	918	0	918	91.6%	500
	Net Expenditure	(2,697)	(10,022)	(10,940)	(918)				
6000	plus Transfers from EMR	0	500	0	(500)				
	Movement to/(from) Gen Reserve	(2,697)	(9,522)	(10,940)	(1,418)				
<u>109</u>	<u>Masefield Matters</u>								
1020	National Heritage Funding	0	111,110	0	(111,110)			0.0%	
	Masefield Matters :- Income	0	111,110	0	(111,110)				0
4000	Staff Salaries	1,993	3,985	0	(3,985)		(3,985)	0.0%	
4902	New Staff	0	3,144	0	(3,144)		(3,144)	0.0%	
4903	Professional Fees	872	872	0	(872)		(872)	0.0%	
4906	Event Costs	0	210	0	(210)		(210)	0.0%	
4907	Equipment and Materials	161	1,518	0	(1,518)		(1,518)	0.0%	
	Masefield Matters :- Indirect Expenditure	3,026	9,729	0	(9,729)	0	(9,729)		0
	Net Income over Expenditure	(3,026)	101,381	0	(101,381)				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
110 Recreation Ground								
4175 CCTV Maintenance	0	489	0	(489)		(489)	0.0%	
4205 Grounds Maintenance (Contract)	200	10,187	9,354	(833)		(833)	108.9%	
4206 Grounds Maintenance	0	(0)	0	0		0	0.0%	
4224 Wheely Bins Refuse Collection	0	66	1,000	934		934	6.6%	
4229 Street Light Maintenance	0	0	500	500		500	0.0%	
4230 ROSPA Reports	0	0	75	75		75	0.0%	
4235 Play Equipment-New	0	0	10,000	10,000		10,000	0.0%	
4236 Play Equipment Maintenance	0	952	5,000	4,048		4,048	19.0%	
4237 Skate Park Maintenance	0	0	1,500	1,500		1,500	0.0%	
4238 Youth Shelter Maintenance	0	0	1,000	1,000		1,000	0.0%	
Recreation Ground :- Indirect Expenditure	200	11,694	28,429	16,735	0	16,735	41.1%	0
Net Expenditure	(200)	(11,694)	(28,429)	(16,735)				
115 Town Centre Decorations								
1270 Christmas Lights Event	0	15	1,000	985			1.5%	
Town Centre Decorations :- Income	0	15	1,000	985			1.5%	0
4122 Electricity	0	832	0	(832)		(832)	0.0%	
4640 Christmas Lights & Install	0	15,000	15,000	0		0	100.0%	
4650 Ledbury In Bloom	0	3,504	4,000	496		496	87.6%	
Town Centre Decorations :- Indirect Expenditure	0	19,335	19,000	(335)	0	(335)	101.8%	0
Net Income over Expenditure	0	(19,320)	(18,000)	1,320				
118 Minor Infrastructure								
1289 War Memorial Refund	278	3,333	3,333	(0)			100.0%	
Minor Infrastructure :- Income	278	3,333	3,333	(0)			100.0%	0
4176 CCTV Link to Hereford	2,713	13,085	11,275	(1,810)		(1,810)	116.1%	
4218 War Memorial Cleaning	0	0	1,000	1,000		1,000	0.0%	
4233 Gazebos	0	493	0	(493)		(493)	0.0%	
4276 External power supply -High St	214	1,084	120	(964)		(964)	903.7%	
4280 Station Telephone Kiosk	0	0	500	500		500	0.0%	
4285 Defibrillator Maintenance	0	339	350	11		11	96.9%	
Minor Infrastructure :- Indirect Expenditure	2,927	15,002	13,245	(1,757)	0	(1,757)	113.3%	0
Net Income over Expenditure	(2,649)	(11,668)	(9,912)	1,756				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
120 Non-Statutory Services								
1460 Ceremony Room Income	1,659	7,429	2,200	(5,229)			337.7%	
Non-Statutory Services :- Income	1,659	7,429	2,200	(5,229)			337.7%	0
4020 Cleaning	0	38	500	462		462	7.5%	
4110 Rates	0	171	0	(171)		(171)	0.0%	
4430 Advertising	0	142	500	358		358	28.3%	
Non-Statutory Services :- Indirect Expenditure	0	350	1,000	650	0	650	35.0%	0
Net Income over Expenditure	1,659	7,078	1,200	(5,878)				
125 Green Spaces Maintenance								
1710 Lengthsman (basic) Income	0	3,168	0	(3,168)			0.0%	
Green Spaces Maintenance :- Income	0	3,168	0	(3,168)				0
4013 Devolved Services	104	737	1,000	263		263	73.7%	
4014 Lengthsman Scheme/P3 Scheme	792	2,376	3,000	624		624	79.2%	
4015 P3 scheme	0	316	0	(316)		(316)	0.0%	
Green Spaces Maintenance :- Indirect Expenditure	896	3,429	4,000	571	0	571	85.7%	0
Net Income over Expenditure	(896)	(261)	(4,000)	(3,739)				
127 Services and Events								
1271 Event Sponsorship	0	469	0	(469)			0.0%	
1272 Climate Change Income	0	65	0	(65)			0.0%	
1273 Event Income	5,401	8,939	0	(8,939)			0.0%	
1471 Dog Poop Bags	126	653	500	(153)			130.6%	
Services and Events :- Income	5,527	10,126	500	(9,626)			2025.1%	0
4171 PAT Testing	(10)	(10)	0	10		10	0.0%	
4271 Dog Bags	261	722	700	(22)		(22)	103.2%	
4444 Petty Cash	0	8	0	(8)		(8)	0.0%	
4595 Climate Change	0	426	2,000	1,574		1,574	21.3%	
4600 Town Crier/Fees & Subs	0	347	500	153		153	69.4%	
4601 Town Crier/Uniforms	0	0	500	500		500	0.0%	
4605 Events Barriers	0	0	100	100		100	0.0%	
4607 Events	6,494	17,112	8,000	(9,112)		(9,112)	213.9%	350
4850 Poppy Wreath	0	53	20	(33)		(33)	262.5%	
Services and Events :- Indirect Expenditure	6,745	18,658	11,820	(6,838)	0	(6,838)	157.9%	350
Net Income over Expenditure	(1,218)	(8,532)	(11,320)	(2,788)				
6000 plus Transfers from EMR	0	350	0	(350)				
Movement to/(from) Gen Reserve	(1,218)	(8,182)	(11,320)	(3,138)				

		Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>201</u>	<u>Market House</u>								
1030	Market House Income	0	1,167	1,100	(67)			106.1%	
	Market House :- Income	0	1,167	1,100	(67)			106.1%	0
4110	Rates	271	664	1,760	1,096		1,096	37.7%	
4115	Water	0	0	100	100		100	0.0%	
4122	Electricity	148	1,121	1,600	479		479	70.0%	
4150	Cleaning	0	0	100	100		100	0.0%	
4170	Maintenance	0	5,270	5,000	(270)		(270)	105.4%	5,000
	Market House :- Indirect Expenditure	419	7,055	8,560	1,505	0	1,505	82.4%	5,000
	Net Income over Expenditure	(419)	(5,888)	(7,460)	(1,572)				
6000	plus Transfers from EMR	0	5,000	0	(5,000)				
	Movement to/(from) Gen Reserve	(419)	(888)	(7,460)	(6,572)				
<u>202</u>	<u>Town Council Offices</u>								
4021	Rubbish Collection	121	475	1,000	525		525	47.5%	
4110	Rates	696	8,357	7,277	(1,080)		(1,080)	114.8%	
4115	Water	24	853	590	(263)		(263)	144.6%	
4116	Confidential Waste - Shredding	83	968	780	(188)		(188)	124.1%	
4122	Electricity	3,854	18,028	10,000	(8,028)		(8,028)	180.3%	
4150	Cleaning	644	3,685	2,500	(1,185)		(1,185)	147.4%	
4155	Housekeeping	15	296	500	204		204	59.2%	
4160	Window Cleaning	0	0	250	250		250	0.0%	
4170	Maintenance	34	7,716	3,300	(4,416)		(4,416)	233.8%	1,823
4171	PAT Testing	0	0	250	250		250	0.0%	
4179	Quinquennial Works	0	0	2,000	2,000		2,000	0.0%	
4185	Alarms	0	5,700	4,620	(1,080)		(1,080)	123.4%	
4416	Equipment Maintenance	99	182	0	(182)		(182)	0.0%	
4444	Petty Cash	0	36	0	(36)		(36)	0.0%	
	Town Council Offices :- Indirect Expenditure	5,570	46,296	33,067	(13,229)	0	(13,229)	140.0%	1,823
	Net Expenditure	(5,570)	(46,296)	(33,067)	13,229				
6000	plus Transfers from EMR	0	1,823	0	(1,823)				
	Movement to/(from) Gen Reserve	(5,570)	(44,474)	(33,067)	11,407				
<u>210</u>	<u>Civic Matters</u>								
4444	Petty Cash	0	58	0	(58)		(58)	0.0%	
4501	Mayor's Hospitality	22	105	1,100	995		995	9.5%	
4529	Civic Insignia	0	145	400	255		255	36.3%	

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4531 Roll of Honour	0	15	50	35		35	30.0%	
4532 Flag Pole	177	193	132	(61)		(61)	145.8%	
4535 Civic Hospitality	7	158	1,100	942		942	14.4%	
Civic Matters :- Indirect Expenditure	206	674	2,782	2,108	0	2,108	24.2%	0
Net Expenditure	(206)	(674)	(2,782)	(2,108)				
<u>214 Grants with Powers</u>								
1718 October Fair Donation Income	0	2,250	2,250	0			100.0%	
1724 Shop Front Contribution	0	4,068	0	(4,068)			0.0%	
Grants with Powers :- Income	0	6,318	2,250	(4,068)			280.8%	0
4800 Barrett Browning Clock	27	809	850	41		41	95.2%	
4805 Citizens Advice Worcs	0	5,000	0	(5,000)		(5,000)	0.0%	
4809 John Masefield Mem Project	0	164	0	(164)		(164)	0.0%	
4827 Community Action Ledbury	0	12,000	12,000	0		0	100.0%	
4875 Distinguished Citizen Awards	0	55	250	195		195	21.9%	
4876 October Fair Expenditure	0	(564)	500	1,064		1,064	(112.8%)	
4890 Unspecified Grants	800	17,560	19,650	2,090		2,090	89.4%	
4891 Age Uk Hereford Localities	0	4,000	4,000	0		0	100.0%	
4892 Dream Your Future	0	1,500	1,500	0		0	100.0%	
4893 Ledbury Food Bank	0	6,500	2,500	(4,000)		(4,000)	260.0%	
4894 Ledbury Methodist Church	0	1,350	1,350	0		0	100.0%	
4896 Winter of Well Being	0	1,500	0	(1,500)		(1,500)	0.0%	
4897 LEAF	0	10,440	10,440	0		0	100.0%	
4898 Ledbury Carnival	0	0	3,500	3,500		3,500	0.0%	
4900 Buses 4 Us	0	16,000	16,000	0		0	100.0%	
4901 John Masefield Memorial Projec	34	5,761	10,850	5,089		5,089	53.1%	
Grants with Powers :- Indirect Expenditure	861	82,075	83,390	1,315	0	1,315	98.4%	0
Net Income over Expenditure	(861)	(75,757)	(81,140)	(5,383)				
<u>220 Finance and General Purposes</u>								
1870 Bank Interest Received Income	796	11,415	6,000	(5,415)			190.3%	
1900 Precept Income	0	682,400	682,400	0			100.0%	
1902 Western Power WayLeave	0	126	126	0			100.0%	
Finance and General Purposes :- Income	796	693,941	688,526	(5,415)			100.8%	0
4115 Water	0	(100)	0	100		100	0.0%	
4130 Insurance	0	18,872	19,000	128		128	99.3%	
4430 Advertising	8	817	1,000	183		183	81.7%	
4433 Card Machine rental	35	395	600	205		205	65.8%	

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4460 Subscriptions	367	3,695	5,000	1,305		1,305	73.9%	
4483 ICT Services & Software Lease	0	25	0	(25)		(25)	0.0%	
4550 Bank Charges	26	465	500	35		35	93.0%	
4551 Data Protection	39	39	500	461		461	7.8%	
4579 Audit Internal	0	375	2,500	2,125		2,125	15.0%	
4580 Audit External	0	1,680	3,000	1,320		1,320	56.0%	
4590 Professional Services	2,763	21,871	10,000	(11,871)		(11,871)	218.7%	
4592 PPE/Health & Safety	97	114	500	386		386	22.8%	
Finance and General Purposes :- Indirect Expenditure	3,335	48,249	42,600	(5,649)	0	(5,649)	113.3%	0
Net Income over Expenditure	(2,538)	645,692	645,926	234				
<u>225 Councillors/Newsletter</u>								
4420 Newsletter	0	0	500	500		500	0.0%	
4500 Town Mayors Expenses	20	1,039	1,000	(39)		(39)	103.9%	
4502 Mayor's Advertising	0	786	500	(286)		(286)	157.3%	
4520 Councillors Expenses	0	38	500	462		462	7.7%	
4525 Councillors Training	75	118	1,500	1,382		1,382	7.9%	
4540 Election Expenses	0	0	500	500		500	0.0%	
4550 Bank Charges	0	66	0	(66)		(66)	0.0%	
Councillors/Newsletter :- Indirect Expenditure	95	2,048	4,500	2,452	0	2,452	45.5%	0
Net Expenditure	(95)	(2,048)	(4,500)	(2,452)				
<u>230 Management and Payroll</u>								
1021 Apprentice Income	0	1,000	0	(1,000)			0.0%	
Management and Payroll :- Income	0	1,000	0	(1,000)				0
4000 Staff Salaries	28,608	292,978	283,447	(9,531)		(9,531)	103.4%	
4001 Agency Cover	1,044	16,904	8,000	(8,904)		(8,904)	211.3%	
4018 National Insurance	0	0	0	(0)		(0)	0.0%	
4019 Pension	0	0	0	(0)		(0)	0.0%	
4050 Staff Training	635	6,338	4,000	(2,338)		(2,338)	158.4%	
4051 Officers Travel/Conference/Sub	7	1,974	1,500	(474)		(474)	131.6%	
4444 Petty Cash	0	5	0	(5)		(5)	0.0%	
Management and Payroll :- Indirect Expenditure	30,293	318,199	296,947	(21,252)	0	(21,252)	107.2%	0
Net Income over Expenditure	(30,293)	(317,199)	(296,947)	20,252				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
235 Office Facilities & Equipment								
1036 Photocopier Printing	0	22	0	(22)			0.0%	
1470 Photocopies Income	0	22	0	(22)			0.0%	
Office Facilities & Equipment :- Income	0	45	0	(45)				0
4001 Agency Cover	0	(0)	0	0		0	0.0%	
4155 Housekeeping	0	19	0	(19)		(19)	0.0%	
4170 Maintenance	0	315	1,650	1,335		1,335	19.1%	
4400 Stationery	334	4,961	4,800	(161)		(161)	103.4%	
4405 Photocopier Hire	506	2,531	3,280	749		749	77.2%	
4410 Photocopier Costs	0	2,141	0	(2,141)		(2,141)	0.0%	
4415 Office Support & Equipment	1,037	5,502	2,500	(3,002)		(3,002)	220.1%	
4444 Petty Cash	(201)	229	0	(229)		(229)	0.0%	
Office Facilities & Equipment :- Indirect Expenditure	1,677	15,698	12,230	(3,468)	0	(3,468)	128.4%	0
Net Income over Expenditure	(1,677)	(15,654)	(12,230)	3,424				
301 Planning/Economic Development								
1034 Tourist Information Centre	11	307	100	(207)			307.1%	
1090 Charter Market Income	3,744	9,999	5,500	(4,499)			181.8%	
1460 Ceremony Room Income	565	565	0	(565)			0.0%	
1471 Dog Poop Bags	0	7	0	(7)			0.0%	
Planning/Economic Development :- Income	4,320	10,878	5,600	(5,278)			194.3%	0
4543 Neighbourhood Plan	0	0	1,000	1,000		1,000	0.0%	
4546 Traffic Management	0	4,813	2,000	(2,813)		(2,813)	240.6%	3,249
4549 Charter Market improvements	0	315	2,000	1,685		1,685	15.8%	
4553 Tourist Information Centre	0	193	1,000	808		808	19.3%	
4554 Charter Market Strategy	0	0	5,500	5,500		5,500	0.0%	
Planning/Economic Development :- Indirect Expenditure	0	5,321	11,500	6,179	0	6,179	46.3%	3,249
Net Income over Expenditure	4,320	5,558	(5,900)	(11,458)				
6000 plus Transfers from EMR	0	3,249	0	(3,249)				
Movement to/(from) Gen Reserve	4,320	8,806	(5,900)	(14,706)				
302 Special Projects								
4432 Phone Box	9	59	0	(59)		(59)	0.0%	50
Special Projects :- Indirect Expenditure	9	59	0	(59)	0	(59)		50
Net Expenditure	(9)	(59)	0	59				
6000 plus Transfers from EMR	0	50	0	(50)				
Movement to/(from) Gen Reserve	(9)	(9)	0	9				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>401 Full Council</u>								
4400 Stationery	0	7	0	(7)		(7)	0.0%	
4444 Petty Cash	0	43	0	(43)		(43)	0.0%	
4455 Postage	7	648	300	(348)		(348)	216.0%	
4480 ICT-Computers	0	2,209	1,000	(1,209)		(1,209)	220.9%	1,140
4481 Telephones	396	6,330	5,400	(930)		(930)	117.2%	
4482 Website	216	4,186	3,000	(1,186)		(1,186)	139.5%	
4483 ICT Services & Software Lease	761	9,747	5,350	(4,397)		(4,397)	182.2%	
Full Council :- Indirect Expenditure	1,380	23,168	15,050	(8,118)	0	(8,118)	153.9%	1,140
Net Expenditure	<u>(1,380)</u>	<u>(23,168)</u>	<u>(15,050)</u>	<u>8,118</u>				
6000 plus Transfers from EMR	0	1,140	0	(1,140)				
Movement to/(from) Gen Reserve	<u>(1,380)</u>	<u>(22,028)</u>	<u>(15,050)</u>	<u>6,978</u>				
Grand Totals:- Income	13,415	871,056	725,019	(146,037)			120.1%	
Expenditure	71,228	770,527	725,019	(45,508)	0	(45,508)	106.3%	
Net Income over Expenditure	<u>(57,813)</u>	<u>100,530</u>	<u>0</u>	<u>(100,530)</u>				
plus Transfers from EMR	0	16,684	0	(16,684)				
Movement to/(from) Gen Reserve	<u>(57,813)</u>	<u>117,214</u>	<u>0</u>	<u>(117,214)</u>				

ANNUAL RETURN

FOR THE YEAR ENDED 31 MARCH 2025

Ledbury Town Council Final 2024-2025

SECTION 2 - THE STATEMENT OF ACCOUNTS

I certify that the accounts contained in this return present fairly the financial position of the council, are consistent with the underlying financial records and have been prepared on the basis of Income and Expenditure.

Responsible Financial Officer

Date

I confirm that these accounts are approved by the Council and recorded as council minute reference

Dated

Signed on behalf of the above Council (Chair)

Date

		<u>Last Year £</u>	<u>This Year £</u>	<u>General Notes for Guidance</u>
1	Balances brought forward	356,754	257,797	Total balances and reserves at the beginning of the year as recorded in the financial records. Value must agree to Box 7 of the previous year.
2	(+) Precept or Rates and Levies	640,671	682,400	Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.
3	(+) Total other receipts	60,753	188,656	Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.
4	(-) Staff costs	376,144	396,290	Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.
5	(-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).
6	(-) All other payments	424,237	374,237	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7	(=) Balances carried forward	257,797	358,326	Total balances and reserves at the end of the year. [Must equal (1+2+3)-(4+5+6)]
8	Total value of cash and short term investments	245,401	352,144	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – To agree with bank reconciliation.
9	Total fixed assets plus long term investments and assets	824,217	857,081	The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.
10	Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

The following documents should accompany the accounts when submitted to the auditor:

- * A brief explanation of significant variations from last year to this year in Section 2;
- * Bank Reconciliation as at 31 March

Working details for ANNUAL RETURN - Year ended 31 March 2025

		<u>Last Year £</u>	<u>This Year £</u>	<u>Code</u>	<u>Centre</u>	<u>Code Description</u>
1		86,811	41,820	310		General Fund
1		113	113	320		Earmarked Reserves
1		25,830	25,830	321		EMR - Recreation Ground Equipm
1		9,000	9,000	322		EMR - Traffic Management
1		1,000	1,000	323		EMR - Charter Market Improveme
1		120,000	93,022	324		EMR - Listed Buildings
1		10,000	10,000	325		EMR - Elections
1		5,000	5,000	326		EMR - Youth Support
1		24,500	24,500	327		EMR- Play/Skate Park
1		40,000	15,656	328		EMR - War Memorial
1		2,500	2,500	329		EMR - Paths, Bins, Benches
1		10,000	7,355	330		EMR - CCTV
1		5,000	5,000	331		EMR - Advertising
1		2,000	2,000	332		EMR - Climate Change
1		15,000	15,000	333		EMR - Perimeter Wall Cemetery
1	Balances brought forward	356,754	257,797	Total balances and reserves at the beginning of the year as recorded in the financial records. Value must agree to Box 7 of the previous year.		
2		640,671	682,400	1900	220	Precept Income
2	(+) Precept or Rates and Levies	640,671	682,400	Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.		
3		0	111,110	1020	109	National Heritage Funding
3		0	1,000	1021	230	Apprentice Income
3		0	1,167	1030	201	Market House Income
3		246	307	1034	301	Tourist Information Centre
3		47	22	1036	235	Photocopier Printing
3		471	0	1038	235	Photocopier costs refund
3		9,382	9,999	1090	301	Charter Market Income
3		13,782	9,412	1100	102	Cemetery Interment Income
3		0	304	1105	102	Exclusive Right of Burial
3		1,210	0	1110	102	Transfer Of Exclusive Right Of
3		237	0	1122	115	Electricity Refund
3		1,684	1,849	1130	102	Cemetery Memorial Permit Incom
3		0	195	1131	102	Cemetery Deed Transfers Income
3		2,167	2,394	1160	102	Mortuary Rent Income
3		150	275	1161	102	Chapel Hire
3		392	15	1270	115	Christmas Lights Event
3		950	469	1271	127	Event Sponsorship
3		0	65	1272	127	Climate Change Income
3		0	8,939	1273	127	Event Income
3		3,333	3,333	1289	118	War Memorial Refund
3		1,759	2,543	1450	105	Painted Room Sales Income
3		3,685	5,555	1451	105	Painted Room Donations Income
3		4,301	7,429	1460	120	Ceremony Room Income
3		100	0	1460	202	Ceremony Room Income

Working details for ANNUAL RETURN - Year ended 31 March 2025

		<u>Last Year £</u>	<u>This Year £</u>	<u>Code</u>	<u>Centre</u>	<u>Code Description</u>
3		0	565	1460	301	Ceremony Room Income
3		0	22	1470	235	Photocopies Income
3		555	653	1471	127	Dog Poop Bags
3		2	7	1471	301	Dog Poop Bags
3		0	3,168	1710	125	Lengthsman (basic) Income
3		2,250	2,250	1718	214	October Fair Donation Income
3		1,500	0	1723	214	LTC Grants
3		0	4,068	1724	214	Shop Front Contribution
3		11,044	11,415	1870	220	Bank Interest Received Income
3		1,040	0	1871	220	Professional Services Refund
3		340	0	1899	220	Insurance Claim
3		126	126	1902	220	Western Power WayLeave
3	(+) Total other receipts	60,753	188,656	Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.		
4		33,128	37,451	4000	102	Staff Salaries
4		22,956	30,094	4000	103	Staff Salaries
4		10,519	28,639	4000	105	Staff Salaries
4		837	0	4000	108	Staff Salaries
4		0	3,985	4000	109	Staff Salaries
4		237,201	292,978	4000	230	Staff Salaries
4		1	0	4018	103	National Insurance
4		27,103	0	4018	230	National Insurance
4		0	-1	4019	102	Pension
4		0	-1	4019	103	Pension
4		44,399	0	4019	230	Pension
4		0	3,144	4902	109	New Staff
4	(-) Staff costs	376,144	396,290	Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.		
5	(-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).		
6		14,383	8,055	4001	102	Agency Cover
6		6,309	16,904	4001	230	Agency Cover
6		818	0	4001	301	Agency Cover
6		1,500	0	4007	120	Ceremony Room Licence Fee
6		190	0	4009	120	Wedding Refunds
6		625	737	4013	125	Devolved Services
6		528	2,376	4014	125	Lengthsman Scheme/P3 Scheme
6		0	316	4015	125	P3 scheme
6		11	38	4020	120	Cleaning
6		296	0	4020	202	Cleaning
6		82	0	4021	101	Rubbish Collection
6		613	475	4021	202	Rubbish Collection
6		258	0	4050	225	Staff Training

Working details for ANNUAL RETURN - Year ended 31 March 2025

	<u>Last Year £</u>	<u>This Year £</u>	<u>Code</u>	<u>Centre</u>	<u>Code Description</u>
6	5,972	6,338	4050	230	Staff Training
6	99	0	4051	127	Officers Travel/Conference/Sub
6	2,328	1,974	4051	230	Officers Travel/Conference/Sub
6	102	0	4051	235	Officers Travel/Conference/Sub
6	2,947	2,800	4110	102	Rates
6	0	171	4110	120	Rates
6	337	664	4110	201	Rates
6	7,653	8,357	4110	202	Rates
6	21	150	4115	102	Water
6	74	0	4115	201	Water
6	827	853	4115	202	Water
6	0	-100	4115	220	Water
6	1,066	968	4116	202	Confidential Waste - Shredding
6	24,000	0	4118	302	Buses4Us
6	0	29	4122	101	Electricity
6	296	411	4122	102	Electricity
6	0	225	4122	106	Electricity
6	972	1,153	4122	108	Electricity
6	2,200	832	4122	115	Electricity
6	2,220	1,121	4122	201	Electricity
6	11,709	18,028	4122	202	Electricity
6	19,213	18,872	4130	220	Insurance
6	0	30	4150	102	Cleaning
6	0	-16	4150	105	Cleaning
6	3,367	3,685	4150	202	Cleaning
6	449	296	4155	202	Housekeeping
6	0	19	4155	235	Housekeeping
6	1,906	2,702	4170	102	Maintenance
6	120	0	4170	108	Maintenance
6	27,953	5,270	4170	201	Maintenance
6	1,128	7,716	4170	202	Maintenance
6	539	315	4170	235	Maintenance
6	0	-10	4171	127	PAT Testing
6	2,645	0	4174	102	CCTV New/ Security
6	1,137	489	4175	110	CCTV Maintenance
6	7,340	13,085	4176	118	CCTV Link to Hereford
6	0	1,077	4183	102	Memorial Board
6	2,842	5,700	4185	202	Alarms
6	654	130	4200	102	New Equipment
6	64	0	4201	102	Equipment Hire
6	0	565	4204	108	Dog Hill Wood Management Plan/
6	0	452	4205	101	Grounds Maintenance (Contract)
6	0	337	4205	105	Grounds Maintenance (Contract)
6	0	673	4205	106	Grounds Maintenance (Contract)
6	3,703	4,934	4205	108	Grounds Maintenance (Contract)
6	13,440	10,187	4205	110	Grounds Maintenance (Contract)

Working details for ANNUAL RETURN - Year ended 31 March 2025

	<u>Last Year £</u>	<u>This Year £</u>	<u>Code</u>	<u>Centre</u>	<u>Code Description</u>
6	3,840	3,078	4206	102	Grounds Maintenance
6	743	0	4206	110	Grounds Maintenance
6	0	337	4208	108	Dog Hill Wood Maintenance
6	387	0	4209	108	Dog Hill Wood Maintenance
6	38,902	0	4221	118	War Memorial refurbishment
6	1,220	0	4223	102	Perimeter Wall Repairs
6	78	331	4224	101	Wheely Bins Refuse Collection
6	0	66	4224	110	Wheely Bins Refuse Collection
6	2,828	1,980	4225	102	Skip Hire
6	0	480	4227	101	Memorial Testing
6	0	3,119	4227	102	Memorial Testing
6	10,430	2,480	4228	108	General Tree works
6	63	0	4230	110	ROSPA Reports
6	260	493	4233	118	Gazebos
6	9,500	0	4235	110	Play Equipment-New
6	3,390	952	4236	110	Play Equipment Maintenance
6	160	0	4237	110	Skate Park Maintenance
6	0	553	4239	108	Bye St Toilets
6	1,215	494	4250	102	Tree Works/Property Maintenanc
6	491	722	4271	127	Dog Bags
6	334	1,084	4276	118	External power supply -High St
6	535	0	4280	118	Station Telephone Kiosk
6	1,864	339	4285	118	Defibrillator Maintenance
6	179	577	4300	102	Vehicle Repair
6	1,253	1,200	4330	102	Fuel
6	1,212	1,066	4340	102	Insurance, Tax & MOT
6	5,754	4,961	4400	235	Stationery
6	28	7	4400	401	Stationery
6	930	2,531	4405	235	Photocopier Hire
6	4,179	2,141	4410	235	Photocopier Costs
6	36	0	4415	202	Office Support & Equipment
6	1,111	5,502	4415	235	Office Support & Equipment
6	3,887	0	4415	401	Office Support & Equipment
6	2,057	946	4416	102	Equipment Maintenance
6	0	182	4416	202	Equipment Maintenance
6	0	3,975	4429	105	UKSPF Funding
6	682	535	4430	105	Advertising
6	0	142	4430	120	Advertising
6	883	817	4430	220	Advertising
6	19	59	4432	302	Phone Box
6	0	25	4433	102	Card Machine rental
6	537	440	4433	105	Card Machine rental
6	438	395	4433	220	Card Machine rental
6	451	167	4434	105	Music Licence
6	0	8	4444	127	Petty Cash
6	0	36	4444	202	Petty Cash

Working details for ANNUAL RETURN - Year ended 31 March 2025

	<u>Last Year £</u>	<u>This Year £</u>	<u>Code</u>	<u>Centre</u>	<u>Code Description</u>
6	0	58	4444	210	Petty Cash
6	0	5	4444	230	Petty Cash
6	528	229	4444	235	Petty Cash
6	0	43	4444	401	Petty Cash
6	439	648	4455	401	Postage
6	5,623	3,695	4460	220	Subscriptions
6	0	2,209	4480	401	ICT-Computers
6	5,705	6,330	4481	401	Telephones
6	1,764	4,186	4482	401	Website
6	0	25	4483	220	ICT Services & Software Lease
6	8,651	9,747	4483	401	ICT Services & Software Lease
6	243	1,039	4500	225	Town Mayors Expenses
6	304	105	4501	210	Mayor's Hospitality
6	0	786	4502	225	Mayor's Advertising
6	194	38	4520	225	Councillors Expenses
6	613	118	4525	225	Councillors Training
6	0	145	4529	210	Civic Insignia
6	20	15	4531	210	Roll of Honour
6	140	193	4532	210	Flag Pole
6	561	158	4535	210	Civic Hospitality
6	446	0	4540	225	Election Expenses
6	581	0	4545	225	Annual & Other Meetings
6	0	4,813	4546	301	Traffic Management
6	0	315	4549	301	Charter Market improvements
6	773	465	4550	220	Bank Charges
6	0	66	4550	225	Bank Charges
6	50	39	4551	220	Data Protection
6	888	193	4553	301	Tourist Information Centre
6	2,124	375	4579	220	Audit Internal
6	1,680	1,680	4580	220	Audit External
6	13,839	21,871	4590	220	Professional Services
6	429	89	4592	102	PPE/Health & Safety
6	85	0	4592	103	PPE/Health & Safety
6	337	114	4592	220	PPE/Health & Safety
6	1,080	0	4594	102	Cemetery Mapping
6	158	426	4595	127	Climate Change
6	0	347	4600	127	Town Crier/Fees & Subs
6	150	0	4605	127	Events Barriers
6	12,795	17,112	4607	127	Events
6	31,930	15,000	4640	115	Christmas Lights & Install
6	135	0	4641	115	Christmas Lights
6	948	0	4642	115	Christmas Lights Event
6	3,100	3,504	4650	115	Ledbury In Bloom
6	0	1,017	4700	105	Stock Purchase
6	287	0	4703	107	Promotional Material
6	0	592	4704	107	Tourism/ Town Plan Projects

Working details for ANNUAL RETURN - Year ended 31 March 2025

		<u>Last Year £</u>	<u>This Year £</u>	<u>Code</u>	<u>Centre</u>	<u>Code Description</u>
6		340	115	4705	107	Signage
6		573	809	4800	214	Barrett Browning Clock
6		5,000	5,000	4805	214	Citizens Advice Worcs
6		0	164	4809	214	John Masefield Mem Project
6		500	0	4826	214	Malvern Hills AONB Partnership
6		10,000	12,000	4827	214	Community Action Ledbury
6		25	53	4850	127	Poppy Wreath
6		9	0	4857	214	Great Places to Visit Funding
6		192	55	4875	214	Distinguished Citizen Awards
6		1,151	-564	4876	214	October Fair Expenditure
6		77	0	4881	401	Building Reserves
6		4,320	0	4886	302	John Masefield Memorial
6		21,290	17,560	4890	214	Unspecified Grants
6		4,000	4,000	4891	214	Age UK Hereford Localities
6		1,500	1,500	4892	214	Dream Your Future
6		2,500	6,500	4893	214	Ledbury Food Bank
6		1,350	1,350	4894	214	Ledbury Methodist Church
6		0	1,500	4896	214	Winter of Well Being
6		0	10,440	4897	214	LEAF
6		0	16,000	4900	214	Buses 4 Us
6		0	5,761	4901	214	John Masefield Memorial Projec
6		0	872	4903	109	Professional Fees
6		0	210	4906	109	Event Costs
6		0	1,518	4907	109	Equipment and Materials
6	(-) All other payments	424,237	374,237	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).		
7	(=) Balances carried forward	257,797	358,326	Total balances and reserves at the end of the year. [Must equal (1+2+3)-(4+5+6)]		
8		14,092	19,059	200		Lloyds A/c (235) (Bus Ext)
8		68,674	162,063	202		Premier A/c (736) Comm Call
8		162,580	170,880	203		Public Sector Deposit Fund
8		56	141	215		Petty Cash
8	Total value of cash and short term investments	245,401	352,144	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – To agree with bank reconciliation.		
9		842,031	0	Total Fixed Assets		
9	Total fixed assets plus long term investments and assets	842,031	0	The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.		
10	Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).		

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31st March 2024

31st March 2025

Current Assets

66	Debtors	0
12,418	Vat Due	8,014
1,728	Stock	1,728
14,092	Lloyds A/c (235) (Bus Ext)	19,059
68,674	Premier A/c (736) Comm Call	162,063
162,580	Public Sector Deposit Fund	170,880
56	Petty Cash	141

259,613

361,885

259,613 Total Assets**361,885****Current Liabilities**

1,816	Creditors	2,687
0	Accruals & Other Creditors	872

1,816

3,559

257,797 Total Assets Less Current Liabilities**358,326****Represented By**

41,820	General Fund	195,337
113	Earmarked Reserves	0
25,830	EMR - Recreation Ground Equipm	0
9,000	EMR - Traffic Management	0
1,000	EMR - Charter Market Improveme	0
93,022	EMR - Listed Buildings	106,856
10,000	EMR - Elections	0
5,000	EMR - Youth Support	0
24,500	EMR- Play/Skate Park	0
15,656	EMR - War Memorial	0
2,500	EMR - Paths, Bins, Benches	0
7,355	EMR - CCTV	0
5,000	EMR - Advertising	5,000
2,000	EMR - Climate Change	0
15,000	EMR - Perimeter Wall Cemetery	0
0	EMR - Amenity & Public Spaces	35,432
0	EMR - Community Projects	15,701

257,797

358,326

09/05/2025

Ledbury Town Council Current Year

13:25

Balance Sheet as at 31st March 2025

31st March 2024


31st March 2025

The above statement represents fairly the financial position of the authority as at 31st March 2025 and reflects its Income and Expenditure during the year.

Signed :
Chairman

_____ Date : _____

Signed :
Responsible
Financial

_____ 

Date : 14 May 2025.

Ledbury Town Council Current Year

Income and Expenditure Account for Year Ended 31st March 2025

31st March 2024		31st March 2025
	Operating Income	
18,993	Cemetery & Buildings	14,428
5,444	Painted Room	8,098
0	Masefield Matters	111,110
629	Town Centre Decorations	15
3,333	Minor Infrastructure	3,333
4,301	Non-Statutory Services	7,429
0	Green Spaces Maintenance	3,168
1,505	Services and Events	10,126
0	Market House	1,167
100	Town Council Offices	0
3,750	Grants with Powers	6,318
653,221	Finance and General Purposes	693,941
0	Management and Payroll	1,000
518	Office Facilities & Equipment	45
9,630	Planning/Economic Development	10,878
<u>701,424</u>	Total Income	<u>871,056</u>
	Running Costs	
160	Closed Churchyard	1,292
71,357	Cemetery & Buildings	65,381
23,042	Grounds Maintenance	30,094
12,188	Painted Room	35,094
0	Bye Street Toilets	899
626	Town Promotion	707
16,449	Amenity Areas	10,022
0	Masefield Matters	9,729
28,432	Recreation Ground	11,694
38,312	Town Centre Decorations	19,335
49,235	Minor Infrastructure	15,002
1,701	Non-Statutory Services	350
1,153	Green Spaces Maintenance	3,429
13,718	Services and Events	18,658
30,585	Market House	7,055
29,986	Town Council Offices	46,296
1,025	Civic Matters	674
48,065	Grants with Powers	82,075
44,961	Finance and General Purposes	48,249
2,335	Councillors/Newsletter	2,048
323,313	Management and Payroll	318,199
13,143	Office Facilities & Equipment	15,698
1,706	Planning/Economic Development	5,321
28,339	Special Projects	59
20,551	Full Council	23,168
<u>800,382</u>	Total Expenditure	<u>770,527</u>

Ledbury Town Council Current Year
Income and Expenditure Account for Year Ended 31st March 2025

31st March 2024		31st March 2025
	General Fund Analysis	
86,811	Opening Balance	41,820
701,424	Plus : Income for Year	871,056
<hr/>		<hr/>
788,236		912,876
800,382	Less : Expenditure for Year	770,527
<hr/>		<hr/>
(12,146)		142,350
(53,967)	Transfers TO / FROM Reserves	(52,987)
<hr/>		<hr/>
41,820	Closing Balance	195,337
<hr/>		<hr/>

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
101 Closed Churchyard								
4021 Rubbish Collection	0	0	0	(0)		(0)	0.0%	
4122 Electricity	0	29	0	(29)		(29)	0.0%	
4205 Grounds Maintenance (Contract)	0	452	1,500	1,048		1,048	30.1%	
4206 Grounds Maintenance	0	0	1,000	1,000		1,000	0.0%	
4224 Wheely Bins Refuse Collection	85	331	250	(81)		(81)	132.3%	
4227 Memorial Testing	480	480	1,000	520		520	48.0%	
4250 Tree Works/Property Maintenanc	0	0	1,000	1,000		1,000	0.0%	
Closed Churchyard :- Indirect Expenditure	565	1,292	4,750	3,458	0	3,458	27.2%	0
Net Expenditure	(565)	(1,292)	(4,750)	(3,458)				
102 Cemetery & Buildings								
1100 Cemetery Interment Income	0	9,412	11,000	1,589			85.6%	
1105 Exclusive Right of Burial	0	304	0	(304)			0.0%	
1130 Cemetery Memorial Permit Incom	0	1,849	2,500	652			73.9%	
1131 Cemetery Deed Transfers Income	0	195	360	165			54.2%	
1160 Mortuary Rent Income	164	2,394	2,500	106			95.8%	
1161 Chapel Hire	0	275	150	(125)			183.3%	
Cemetery & Buildings :- Income	164	14,428	16,510	2,082			87.4%	0
4000 Staff Salaries	0	37,451	40,980	3,529		3,529	91.4%	
4001 Agency Cover	0	8,055	2,000	(6,055)		(6,055)	402.8%	
4018 National Insurance	0	(0)	0	0		0	0.0%	
4019 Pension	0	(1)	0	1		1	0.0%	
4110 Rates	0	2,800	3,169	369		369	88.4%	
4115 Water	15	150	100	(50)		(50)	150.3%	
4122 Electricity	26	411	1,000	589		589	41.1%	
4150 Cleaning	30	30	250	220		220	11.9%	
4170 Maintenance	0	2,702	2,500	(202)		(202)	108.1%	1,495
4181 CCTV Maintenance Contract	0	0	95	95		95	0.0%	
4183 Memorial Board	0	1,077	1,000	(77)		(77)	107.7%	
4200 New Equipment	60	130	1,100	970		970	11.8%	
4201 Equipment Hire	0	0	500	500		500	0.0%	
4206 Grounds Maintenance	0	3,078	2,200	(878)		(878)	139.9%	3,078
4223 Perimeter Wall Repairs	0	0	2,000	2,000		2,000	0.0%	
4225 Skip Hire	220	1,980	1,760	(220)		(220)	112.5%	
4227 Memorial Testing	0	3,119	1,000	(2,119)		(2,119)	311.9%	
4250 Tree Works/Property Maintenanc	76	494	600	106		106	82.4%	
4300 Vehicle Repair	0	577	1,000	423		423	57.7%	
4330 Fuel	77	1,200	1,000	(200)		(200)	120.0%	

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4340 Insurance, Tax & MOT	0	1,066	1,000	(66)		(66)	106.6%	
4415 Office Support & Equipment	0	0	0	(0)		(0)	0.0%	
4416 Equipment Maintenance	213	946	2,000	1,054		1,054	47.3%	
4433 Card Machine rental	0	25	0	(25)		(25)	0.0%	
4592 PPE/Health & Safety	0	89	500	411		411	17.9%	
4594 Cemetery Mapping	0	0	375	375		375	0.0%	
Cemetery & Buildings :- Indirect Expenditure	717	65,381	66,129	748	0	748	98.9%	4,573
Net Income over Expenditure	(553)	(50,952)	(49,619)	1,333				
6000 plus Transfers from EMR	0	4,573	0	(4,573)				
Movement to/(from) Gen Reserve	(553)	(46,379)	(49,619)	(3,240)				
103 Grounds Maintenance								
4000 Staff Salaries	1,660	30,094	32,030	1,936		1,936	94.0%	
4018 National Insurance	0	0	0	(0)		(0)	0.0%	
4019 Pension	0	(1)	0	1		1	0.0%	
Grounds Maintenance :- Indirect Expenditure	1,660	30,094	32,030	1,936	0	1,936	94.0%	0
Net Expenditure	(1,660)	(30,094)	(32,030)	(1,936)				
105 Painted Room								
1450 Painted Room Sales Income	210	2,543	1,000	(1,543)			254.3%	
1451 Painted Room Donations Income	461	5,555	3,000	(2,555)			185.2%	
Painted Room :- Income	671	8,098	4,000	(4,098)			202.4%	0
4000 Staff Salaries	3,544	28,639	8,500	(20,139)		(20,139)	336.9%	
4018 National Insurance	0	0	0	(0)		(0)	0.0%	
4019 Pension	0	(0)	0	0		0	0.0%	
4150 Cleaning	(16)	(16)	0	16		16	0.0%	
4170 Maintenance	0	0	1,100	1,100		1,100	0.0%	
4205 Grounds Maintenance (Contract)	0	337	0	(337)		(337)	0.0%	
4429 UKSPF Funding	3,032	3,975	0	(3,975)		(3,975)	0.0%	
4430 Advertising	0	535	800	265		265	66.9%	
4433 Card Machine rental	40	440	600	160		160	73.3%	
4434 Music Licence	0	167	500	333		333	33.3%	
4700 Stock Purchase	0	1,017	550	(467)		(467)	185.0%	
Painted Room :- Indirect Expenditure	6,600	35,094	12,050	(23,044)	0	(23,044)	291.2%	0
Net Income over Expenditure	(5,928)	(26,997)	(8,050)	18,947				

		Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>106</u>	<u>Bye Street Toilets</u>								
4122	Electricity	225	225	0	(225)		(225)	0.0%	
4205	Grounds Maintenance (Contract)	673	673	0	(673)		(673)	0.0%	
	Bye Street Toilets :- Indirect Expenditure	899	899	0	(899)	0	(899)		0
	Net Expenditure	(899)	(899)	0	899				
<u>107</u>	<u>Town Promotion</u>								
4703	Promotional Material	0	0	3,000	3,000		3,000	0.0%	
4704	Tourism/ Town Plan Projects	450	592	5,000	4,408		4,408	11.8%	
4705	Signage	0	115	3,000	2,885		2,885	3.8%	
	Town Promotion :- Indirect Expenditure	450	707	11,000	10,293	0	10,293	6.4%	0
	Net Expenditure	(450)	(707)	(11,000)	(10,293)				
<u>108</u>	<u>Amenity Areas</u>								
4122	Electricity	207	1,153	1,200	47		47	96.1%	
4200	New Equipment	0	0	200	200		200	0.0%	
4204	Dog Hill Wood Management Plan/	0	565	1,000	435		435	56.5%	
4205	Grounds Maintenance (Contract)	2,240	4,934	4,540	(394)		(394)	108.7%	
4208	Dog Hill Wood Maintenance	0	337	0	(337)		(337)	0.0%	
4210	Dog Hill Wood Coppicing	0	0	1,000	1,000		1,000	0.0%	
4228	General Tree works	250	2,480	2,000	(480)		(480)	124.0%	
4239	Bye St Toilets	0	553	0	(553)		(553)	0.0%	500
4252	General Park Maintenance	0	0	1,000	1,000		1,000	0.0%	
	Amenity Areas :- Indirect Expenditure	2,697	10,022	10,940	918	0	918	91.6%	500
	Net Expenditure	(2,697)	(10,022)	(10,940)	(918)				
6000	plus Transfers from EMR	0	500	0	(500)				
	Movement to/(from) Gen Reserve	(2,697)	(9,522)	(10,940)	(1,418)				
<u>109</u>	<u>Masefield Matters</u>								
1020	National Heritage Funding	0	111,110	0	(111,110)			0.0%	
	Masefield Matters :- Income	0	111,110	0	(111,110)				0
4000	Staff Salaries	1,993	3,985	0	(3,985)		(3,985)	0.0%	
4902	New Staff	0	3,144	0	(3,144)		(3,144)	0.0%	
4903	Professional Fees	872	872	0	(872)		(872)	0.0%	
4906	Event Costs	0	210	0	(210)		(210)	0.0%	
4907	Equipment and Materials	161	1,518	0	(1,518)		(1,518)	0.0%	
	Masefield Matters :- Indirect Expenditure	3,026	9,729	0	(9,729)	0	(9,729)		0
	Net Income over Expenditure	(3,026)	101,381	0	(101,381)				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
110 Recreation Ground								
4175 CCTV Maintenance	0	489	0	(489)		(489)	0.0%	
4205 Grounds Maintenance (Contract)	200	10,187	9,354	(833)		(833)	108.9%	
4206 Grounds Maintenance	0	(0)	0	0		0	0.0%	
4224 Wheely Bins Refuse Collection	0	66	1,000	934		934	6.6%	
4229 Street Light Maintenance	0	0	500	500		500	0.0%	
4230 ROSPA Reports	0	0	75	75		75	0.0%	
4235 Play Equipment-New	0	0	10,000	10,000		10,000	0.0%	
4236 Play Equipment Maintenance	0	952	5,000	4,048		4,048	19.0%	
4237 Skate Park Maintenance	0	0	1,500	1,500		1,500	0.0%	
4238 Youth Shelter Maintenance	0	0	1,000	1,000		1,000	0.0%	
Recreation Ground :- Indirect Expenditure	200	11,694	28,429	16,735	0	16,735	41.1%	0
Net Expenditure	(200)	(11,694)	(28,429)	(16,735)				
115 Town Centre Decorations								
1270 Christmas Lights Event	0	15	1,000	985			1.5%	
Town Centre Decorations :- Income	0	15	1,000	985			1.5%	0
4122 Electricity	0	832	0	(832)		(832)	0.0%	
4640 Christmas Lights & Install	0	15,000	15,000	0		0	100.0%	
4650 Ledbury In Bloom	0	3,504	4,000	496		496	87.6%	
Town Centre Decorations :- Indirect Expenditure	0	19,335	19,000	(335)	0	(335)	101.8%	0
Net Income over Expenditure	0	(19,320)	(18,000)	1,320				
118 Minor Infrastructure								
1289 War Memorial Refund	278	3,333	3,333	(0)			100.0%	
Minor Infrastructure :- Income	278	3,333	3,333	(0)			100.0%	0
4176 CCTV Link to Hereford	2,713	13,085	11,275	(1,810)		(1,810)	116.1%	
4218 War Memorial Cleaning	0	0	1,000	1,000		1,000	0.0%	
4233 Gazebos	0	493	0	(493)		(493)	0.0%	
4276 External power supply -High St	214	1,084	120	(964)		(964)	903.7%	
4280 Station Telephone Kiosk	0	0	500	500		500	0.0%	
4285 Defibrillator Maintenance	0	339	350	11		11	96.9%	
Minor Infrastructure :- Indirect Expenditure	2,927	15,002	13,245	(1,757)	0	(1,757)	113.3%	0
Net Income over Expenditure	(2,649)	(11,668)	(9,912)	1,756				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
120 Non-Statutory Services								
1460 Ceremony Room Income	1,659	7,429	2,200	(5,229)			337.7%	
Non-Statutory Services :- Income	1,659	7,429	2,200	(5,229)			337.7%	0
4020 Cleaning	0	38	500	462		462	7.5%	
4110 Rates	0	171	0	(171)		(171)	0.0%	
4430 Advertising	0	142	500	358		358	28.3%	
Non-Statutory Services :- Indirect Expenditure	0	350	1,000	650	0	650	35.0%	0
Net Income over Expenditure	1,659	7,078	1,200	(5,878)				
125 Green Spaces Maintenance								
1710 Lengthsman (basic) Income	0	3,168	0	(3,168)			0.0%	
Green Spaces Maintenance :- Income	0	3,168	0	(3,168)				0
4013 Devolved Services	104	737	1,000	263		263	73.7%	
4014 Lengthsman Scheme/P3 Scheme	792	2,376	3,000	624		624	79.2%	
4015 P3 scheme	0	316	0	(316)		(316)	0.0%	
Green Spaces Maintenance :- Indirect Expenditure	896	3,429	4,000	571	0	571	85.7%	0
Net Income over Expenditure	(896)	(261)	(4,000)	(3,739)				
127 Services and Events								
1271 Event Sponsorship	0	469	0	(469)			0.0%	
1272 Climate Change Income	0	65	0	(65)			0.0%	
1273 Event Income	5,401	8,939	0	(8,939)			0.0%	
1471 Dog Poop Bags	126	653	500	(153)			130.6%	
Services and Events :- Income	5,527	10,126	500	(9,626)			2025.1%	0
4171 PAT Testing	(10)	(10)	0	10		10	0.0%	
4271 Dog Bags	261	722	700	(22)		(22)	103.2%	
4444 Petty Cash	0	8	0	(8)		(8)	0.0%	
4595 Climate Change	0	426	2,000	1,574		1,574	21.3%	
4600 Town Crier/Fees & Subs	0	347	500	153		153	69.4%	
4601 Town Crier/Uniforms	0	0	500	500		500	0.0%	
4605 Events Barriers	0	0	100	100		100	0.0%	
4607 Events	6,494	17,112	8,000	(9,112)		(9,112)	213.9%	350
4850 Poppy Wreath	0	53	20	(33)		(33)	262.5%	
Services and Events :- Indirect Expenditure	6,745	18,658	11,820	(6,838)	0	(6,838)	157.9%	350
Net Income over Expenditure	(1,218)	(8,532)	(11,320)	(2,788)				
6000 plus Transfers from EMR	0	350	0	(350)				
Movement to/(from) Gen Reserve	(1,218)	(8,182)	(11,320)	(3,138)				

		Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>201</u>	<u>Market House</u>								
1030	Market House Income	0	1,167	1,100	(67)			106.1%	
	Market House :- Income	0	1,167	1,100	(67)			106.1%	0
4110	Rates	271	664	1,760	1,096		1,096	37.7%	
4115	Water	0	0	100	100		100	0.0%	
4122	Electricity	148	1,121	1,600	479		479	70.0%	
4150	Cleaning	0	0	100	100		100	0.0%	
4170	Maintenance	0	5,270	5,000	(270)		(270)	105.4%	5,000
	Market House :- Indirect Expenditure	419	7,055	8,560	1,505	0	1,505	82.4%	5,000
	Net Income over Expenditure	(419)	(5,888)	(7,460)	(1,572)				
6000	plus Transfers from EMR	0	5,000	0	(5,000)				
	Movement to/(from) Gen Reserve	(419)	(888)	(7,460)	(6,572)				
<u>202</u>	<u>Town Council Offices</u>								
4021	Rubbish Collection	121	475	1,000	525		525	47.5%	
4110	Rates	696	8,357	7,277	(1,080)		(1,080)	114.8%	
4115	Water	24	853	590	(263)		(263)	144.6%	
4116	Confidential Waste - Shredding	83	968	780	(188)		(188)	124.1%	
4122	Electricity	3,854	18,028	10,000	(8,028)		(8,028)	180.3%	
4150	Cleaning	644	3,685	2,500	(1,185)		(1,185)	147.4%	
4155	Housekeeping	15	296	500	204		204	59.2%	
4160	Window Cleaning	0	0	250	250		250	0.0%	
4170	Maintenance	34	7,716	3,300	(4,416)		(4,416)	233.8%	1,823
4171	PAT Testing	0	0	250	250		250	0.0%	
4179	Quinquennial Works	0	0	2,000	2,000		2,000	0.0%	
4185	Alarms	0	5,700	4,620	(1,080)		(1,080)	123.4%	
4416	Equipment Maintenance	99	182	0	(182)		(182)	0.0%	
4444	Petty Cash	0	36	0	(36)		(36)	0.0%	
	Town Council Offices :- Indirect Expenditure	5,570	46,296	33,067	(13,229)	0	(13,229)	140.0%	1,823
	Net Expenditure	(5,570)	(46,296)	(33,067)	13,229				
6000	plus Transfers from EMR	0	1,823	0	(1,823)				
	Movement to/(from) Gen Reserve	(5,570)	(44,474)	(33,067)	11,407				
<u>210</u>	<u>Civic Matters</u>								
4444	Petty Cash	0	58	0	(58)		(58)	0.0%	
4501	Mayor's Hospitality	22	105	1,100	995		995	9.5%	
4529	Civic Insignia	0	145	400	255		255	36.3%	

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4531 Roll of Honour	0	15	50	35		35	30.0%	
4532 Flag Pole	177	193	132	(61)		(61)	145.8%	
4535 Civic Hospitality	7	158	1,100	942		942	14.4%	
Civic Matters :- Indirect Expenditure	206	674	2,782	2,108	0	2,108	24.2%	0
Net Expenditure	(206)	(674)	(2,782)	(2,108)				
<u>214 Grants with Powers</u>								
1718 October Fair Donation Income	0	2,250	2,250	0			100.0%	
1724 Shop Front Contribution	0	4,068	0	(4,068)			0.0%	
Grants with Powers :- Income	0	6,318	2,250	(4,068)			280.8%	0
4800 Barrett Browning Clock	27	809	850	41		41	95.2%	
4805 Citizens Advice Worcs	0	5,000	0	(5,000)		(5,000)	0.0%	
4809 John Masefield Mem Project	0	164	0	(164)		(164)	0.0%	
4827 Community Action Ledbury	0	12,000	12,000	0		0	100.0%	
4875 Distinguished Citizen Awards	0	55	250	195		195	21.9%	
4876 October Fair Expenditure	0	(564)	500	1,064		1,064	(112.8%)	
4890 Unspecified Grants	800	17,560	19,650	2,090		2,090	89.4%	
4891 Age Uk Hereford Localities	0	4,000	4,000	0		0	100.0%	
4892 Dream Your Future	0	1,500	1,500	0		0	100.0%	
4893 Ledbury Food Bank	0	6,500	2,500	(4,000)		(4,000)	260.0%	
4894 Ledbury Methodist Church	0	1,350	1,350	0		0	100.0%	
4896 Winter of Well Being	0	1,500	0	(1,500)		(1,500)	0.0%	
4897 LEAF	0	10,440	10,440	0		0	100.0%	
4898 Ledbury Carnival	0	0	3,500	3,500		3,500	0.0%	
4900 Buses 4 Us	0	16,000	16,000	0		0	100.0%	
4901 John Masefield Memorial Projec	34	5,761	10,850	5,089		5,089	53.1%	
Grants with Powers :- Indirect Expenditure	861	82,075	83,390	1,315	0	1,315	98.4%	0
Net Income over Expenditure	(861)	(75,757)	(81,140)	(5,383)				
<u>220 Finance and General Purposes</u>								
1870 Bank Interest Received Income	796	11,415	6,000	(5,415)			190.3%	
1900 Precept Income	0	682,400	682,400	0			100.0%	
1902 Western Power WayLeave	0	126	126	0			100.0%	
Finance and General Purposes :- Income	796	693,941	688,526	(5,415)			100.8%	0
4115 Water	0	(100)	0	100		100	0.0%	
4130 Insurance	0	18,872	19,000	128		128	99.3%	
4430 Advertising	8	817	1,000	183		183	81.7%	
4433 Card Machine rental	35	395	600	205		205	65.8%	

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4460 Subscriptions	367	3,695	5,000	1,305		1,305	73.9%	
4483 ICT Services & Software Lease	0	25	0	(25)		(25)	0.0%	
4550 Bank Charges	26	465	500	35		35	93.0%	
4551 Data Protection	39	39	500	461		461	7.8%	
4579 Audit Internal	0	375	2,500	2,125		2,125	15.0%	
4580 Audit External	0	1,680	3,000	1,320		1,320	56.0%	
4590 Professional Services	2,763	21,871	10,000	(11,871)		(11,871)	218.7%	
4592 PPE/Health & Safety	97	114	500	386		386	22.8%	
Finance and General Purposes :- Indirect Expenditure	3,335	48,249	42,600	(5,649)	0	(5,649)	113.3%	0
Net Income over Expenditure	(2,538)	645,692	645,926	234				
<u>225 Councillors/Newsletter</u>								
4420 Newsletter	0	0	500	500		500	0.0%	
4500 Town Mayors Expenses	20	1,039	1,000	(39)		(39)	103.9%	
4502 Mayor's Advertising	0	786	500	(286)		(286)	157.3%	
4520 Councillors Expenses	0	38	500	462		462	7.7%	
4525 Councillors Training	75	118	1,500	1,382		1,382	7.9%	
4540 Election Expenses	0	0	500	500		500	0.0%	
4550 Bank Charges	0	66	0	(66)		(66)	0.0%	
Councillors/Newsletter :- Indirect Expenditure	95	2,048	4,500	2,452	0	2,452	45.5%	0
Net Expenditure	(95)	(2,048)	(4,500)	(2,452)				
<u>230 Management and Payroll</u>								
1021 Apprentice Income	0	1,000	0	(1,000)			0.0%	
Management and Payroll :- Income	0	1,000	0	(1,000)				0
4000 Staff Salaries	28,608	292,978	283,447	(9,531)		(9,531)	103.4%	
4001 Agency Cover	1,044	16,904	8,000	(8,904)		(8,904)	211.3%	
4018 National Insurance	0	0	0	(0)		(0)	0.0%	
4019 Pension	0	0	0	(0)		(0)	0.0%	
4050 Staff Training	635	6,338	4,000	(2,338)		(2,338)	158.4%	
4051 Officers Travel/Conference/Sub	7	1,974	1,500	(474)		(474)	131.6%	
4444 Petty Cash	0	5	0	(5)		(5)	0.0%	
Management and Payroll :- Indirect Expenditure	30,293	318,199	296,947	(21,252)	0	(21,252)	107.2%	0
Net Income over Expenditure	(30,293)	(317,199)	(296,947)	20,252				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
235 Office Facilities & Equipment								
1036 Photocopier Printing	0	22	0	(22)			0.0%	
1470 Photocopies Income	0	22	0	(22)			0.0%	
Office Facilities & Equipment :- Income	0	45	0	(45)				0
4001 Agency Cover	0	(0)	0	0		0	0.0%	
4155 Housekeeping	0	19	0	(19)		(19)	0.0%	
4170 Maintenance	0	315	1,650	1,335		1,335	19.1%	
4400 Stationery	334	4,961	4,800	(161)		(161)	103.4%	
4405 Photocopier Hire	506	2,531	3,280	749		749	77.2%	
4410 Photocopier Costs	0	2,141	0	(2,141)		(2,141)	0.0%	
4415 Office Support & Equipment	1,037	5,502	2,500	(3,002)		(3,002)	220.1%	
4444 Petty Cash	(201)	229	0	(229)		(229)	0.0%	
Office Facilities & Equipment :- Indirect Expenditure	1,677	15,698	12,230	(3,468)	0	(3,468)	128.4%	0
Net Income over Expenditure	(1,677)	(15,654)	(12,230)	3,424				
301 Planning/Economic Development								
1034 Tourist Information Centre	11	307	100	(207)			307.1%	
1090 Charter Market Income	3,744	9,999	5,500	(4,499)			181.8%	
1460 Ceremony Room Income	565	565	0	(565)			0.0%	
1471 Dog Poop Bags	0	7	0	(7)			0.0%	
Planning/Economic Development :- Income	4,320	10,878	5,600	(5,278)			194.3%	0
4543 Neighbourhood Plan	0	0	1,000	1,000		1,000	0.0%	
4546 Traffic Management	0	4,813	2,000	(2,813)		(2,813)	240.6%	3,249
4549 Charter Market improvements	0	315	2,000	1,685		1,685	15.8%	
4553 Tourist Information Centre	0	193	1,000	808		808	19.3%	
4554 Charter Market Strategy	0	0	5,500	5,500		5,500	0.0%	
Planning/Economic Development :- Indirect Expenditure	0	5,321	11,500	6,179	0	6,179	46.3%	3,249
Net Income over Expenditure	4,320	5,558	(5,900)	(11,458)				
6000 plus Transfers from EMR	0	3,249	0	(3,249)				
Movement to/(from) Gen Reserve	4,320	8,806	(5,900)	(14,706)				
302 Special Projects								
4432 Phone Box	9	59	0	(59)		(59)	0.0%	50
Special Projects :- Indirect Expenditure	9	59	0	(59)	0	(59)		50
Net Expenditure	(9)	(59)	0	59				
6000 plus Transfers from EMR	0	50	0	(50)				
Movement to/(from) Gen Reserve	(9)	(9)	0	9				

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>401 Full Council</u>								
4400 Stationery	0	7	0	(7)		(7)	0.0%	
4444 Petty Cash	0	43	0	(43)		(43)	0.0%	
4455 Postage	7	648	300	(348)		(348)	216.0%	
4480 ICT-Computers	0	2,209	1,000	(1,209)		(1,209)	220.9%	1,140
4481 Telephones	396	6,330	5,400	(930)		(930)	117.2%	
4482 Website	216	4,186	3,000	(1,186)		(1,186)	139.5%	
4483 ICT Services & Software Lease	761	9,747	5,350	(4,397)		(4,397)	182.2%	
Full Council :- Indirect Expenditure	1,380	23,168	15,050	(8,118)	0	(8,118)	153.9%	1,140
Net Expenditure	(1,380)	(23,168)	(15,050)	8,118				
6000 plus Transfers from EMR	0	1,140	0	(1,140)				
Movement to/(from) Gen Reserve	(1,380)	(22,028)	(15,050)	6,978				
Grand Totals:- Income	13,415	871,056	725,019	(146,037)			120.1%	
Expenditure	71,228	770,527	725,019	(45,508)	0	(45,508)	106.3%	
Net Income over Expenditure	(57,813)	100,530	0	(100,530)				
plus Transfers from EMR	0	16,684	0	(16,684)				
Movement to/(from) Gen Reserve	(57,813)	117,214	0	(117,214)				

Account Number Order

<u>A/c Code</u>	<u>Account Name</u>	<u>Centre</u>	<u>Centre Name</u>	<u>Debit</u>	<u>Credit</u>
120	Vat Due			8,013.85	
150	Stock			1,727.69	
200	Lloyds A/c (235) (Bus Ext)			19,059.48	
202	Premier A/c (736) Comm Call			162,063.23	
203	Public Sector Deposit Fund			170,879.68	
215	Petty Cash			141.42	
310	General Fund				79,263.05
324	EMR - Listed Buildings				106,855.97
331	EMR - Advertising				5,000.00
335	EMR - Amenity & Public Spaces				35,431.67
336	EMR - Community Projects				15,701.35
500	Creditors				2,687.24
530	Accruals & Other Creditors				872.00
1020	National Heritage Funding	109	Masefield Matters		111,110.00
1021	Apprentice Income	230	Management and Payroll		1,000.00
1030	Market House Income	201	Market House		1,167.00
1034	Tourist Information Centre	301	Planning/Economic Development		307.06
1036	Photocopier Printing	235	Office Facilities & Equipment		22.32
1090	Charter Market Income	301	Planning/Economic Development		9,999.35
1100	Cemetery Interment Income	102	Cemetery & Buildings		9,411.50
1105	Exclusive Right of Burial	102	Cemetery & Buildings		304.00
1130	Cemetery Memorial Permit Income	102	Cemetery & Buildings		1,848.50
1131	Cemetery Deed Transfers Income	102	Cemetery & Buildings		195.00
1160	Mortuary Rent Income	102	Cemetery & Buildings		2,394.37
1161	Chapel Hire	102	Cemetery & Buildings		275.00
1270	Christmas Lights Event	115	Town Centre Decorations		15.00
1271	Event Sponsorship	127	Services and Events		469.00
1272	Climate Change Income	127	Services and Events		65.00
1273	Event Income	127	Services and Events		8,938.80
1289	War Memorial Refund	118	Minor Infrastructure		3,333.36
1450	Painted Room Sales Income	105	Painted Room		2,543.27
1451	Painted Room Donations Income	105	Painted Room		5,554.53
1460	Ceremony Room Income	120	Non-Statutory Services		7,428.50
1460	Ceremony Room Income	301	Planning/Economic Development		565.00
1470	Photocopies Income	235	Office Facilities & Equipment		22.20
1471	Dog Poop Bags	127	Services and Events		652.94
1471	Dog Poop Bags	301	Planning/Economic Development		7.00
1710	Lengthsman (basic) Income	125	Green Spaces Maintenance		3,168.00
1718	October Fair Donation Income	214	Grants with Powers		2,250.00
1724	Shop Front Contribution	214	Grants with Powers		4,068.34
1870	Bank Interest Received Income	220	Finance and General Purposes		11,415.28
1900	Precept Income	220	Finance and General Purposes		682,400.00

Account Number Order

A/c Code	Account Name	Centre	Centre Name	Debit	Credit
1902	Western Power WayLeave	220	Finance and General Purposes		125.95
4000	Staff Salaries	102	Cemetery & Buildings	37,450.83	
4000	Staff Salaries	103	Grounds Maintenance	30,094.21	
4000	Staff Salaries	105	Painted Room	28,639.32	
4000	Staff Salaries	109	Masefield Matters	3,985.48	
4000	Staff Salaries	230	Management and Payroll	292,977.50	
4001	Agency Cover	102	Cemetery & Buildings	8,055.00	
4001	Agency Cover	230	Management and Payroll	16,903.94	
4001	Agency Cover	235	Office Facilities & Equipment		0.40
4013	Devolved Services	125	Green Spaces Maintenance	736.80	
4014	Lengthsman Scheme/P3 Scheme	125	Green Spaces Maintenance	2,376.00	
4015	P3 scheme	125	Green Spaces Maintenance	316.00	
4018	National Insurance	102	Cemetery & Buildings		0.47
4018	National Insurance	103	Grounds Maintenance	0.29	
4018	National Insurance	105	Painted Room	0.47	
4018	National Insurance	230	Management and Payroll	0.22	
4019	Pension	102	Cemetery & Buildings		1.43
4019	Pension	103	Grounds Maintenance		0.74
4019	Pension	105	Painted Room		0.02
4019	Pension	230	Management and Payroll	0.12	
4020	Cleaning	120	Non-Statutory Services	37.65	
4021	Rubbish Collection	101	Closed Churchyard	0.10	
4021	Rubbish Collection	202	Town Council Offices	474.65	
4050	Staff Training	230	Management and Payroll	6,337.50	
4051	Officers Travel/Conference/Sub	230	Management and Payroll	1,974.32	
4110	Rates	102	Cemetery & Buildings	2,799.94	
4110	Rates	120	Non-Statutory Services	171.00	
4110	Rates	201	Market House	663.96	
4110	Rates	202	Town Council Offices	8,357.01	
4115	Water	102	Cemetery & Buildings	150.35	
4115	Water	202	Town Council Offices	853.25	
4115	Water	220	Finance and General Purposes		99.82
4116	Confidential Waste - Shredding	202	Town Council Offices	967.84	
4122	Electricity	101	Closed Churchyard	28.98	
4122	Electricity	102	Cemetery & Buildings	411.14	
4122	Electricity	106	Bye Street Toilets	225.44	
4122	Electricity	108	Amenity Areas	1,152.66	
4122	Electricity	115	Town Centre Decorations	831.60	
4122	Electricity	201	Market House	1,120.76	
4122	Electricity	202	Town Council Offices	18,028.12	
4130	Insurance	220	Finance and General Purposes	18,872.22	
4150	Cleaning	102	Cemetery & Buildings	29.81	

Account Number Order

A/c Code	Account Name	Centre	Centre Name	Debit	Credit
4150	Cleaning	105	Painted Room		16.00
4150	Cleaning	202	Town Council Offices	3,684.91	
4155	Housekeeping	202	Town Council Offices	295.97	
4155	Housekeeping	235	Office Facilities & Equipment	19.07	
4170	Maintenance	102	Cemetery & Buildings	2,702.31	
4170	Maintenance	201	Market House	5,270.00	
4170	Maintenance	202	Town Council Offices	7,716.33	
4170	Maintenance	235	Office Facilities & Equipment	315.48	
4171	PAT Testing	127	Services and Events		10.00
4175	CCTV Maintenance	110	Recreation Ground	489.25	
4176	CCTV Link to Hereford	118	Minor Infrastructure	13,084.90	
4183	Memorial Board	102	Cemetery & Buildings	1,077.07	
4185	Alarms	202	Town Council Offices	5,700.22	
4200	New Equipment	102	Cemetery & Buildings	130.02	
4204	Dog Hill Wood Management Plan/	108	Amenity Areas	565.00	
4205	Grounds Maintenance (Contract)	101	Closed Churchyard	452.08	
4205	Grounds Maintenance (Contract)	105	Painted Room	336.66	
4205	Grounds Maintenance (Contract)	106	Bye Street Toilets	673.32	
4205	Grounds Maintenance (Contract)	108	Amenity Areas	4,934.28	
4205	Grounds Maintenance (Contract)	110	Recreation Ground	10,187.00	
4206	Grounds Maintenance	102	Cemetery & Buildings	3,078.33	
4206	Grounds Maintenance	110	Recreation Ground		0.01
4208	Dog Hill Wood Maintenance	108	Amenity Areas	336.66	
4224	Wheely Bins Refuse Collection	101	Closed Churchyard	330.77	
4224	Wheely Bins Refuse Collection	110	Recreation Ground	65.96	
4225	Skip Hire	102	Cemetery & Buildings	1,980.00	
4227	Memorial Testing	101	Closed Churchyard	480.00	
4227	Memorial Testing	102	Cemetery & Buildings	3,119.22	
4228	General Tree works	108	Amenity Areas	2,480.00	
4233	Gazebos	118	Minor Infrastructure	493.33	
4236	Play Equipment Maintenance	110	Recreation Ground	952.08	
4239	Bye St Toilets	108	Amenity Areas	553.00	
4250	Tree Works/Property Maintenanc	102	Cemetery & Buildings	494.25	
4271	Dog Bags	127	Services and Events	722.44	
4276	External power supply -High St	118	Minor Infrastructure	1,084.43	
4285	Defibrillator Maintenance	118	Minor Infrastructure	339.00	
4300	Vehicle Repair	102	Cemetery & Buildings	577.39	
4330	Fuel	102	Cemetery & Buildings	1,199.65	
4340	Insurance, Tax & MOT	102	Cemetery & Buildings	1,066.11	
4400	Stationery	235	Office Facilities & Equipment	4,961.42	
4400	Stationery	401	Full Council	6.87	
4405	Photocopier Hire	235	Office Facilities & Equipment	2,530.71	

Account Number Order

<u>A/c Code</u>	<u>Account Name</u>	<u>Centre</u>	<u>Centre Name</u>	<u>Debit</u>	<u>Credit</u>
4410	Photocopier Costs	235	Office Facilities & Equipment	2,140.98	
4415	Office Support & Equipment	102	Cemetery & Buildings	0.38	
4415	Office Support & Equipment	235	Office Facilities & Equipment	5,501.57	
4416	Equipment Maintenance	102	Cemetery & Buildings	946.37	
4416	Equipment Maintenance	202	Town Council Offices	181.73	
4429	UKSPF Funding	105	Painted Room	3,975.18	
4430	Advertising	105	Painted Room	535.00	
4430	Advertising	120	Non-Statutory Services	141.70	
4430	Advertising	220	Finance and General Purposes	817.23	
4432	Phone Box	302	Special Projects	59.11	
4433	Card Machine rental	102	Cemetery & Buildings	25.00	
4433	Card Machine rental	105	Painted Room	439.75	
4433	Card Machine rental	220	Finance and General Purposes	395.00	
4434	Music Licence	105	Painted Room	166.71	
4444	Petty Cash	127	Services and Events	7.96	
4444	Petty Cash	202	Town Council Offices	36.21	
4444	Petty Cash	210	Civic Matters	58.45	
4444	Petty Cash	230	Management and Payroll	5.00	
4444	Petty Cash	235	Office Facilities & Equipment	229.21	
4444	Petty Cash	401	Full Council	42.96	
4455	Postage	401	Full Council	648.10	
4460	Subscriptions	220	Finance and General Purposes	3,694.66	
4480	ICT-Computers	401	Full Council	2,208.56	
4481	Telephones	401	Full Council	6,329.53	
4482	Website	401	Full Council	4,185.60	
4483	ICT Services & Software Lease	220	Finance and General Purposes	25.00	
4483	ICT Services & Software Lease	401	Full Council	9,746.69	
4500	Town Mayors Expenses	225	Councillors/Newsletter	1,038.74	
4501	Mayor's Hospitality	210	Civic Matters	104.61	
4502	Mayor's Advertising	225	Councillors/Newsletter	786.49	
4520	Councillors Expenses	225	Councillors/Newsletter	38.36	
4525	Councillors Training	225	Councillors/Newsletter	118.37	
4529	Civic Insignia	210	Civic Matters	145.00	
4531	Roll of Honour	210	Civic Matters	15.00	
4532	Flag Pole	210	Civic Matters	192.50	
4535	Civic Hospitality	210	Civic Matters	157.95	
4546	Traffic Management	301	Planning/Economic Development	4,812.87	
4549	Charter Market improvements	301	Planning/Economic Development	315.32	
4550	Bank Charges	220	Finance and General Purposes	465.22	
4550	Bank Charges	225	Councillors/Newsletter	66.06	
4551	Data Protection	220	Finance and General Purposes	39.17	
4553	Tourist Information Centre	301	Planning/Economic Development	192.50	

Account Number Order

A/c Code	Account Name	Centre	Centre Name	Debit	Credit
4579	Audit Internal	220	Finance and General Purposes	375.25	
4580	Audit External	220	Finance and General Purposes	1,680.00	
4590	Professional Services	220	Finance and General Purposes	21,870.98	
4592	PPE/Health & Safety	102	Cemetery & Buildings	89.27	
4592	PPE/Health & Safety	220	Finance and General Purposes	114.09	
4595	Climate Change	127	Services and Events	425.94	
4600	Town Crier/Fees & Subs	127	Services and Events	346.80	
4607	Events	127	Services and Events	17,112.43	
4640	Christmas Lights & Install	115	Town Centre Decorations	15,000.00	
4650	Ledbury In Bloom	115	Town Centre Decorations	3,503.52	
4700	Stock Purchase	105	Painted Room	1,017.35	
4704	Tourism/ Town Plan Projects	107	Town Promotion	591.72	
4705	Signage	107	Town Promotion	115.00	
4800	Barrett Browning Clock	214	Grants with Powers	808.82	
4805	Citizens Advice Worcs	214	Grants with Powers	5,000.00	
4809	John Masefield Mem Project	214	Grants with Powers	164.34	
4827	Community Action Ledbury	214	Grants with Powers	12,000.00	
4850	Poppy Wreath	127	Services and Events	52.50	
4875	Distinguished Citizen Awards	214	Grants with Powers	54.79	
4876	October Fair Expenditure	214	Grants with Powers		563.96
4890	Unspecified Grants	214	Grants with Powers	17,560.48	
4891	Age Uk Hereford Localities	214	Grants with Powers	4,000.00	
4892	Dream Your Future	214	Grants with Powers	1,500.00	
4893	Ledbury Food Bank	214	Grants with Powers	6,500.00	
4894	Ledbury Methodist Church	214	Grants with Powers	1,350.00	
4896	Winter of Well Being	214	Grants with Powers	1,500.00	
4897	LEAF	214	Grants with Powers	10,440.00	
4900	Buses 4 Us	214	Grants with Powers	16,000.00	
4901	John Masefield Memorial Projec	214	Grants with Powers	5,760.94	
4902	New Staff	109	Masefield Matters	3,143.91	
4903	Professional Fees	109	Masefield Matters	872.00	
4906	Event Costs	109	Masefield Matters	210.00	
4907	Equipment and Materials	109	Masefield Matters	1,517.63	
5990	Transfer to Reserves			1,140.00	
6000	Transfers from EMR	102	Cemetery & Buildings		4,573.33
6000	Transfers from EMR	108	Amenity Areas		500.00
6000	Transfers from EMR	127	Services and Events		350.00
6000	Transfers from EMR	201	Market House		5,000.00
6000	Transfers from EMR	202	Town Council Offices		1,822.50
6000	Transfers from EMR	301	Planning/Economic Development		3,248.67
6000	Transfers from EMR	302	Special Projects		49.98
6000	Transfers from EMR	401	Full Council		1,140.00

Date : 09/05/2025

Ledbury Town Council Current Year

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Time: 13:39

Trial Balance for Month No: 12

User : SAE

Account Number Order

<u>A/c Code</u>	<u>Account Name</u>	<u>Centre</u>	<u>Centre Name</u>	<u>Debit</u>	<u>Credit</u>
Trial Balance Totals :				1,134,244.88	1,134,244.88
Difference				0.00	

<u>A/c</u>	<u>Description</u>	<u>Actual</u>	
	<u>Current Assets</u>		
120	Vat Due	8,014	
150	Stock	1,728	
200	Lloyds A/c (235) (Bus Ext)	19,059	
202	Premier A/c (736) Comm Call	162,063	
203	Public Sector Deposit Fund	170,880	
215	Petty Cash	141	
	Total Current Assets		361,885
	<u>Current Liabilities</u>		
500	Creditors	2,687	
530	Accruals & Other Creditors	872	
	Total Current Liabilities		3,559
	Net Current Assets		358,326
	Total Assets less Current Liabilities		358,326
	<u>Represented by :-</u>		
300	Current Year Fund	99,390	
310	General Fund	95,948	
324	EMR - Listed Buildings	106,856	
331	EMR - Advertising	5,000	
335	EMR - Amenity & Public Spaces	35,432	
336	EMR - Community Projects	15,701	
	Total Equity		358,326

Ledbury Town Council Current Year

Bank - Cash and Investment Reconciliation as at 31 March 2025

<u>Confirmed Bank & Investment Balances</u>			
<u>Bank Statement Balances</u>			
31/03/2025	Lloyds A/C (174)	18,559.48	
31/03/2025	Lloyds A/c (235) (Bus Ext)	500.00	
31/03/2025	Premier A/c (736) Comm Call	162,063.23	
31/03/2025	Public Sector Deposit Fund	170,879.68	
31/03/2025	Petty Cash	141.42	
			352,143.81
<u>Receipts not on Bank Statement</u>			
			0.00
Closing Balance			<u>352,143.81</u>
<u>All Cash & Bank Accounts</u>			
1	Lloyds A/c (235) (Bus Ext)	19,059.48	
3	Premier A/c (736) Comm Call	162,063.23	
4	Public Sector Deposit Fund	170,879.68	
6	Petty Cash	141.42	
	Other Cash & Bank Balances	0.00	
	Total Cash & Bank Balances		<u>352,143.81</u>

Earmarked Reserves

Account	Opening Balance	Net Transfers	Closing Balance
320 Earmarked Reserves	112.92	-112.92	0.00
321 EMR - Recreation Ground Equipm	25,830.00	-25,830.00	0.00
322 EMR - Traffic Management	9,000.00	-9,000.00	0.00
323 EMR - Charter Market Improveme	1,000.00	-1,000.00	0.00
324 EMR - Listed Buildings	93,022.40	13,833.57	106,855.97
325 EMR - Elections	10,000.00	-10,000.00	0.00
326 EMR - Youth Support	5,000.00	-5,000.00	0.00
327 EMR- Play/Skate Park	24,500.00	-24,500.00	0.00
328 EMR - War Memorial	15,656.07	-15,656.07	0.00
329 EMR - Paths, Bins, Benches	2,500.00	-2,500.00	0.00
330 EMR - CCTV	7,355.00	-7,355.00	0.00
331 EMR - Advertising	5,000.00		5,000.00
332 EMR - Climate Change	2,000.00	-2,000.00	0.00
333 EMR - Perimeter Wall Cemetery	15,000.00	-15,000.00	0.00
335 EMR - Amenity & Public Spaces	0.00	35,431.67	35,431.67
336 EMR - Community Projects	0.00	15,701.35	15,701.35
	<u>215,976.39</u>	<u>-52,987.40</u>	<u>162,988.99</u>

FULL COUNCIL	22 MAY 2024	AGENDA ITEM: 12
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Report prepared by Angela Price – Town Clerk

TO REVIEW COUNCIL RESERVES FOR 2024/25

Purpose of Report

The purpose of this report is to ask Members to review the Council's general and earmarked reserves as of 31 March 2025 and make recommendations for movements in relation to those reserves.

Detailed Information

Members will note from the year end documents included in agenda item 11 that at the end of the 2024/25 financial year the Council's total balance brought forward was £358,326, however it should be noted that £101,381 of this total is the Masefield Matters National Lottery Heritage Fund award.

The end of year Earmarked Reserve as of 31 March 2025 is £162,989 and the amount of the General Reserve amounted to £95,948.

The Joint Panel on Accountability and Governance Practitioners Guide (JPAG) (March 2024 edition) (<https://www.dorset-aptc.gov.uk/component/edocman/238-jpag-practitioners-guide-2024/viewdocument/238?Itemid=9999>) 5.31 advises:

“As with any financial entity, it is essential that authorities have sufficient reserves (general and earmarked) to finance both their day-to day operations and future plans.”

It is important, however, given that funds are generated from taxation/public levies, that such reserves are not excessive.” Sections 32 and 43 of the Local Government Finance Act 1992 require local authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. However, there is no specific minimum level of reserves which an authority should hold, and it is the responsibility of the Responsible Financial Officer to advise the Parish Council about the level of reserves and to ensure that there are procedures for their establishment and use.

Officer recommendation would be that Council give consideration to setting up a new Earmarked Reserve for replacement vehicles for use in the cemetery, due to the age of the current van which will need to be replaced within the next few years.

RECOMMENDATION

- 1. That Members give consideration to possible movements to/from the General.**

2. That Members consider a new earmarked reserve for replacement vehicles.

Earmarked Reserves

Account	Opening Balance	Net Transfers	Closing Balance
320 Earmarked Reserves	112.92	-112.92	0.00
321 EMR - Recreation Ground Equipm	25,830.00	-25,830.00	0.00
322 EMR - Traffic Management	9,000.00	-9,000.00	0.00
323 EMR - Charter Market Improveme	1,000.00	-1,000.00	0.00
324 EMR - Listed Buildings	93,022.40	13,833.57	106,855.97
325 EMR - Elections	10,000.00	-10,000.00	0.00
326 EMR - Youth Support	5,000.00	-5,000.00	0.00
327 EMR- Play/Skate Park	24,500.00	-24,500.00	0.00
328 EMR - War Memorial	15,656.07	-15,656.07	0.00
329 EMR - Paths, Bins, Benches	2,500.00	-2,500.00	0.00
330 EMR - CCTV	7,355.00	-7,355.00	0.00
331 EMR - Advertising	5,000.00		5,000.00
332 EMR - Climate Change	2,000.00	-2,000.00	0.00
333 EMR - Perimeter Wall Cemetery	15,000.00	-15,000.00	0.00
335 EMR - Amenity & Public Spaces	0.00	35,431.67	35,431.67
336 EMR - Community Projects	0.00	15,701.35	15,701.35
	<u>215,976.39</u>	<u>-52,987.40</u>	<u>162,988.99</u>

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 14
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Report prepared by Angela Price – Town Clerk

INVOICES FOR PAYMENT – MAY 2025 (INTERIM)

Purpose of Report

The purpose of this report is to provide Members with information to support the invoices for payment for May 2025 (Interim)

Detailed Information

Attached is a list of payments due for payment for February 2025 in the sum of £7362.58 plus VAT and below is a list of explanations in respect of overspends and other queries relevant to those payments.

	Code	Company	Description	Comments
1	210/4535	Ledbury Rugby Club	Civic Hospitality	Large expenditure due to Civic Celebration held in April 2025 which pushed the expenditure into the new financial year – this budget line will be overspent by year end due to the Chairman's Celebration 2025/26 also being held in this financial year
2	102/4001	Steven Large Grounds Works	Cemetery Temp Staff	Overspent due to limited funds for temp staff - Officer recommendation would be to make a virement from 102/4000 – cemetery salaries to 102/4001 – the cemetery groundsman post is not going to be recruited to until the staff review is complete therefore it would be sensible to make this virement as there is a saving on these salaries

Recommendation

1. That the invoices for payment in the sum of £7,362.58 plus VAT be approved.
2. That Members approve the virement from cost centre 102/4000 Cemetery Salaries to 102/4001 Temporary staff, to offset the cost of Grounds contractors at the cemetery until a new groundsman is recruited.

Invoices for May 2025

INVOICE DATE	INVOICE NO	DD/BAC's	COST CENTRE/ NOMINAL CODE	BUDGET FUNDS available	COMPANY	DESCRIPTION	NET AMOUNT	VAT AMOUNT	GROSS AMOUNT	NOTES
03/05/2025	IN13069038	DD	118/4276		npower	Electricity invoice	£90.09	£4.50	£94.59	
07/05/2025	IN13090933	DD	118/4276	£807.50	npower	Electricity invoice	£83.04	£4.15	£87.19	
10/05/2025	131611	DD	401/4483	£10,189.00	OMS	Service Charge	£821.33	£164.27	£985.60	
13/05/2025	KI-1DBC1576-0040	DD	201/4122	£1,000.00	e.on	Ledbury Market House - Electricity	£165.70	£8.28	£173.98	
23/04/2025	DBM8651/25	BACS	105/4170	£387.50	Discover Britian for Groups	Publication Charge	£144.00	£28.80	£172.80	
Apr-24 36		BACS	202/4170	£4,914.67	Ledbury Hardware Limited	Cable extension and pine knobs	£12.64	£3.26	£15.80	
30/04/2025	-	BACS	108/4305 110/4205 110/4236 108/4252	£20,520.02	D M Property Maintenance	Contract Works	£1,608.74		£1,608.74	
30/04/2025	1703	BACS	210/4535	£1,100.00	Pavilion Rooms	Room Hire for Civic Celebration, Buffet, Tablecloths & PA System	£1,076.25	£215.25	£1,291.50	1
13/05/2025	20250513	BACS	210/501	£1,100.00	LEAF	Sustainable VE Day wreath and bouquet	£66.00	£0.00	£66.00	
30/04/2025	202504000005	BACS	102/4330	£1,100.00	P J Nicholls Ltd	Fuel	£71.51	£14.30	£85.81	
06/05/2025	17591	BACS	102/4340	£1,100.00	Spadwick Motors	Ford Ranger MOT - BG08 FDZ	£54.85	£0.00	£54.85	
01/05/2025	S1256003159	BACS	107/4704	£4,920.00	House of Flags	Red. Blue and White Bunting	£205.50	£41.10	£246.60	
08/05/2025	21130	BACS	102/4416	£2,000.00	Ledbury Garden Machinery	Ignition coil and labour	£193.00	£38.60	£231.60	
09/05/2025	3748	BACS	102/4001	£2,000.00	Stephen Large	Maintenance work at Town Cemetery	£2,530.00	£506.00	£3,036.00	2
09/05/2025	GB50104NL8GQ3I	BACS	235/4400		Amazon	A3 60 Pocket Clear Display Book	£9.47	£1.90	£11.37	
09/05/2025	GB50019ECDMPFI	BACS	235/4400		Amazon	A3 Display Book	£9.57	£1.92	£11.49	
09/05/2025	GB5048GXRLZEFI	BACS	235/4400	£3,461.52	Amazon	Visitors Books	£20.89	£4.18	£25.07	
13/05/2025	N/A	BACS	214/4901	£5,761.00	Expenses Claim - Councillor Morris	John Masefield Books from Charity Shop	£200.00	£0.00	£200.00	
						TOTALS	7,362.58	1,036.51	8,398.99	

Signed

Signatory 1

date

Signatory 2

date

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 15
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Report Prepared by Angela Price – Town Clerk

DRAFT EMPLOYER DISCRETION POLICY

Purpose of Report

The purpose of this report is to provide Members with a draft Employer Discretion Policy for consideration and approval, subject to any amendments.

Detailed Information

The Local Government Pension Scheme (LGPS) is a statutory pension scheme the rules for which are laid down under an Act of Parliament. However, the scheme's regulations do allow an employer some flexibility to enhance members' benefits. These discretions typically involve early access to benefits or improving the benefits received by members.

The Local Government Pension Scheme (LGPS) in England and Wales was amended from 1 April 2014. The provisions of the new LGPS together with protections for Member's benefits accrued before 1 April 2014, are now contained in the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 ("**LGPS Transitional Regulations 2014**") (as of 14 May 2018).

Worcestershire Pensions (WPF) recently contacted the Clerk to advise that they do not currently have a Discretionary Policy on record for Ledbury Town Council therefore requesting that one be provided. They also provided the attached leaflet (attached) which gives an overview of what a discretion policy is and why the Fund are required to hold copy.

Following receipt of the email from WPF the Clerk reviewed all the current and past policies and procedures and could not identify whether a discretion policy has previously been created and therefore the attached draft is a new document which incorporates all of the elements required.

Recommendation

Members are requested to give consideration to the attached draft Discretion Policy and provide feedback in respect of possible amendments and subsequently being approved and adopted.

Employers Discretions

What are employer discretions?

As a scheme employer you can decide to how to apply some of the scheme rules when certain events happen. These are your discretions.

Establishing a discretions policy as a scheme employer provides you with the flexibility to manage issues related to LGPS benefits for both current and former employees.

Discretions apply at the time of application and are subject to change, as they are regularly reviewed.

You must have a written policy on how you will apply specific discretions.



When?

The regulations* state that if you were a scheme employer as of 1st April 2014, you had until the end of June 2014 to produce and publish an Employer's Discretion Policy.

For organisations that joined the scheme after 1st April 2014, the policy must be produced and published within 3 months of joining.

***Regulations relating to discretions: Regulation 60 of the LGPS Regulations 2013 (as amended)**

Points to consider

Your Employer Circumstances

The policy should reflect your membership, budgetary constraints, and the nature of your business. Simply replicating another employer's policy may not be suitable for your organisation.

Cost or Affordability

The policy should be affordable and not likely to cause a serious loss of confidence.

Anti-Discriminatory Laws

The policy must comply with anti-discriminatory laws and not be discriminatory in any way

Reminders

*Policy must be in place within 3 months of joining.

*Policy must be sent to the Fund when produced and updated.

*Publish policies for past, current and future members and log dates for changes.

*Review Policy at least every 3 years or if the scheme or circumstances change.

*Consider the impacts e.g. Employers circumstances, costs etc.



Key Employer Discretions

Flexible Retirement

You have discretion to allow flexible retirement for staff aged 55 or over who reduce their working hours and/or pay grade and wish to access their pension benefits. Additionally, you can chose to waive, in whole or in part, the actuarial reduction on benefits paid under flexible retirement.

Switching on the 85-Year Rule

You can decide whether to "switch on" the 85-year rule for members voluntarily drawing on or after age 55 and before 60, except in cases of flexible retirement.

Granting Additional Pension

You can decide whether to grant additional pension to an active member within 6 months of ceasing to be an active member due to redundancy or business effog. Currently up to £8,344 per annum.

Shared Cost Additional Pension Contributions (SCAPCs)

If an active member wishes to purchase extra annual pension by making additional pension contributions, you can choose to voluntarily contribute towards the cost of purchasing that extra pension through a shared Cost Additional Pension Contribution (SCAPC).



LEDBURY TOWN COUNCIL

EMPLOYER DISCRETION POLICY

Drafted: May 2025

Next Review:

1. Overview

The Local Government Pension Scheme (LGPS) in England and Wales was amended from 1 April 2014. The provisions of the new LGPS together with protections for Member's benefits accrued before 1 April 2014, are now contained in the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 ("**LGPS Transitional Regulations 2014**") (as of 14 May 2018).

Therefore, this statement now relates to the application of discretions under:

- a. The **LGPS Regulations 2013**
- b. **LGPS Transitional Regulations 2014**; and
- c. the Local Government Pension Scheme Regulations 1997 ("**LGPS Regulations 1997**") and the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 ("**LGPS Benefits Regulations 2007**"), which continue to have effect in so far as is necessary under *Regulation 3 (Membership before 1 April 2014) of the LGPS Transitional Regulations 2014*.

Ledbury Town Council (the employer) is considered to be a local authority for the purposes of these regulations.

The purpose of this statement is to manage the severance arrangements for employees where voluntary redundancy or early retirement is in the best interest of efficiency of service, whilst giving regard to workability, affordability, and reasonableness.

This policy Statement explains how the Council will exercise the discretions available to it under the regulations. However, the Council will consider each case individually, and in exceptional circumstances may apply a different discretion (particularly where there is no other option to resolve an issue, which is not of the individual's making).

2. Introduction

*Under Regulation 60 (statements of policy about exercise of discretionary functions) of the LGPS Regulations 2013 and paragraph 2(2) of Schedule 2 of the LGPS Transitional Regulations 2014, employers are required to make and publish policy statements n how they will exercise **five specific mandatory discretions**.*

In addition, there are **two further discretions** relevant to employers, which relate to members who left before 1 April 2014. These are under *Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008* (in respect of leavers between 1 April 2008 ad 31 March 2014) and under *Regulation 106 of the LGPS Regulation 1997* (in respect of leavers between 1 April 1998 and 31 March 2008).

3. **Scheme Employer Discretions - Specific discretions under the LGPS Regulations 2013 and the LGPS Transitional Regulations 2014**

Details of the five discretions available are as follows:

3.1 Shared Cost Additional Pension Contribution (SCAPC) – Regulation 16 (2)(e) and 16 (4)(d)

Note: Where an active member pays Additional Pension Contributions by regular or lump sum contribution to purchase extra annual pension, an employer can choose to voluntarily contribute towards the cost of purchasing that extra pension through a SCPAC.

The employer does not consider contributions towards additional pension contributions to be an essential part of its employment strategy. However, **the employer** will consider applications under these specific provisions having regard to **the employer's** general policy from time to time, on the employee pay strategy and the particular circumstances surrounding each case.

It is likely that decisions will be made on the merits of each case having particular regard to factors such as:

- **the employer's** ability to meet the cost of granting such a request; and/or
- the member's personal circumstances.

3.2 Awarding Additional Pension – Regulation 31

*Note: An employer can choose to grant additional pension up to the maximum allowed by the scheme rules provided that the member is active **or** is within 6 months of leaving **for reasons of** redundancy **or** business efficiency **or** whose employment was terminated by mutual consent on grounds of business efficiency.*

Employers may wish to use this Regulation as an aid to recruitment, an aid to retention or to compensate or reward an employee who is retiring.

*Employers should also consider provisions of this Regulation, in particular Regulation 31(4), if they decide to exercise their power under **Section 1 (general power of competence) of the Localism Act 2011.***

The employer will consider applications made under this *Regulation* having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to the following:

- the member's personal circumstances
- the interests of **the employer**

- the additional contributions due to the Fund by **the employer** in respect of the exercise of this discretion
- any potential benefits or savings to **the employer** arising from the exercise of this discretion
- other options that are, from time to time, available under **the employer's** severance arrangements
- the funding position of **the employer** within the Fund
- the ability of the employer to meet the cost of granting such an award.

3.3 Flexible Retirement - Regulation 30(6)

Note: An employer can decide whether to permit a member who has attained the age of 55 to draw all or part of their retirement benefits (both pension and lump sum) whilst continuing in employment and Fund membership provided that:

- there has been a reduction in hours, or
- a reduction in grade

An employer may agree to waive in whole or in part any actuarial reductions that would be required (see below: Regulation 30(8)).

The employer will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- the operating requirements of the employing department
- **the employer's** ability to meet the cost of granting such a request
- whether any demonstrable cost saving in excess of potential savings available under any severance arrangements in place from time to time can be made
- the member's personal circumstances
- whether to permit the member to choose to draw all, part or none of the pension benefits they have built up after 1 April 2008. The flexible retirement policy should set out the Council's position on this matter.

3.4 Waiving actuarial reductions – Regulation 30(8)

Note: An employer may agree to waive in whole or in part the actuarial reductions that would be required:

- all of the reductions in respect of pre-1 April 2014 benefits but only on compassionate grounds (paragraph 2 of Schedule 2 of the LGPS Transitional Regulations 2014)
- all or some of the actuarial reduction in respect of post 1 April 2014 on any grounds

Where 85-year rule protections exist and the member has full or tapered protection the employer can waive all of the reductions but only on compassionate grounds for the service up to the date the 85-year rule protection ends (31 March 2016 (full) or 31 March 2020 (tapered)).

The employer will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decision will be made on the merits of each case having particular regard to:

- **the employer's** ability to meet the cost of granting such a request
- whether any demonstrable cost saving in excess of potential savings available under any severance arrangements in place from time to time can be made
- the members personal circumstances

Applications for the payment of unreduced benefits for service before 1 April 2014 on the grounds of compassion will be granted if:

- **the employer's** sole opinion, the special extenuating circumstances surrounding the application, along with the supporting evidence provided justify approval
- **the employer** can meet the cost of granting such a request

3.5 Switching on the 85 rule – Schedule 2 – 1(1)(c) of the LGPS Transitional Regulations 2014

Note: An employer can decide whether to “switch on” the 85-year rule to allow members who have protections under old regulations, and who choose to voluntarily draw their benefits on or after age 55 and before age 60 to receive benefits either unreduced or with a smaller reduction to their 85-year rule date. The employer will be responsible for meeting any strain costs relating to benefits being paid before age 60. If the employer does not “switch-on” the 85 year rule the member's benefits will be reduced to age 60 or the date they meet the 85-year rule if later.

4. **Further discretions under the LGPS Regulations 1997 and LGPS Benefits Regulations 2007**

There are also two other mandatory discretions for employers, but these relate specifically to members who left before 1 April 2014.

Whilst the LGPS Regulations 2013 repeals the LGPS 1997 and the LGPS Benefits Regulations 2007 (in so far as they had not already been repealed), Regulation 3(1) of the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 allows for the LGPS Regulations 1997 and the LGPS Benefits Regulations 2007 to still have effect in so far as they relate to certain member benefits before 1 April 2014. As such, the other discretions still available for certain members only, are as follows:

4.1 Early payment of Deferred Pensions for members who left before 1 April 2014 – Regulation 2 of the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014. Regulation 30(2) and 30(5) of the LGPS Benefits Regulations 2007 & Regulation 31(2) and Regulation 1(5) of the LGPS Regulation 1997

Note: From 14 July 2018, all deferred members may voluntarily elect for early payment of their deferred benefits prior to their Normal Retirement Date. An employer can decide on compassionate grounds whether to waive any actuarial reduction to benefits-paid before age 65. An employer can decide whether to “switch on” the 85-year rule where a member has taken voluntary early payment of deferred benefits from age 55.

The employer will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- **the employer’s** ability to meet the cost of granting such a request
- the members personal circumstances

Applications for the payment of unreduced benefits on the grounds of compassion will be granted if:

- in **the employer’s** sole opinion, the special extenuating circumstances surrounding the application, along with the supporting evidence provided justify approval and
- **the employer** can meet the cost of granting such a request

N.B. Deferred members who left the Scheme before 1 April 2008 can still make application for the early payment of their deferred benefits after age 50 under LGPS rules. However, under HMRC rules such payments would be classed as “unauthorised” and would be subject to a punitive tax charge.

4.2 Early Payment or Deferred Pensions for members who left before 1 April 2014 and have ceased to be entitled to a tier 3 ill health benefit – Regulation 2 of the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014, Regulation 30A(3) and 30A(5) of the LGPS Benefits Regulations 2007

An employer can decide whether to grant early payment to members who have ceased to be entitled to a tier 3 ill health benefit and who are over the age of 55. An employer may on compassionate grounds agree to waive any actuarial reduction to an employee. An employer can decide whether to “switch-on” the 85-year rule where voluntary early payment of suspended tier 3 ill health pension is taken.

The employer will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- **the employer's** ability to meet the cost of granting such a request
- the member's personal circumstances

Applications for the payment of unreduced benefits on the grounds of compassion will be granted if:

- in **the employer's** sole opinion, the special extenuating circumstances surrounding the application, along with the supporting evidence provided justify approval
- **the employer** can meet the cost of granting such a request

5. **Recommendation (non-mandatory) LGPS 2013 & 2014 discretions**

There is no requirement to have a written policy in respect of non-mandatory discretions. However, it is recommended to consider a written policy on the following so that both members and the Fund are clear on the employer's policy.

5.1 Extending the 12-month limit for transfer of pension rights - Regulation 100(6) LGPS 2013

Note: An employer can decide to extend the 12-month time limit to permit a member to transfer their previous pension rights from another scheme if an election had not been made within 12 months of joining the LGPS.

The employer, will only consider applications made under this Regulation in the most exceptional circumstances and if:

- evidence indicates that the Fund had not informed the member about the transfer within the 12-month time limit, or
- verifiable evidence indicates that the member made an election to transfer within 12-months of joining the LGPS, but the election form was not received by the Fund.

5.2 Extending the time limit for a member to elect for a Shared Cost Additional Pension Contributions (SCAPCs) – Regulation 16 (16) LGPS Regulation 2013

Note: An employer can decide to extend the 30-day deadline for a member to purchase additional pension by SCAPCs upon return from a period of unpaid absence (other than because of illness or injury, relevant to child-related leave or reserve forces leave).

The employer will exercise its discretion to allow late payment and decide each case on its individual merits.

5.3 Determining and reviewing an employee's contribution band – Regulation 9 and Regulation 10 LGPS Regulations 2013

Note: An employer must decide how to allocate the pension contribution band for a new employee, and review at each subsequent April.

The employer will determine and review the rate of employee contributions in accordance with Regulation 9 and Regulation 10 of the LGPS Regulations 2012.

5.4 Whether to include a regular lump sum payment when calculating Assumed Pensionable Pay – Regulation 21 (4)(a)(iv) – Regulation 21 (4)(b)(iv) and Regulation 21 (5)#

Note: An employer can when calculating Assumed Pensionable Pay decide to include the amount of any regular lump sum payment received by the member in the 12 months preceding the date the absence began or the ill health retirement or death occurred.

The employer will not include any regular lump sum payment received by the member in the 12 months preceding the date the absence began or the ill health retirement or death occurred.

5.5 Shared Cost Additional Voluntary Contributions Arrangement (SCAVC) - Regulation 17(1) and TP 15 (2A) and A 25(3) and definition of SCAVC in R Sch 1

Note: An employer can choose to pay for or contribute towards a SCAVC arrangement.

The employer will not exercise its discretion to contribute towards a SCAVC arrangement.

6. **Applications**

All requests for any of the above listed discretion will be referred to the Resources Committee in the first instance.

7. **If you are unhappy with the Employers Decision**

If an employee is unhappy with the Employer's decision, they have the ability to invoke the Scheme's Internal Disputes Resolution Procedure (IDRP) or refer the matter to the Pensions Ombudsman for determination.

8. **Review and Amendment Regulations**

This policy will be regularly reviewed and amended as necessary based on good practice or evidence taken forward. All revisions MUST be approved by Council.

9. Alternative Formats & Other Queries

If you need this information in a different format or have any other queries regarding this policy, please contact the Admin Assistant to the Clerk:

- by email: adminclerk@ledburytowncouncil.gov.uk
- by phone: 01531 632306
- by post: Ledbury Town Council, Church Lane, Ledbury, HR8 1DL

Date Drafted: 15 May 2025
Date Approved:
Review Date:

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 17
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Report prepared by Angela Price – Town Clerk

TO APPROVE AMENDED PERFORMANCE MANAGEMENT POLICY

Purpose of Report

The purpose of this report is to ask Members to give consideration to the recommendation from the Resources Committee that the attached amended Performance Management Policy be approved.

Detailed Information

As part of the review of this policy, the Clerk provided a copy to Hoople for their feedback. The feedback received was considered at a meeting of the Resources Committee held on 17 April 2025 and the comments and amendments taken onboard.

The significant changes to the policy are:

- A change of name – this policy was previously called “Capability Policy” – however it has been agreed that it should be changed to “Performance Management Policy”
- Previously the Performance and support plan was set out within the body of the policy. Hoople have provided a clearer template which is now an appendix to the policy (appendix 3)
- That the following paragraph has been removed from the section 9:

“In circumstances where a warning has proved ineffective and an improvement in performance seems unlikely, the employee should be encouraged to seek alternative employment where it is both suitable and available”.

Recommendation

Members are requested to accept the recommendation from the Resources Committee and approve the attached Performance Management Policy.



LEDBURY TOWN COUNCIL

PERFORMANCE MANAGEMENT

Date Adopted: 29/06/2023

Next Review: 26/06/2025



LEDBURY
TOWN COUNCIL

Ledbury Town Council Performance Management

1. Policy Statement

This policy has been prepared considering prevailing legislation and recognised good practice. New legislation requirements or changes in current legislation may necessitate the review of this policy document. The Council will continue to review and amend all or part of this policy on a regular basis.

2. Equality

In putting this procedure into practice, no aspect of this procedure will discriminate on the grounds of race, sex, sexual orientation, gender reassignment, age, religion, politics, marital status, disability and/or union membership or any other grounds likely to place anyone at a disadvantage, in accordance with the Equality Act 2010.

3. Introduction

- 3.1 The aim of this procedure is to ensure that employees whose performance is unsatisfactory due to lack of skill, knowledge, experience or aptitude are treated fairly, whilst maintaining the high operating standards of Ledbury Town Council.
- 3.2 The Performance Management policy **MUST** be followed when problems arise which call into question the capability of an employee to perform duties which they were employed to undertake.
- 3.3 A clear distinction needs to be made between sub-standard performance, which is due to negligence, and that which is due to the lack of ability, skill, knowledge, experience or aptitude. Negligence will usually involve some measure of personal responsibility in that the employee is capable of doing their job, but the level of performance is inadequate. Issues of this nature should be handled through the stages of the disciplinary procedure. Lack of skill, knowledge, experience or aptitude should be treated from a different viewpoint.
- 3.4 The Performance Management policy is intended to complement Ledbury Town Council's Appraisal Scheme, Sickness Absence Procedure and be used as part of its' Performance Management Responsibility.

4. Responsibility

- 4.1 Ledbury Town Council requires high standards from its employees in order to provide an efficient and effective service to its clients/customers etc.
- 4.2 Managers have a responsibility to make clear to employees the standards required of them in terms of work performance and objectivities. Employees have the responsibility to achieve and maintain these standards.
- 4.3 Ledbury Town Council will endeavour to ensure that all employees are adequately trained and competent to undertake their duties. Where these standards are not satisfied, support will be offered to achieve the appropriate standards where informal methods are not successful.
- 4.4 The procedure provides a framework for dealing with lack of capability related to an individual's competence to meet the required standards of performance, on a fair and consistent basis, and aims to improve individual effectiveness using a problem-solving approach. Help, advice, opportunity, and time will be given to the employee in order for them to improve their performance and meet the standards required.
- 4.5 The Procedure applies to all staff directly employed by Ledbury Town Council.
- 4.6 Unacceptable performance arising from deliberate or wilful lack of care, attention, or negligence rather than as a result of the lack of necessary skills or aptitude will be addressed appropriately through Ledbury Town Council's Disciplinary Procedure.

5. Causes of Poor Performance

Unacceptable performance may be due to lack of skill, aptitude, experience, knowledge, poor health (physical and mental health) all of which can affect the capability of the individual to perform their job satisfactorily. Examples of causes of poor performance can be found at Appendix 1.

6. Informal Stage

- 6.1 Before resorting to the formal procedure, the manager will ensure that proper guidance, advice and, where appropriate, training has been given and that adequate time has been allowed for the employee to overcome the difficulties that they have been experiencing.
- 6.2 Where an employee's ability to perform the duties of their post satisfactorily is in question, their manager will discuss the matter first informally at a 1:1 meeting (either a Let's Talk, a Supervision, or an Appraisal). Such conversations should not wait until the next appraisal. Employees should be made aware of poor performance matters at the earliest opportunity. However, it can be discussed further as part of the appraisal process.

- 6.3 The nature of the problem will be described, and reasons explored. The employee will be given an opportunity to give an explanation for the unsatisfactory performance. An action plan to address unsatisfactory performance will be developed and agreed jointly with the employee. The action plan will address the causes and will include the following:
- Make the employee aware of the standards to be addressed
 - Clarify tasks to be completed
 - Set a realistic timescale for improvement
 - Identify necessary training and/or supervision
 - Include regular monitoring meetings
 - Clarify the appropriate method of monitoring performance
- 6.4 The broad content of the meeting and all the actions required to take will be confirmed in writing, either through notes or email follow up. The employee will also be informed of the possible implications of not achieving the required standards. A record will also be kept of any monitoring meetings as they may need to be referred to at a later stage.
- 6.5 A review meeting will be held at the end of the agreed timescale i.e. 6-weeks. If satisfactory improvement is achieved and maintained, no further action will be taken, and performance will continue to be monitored as part of the usual 6-month and 12-month Appraisal Scheme.
- 6.6 If standards have not been achieved and/or maintained, the reasons will be explored and consideration given to extending the time period, if appropriate. Otherwise, the employee will be invited to attend a formal Capacity Hearing.

7. Rights of the Employee

- 7.1 The employee will have full access to a copy of the Performance Management Policy at the informal stage.
- 7.1.1 Senior Managers/Chair of Resources will manage and chair any formal meetings from this point on.
- 7.1.2 Employees have the right to be accompanied at formal hearings by a Trade Union Representative, colleague or friend who is not acting in a legal capacity. It is the employee's responsibility to obtain representation, colleague or friend.
- 7.1.3 The employee will be given 5 days written notice of the hearing, setting out the date, time, venue, nature of unsatisfactory performance being considered and their right to representation. At least five working days' notice will be given to enable the employee to prepare their case and to arrange representation.
- 7.1.4 The employee will be given copies of written statements, and relevant documents.

7.1.5 The employee has the right of appeal against formal warnings imposed.

8. Formal Stage

8.1 While the principal objective of the Performance Management is to help an employee overcome their difficulties, it is nevertheless essential that they are made fully aware of the consequences of not achieving and maintaining the standards set.

The formal Performance Management will comprise of the following stages:

Stage 1 – First written warning (letter – live for 6 months)

Stage 2 – Second Written warning (kept live on file for 6 months)

Stage 3 – Final Written warning (kept live on file for 12 months)

Stage 4 – Dismissal

8.2 Consideration will be given to the causes of unacceptable performance together with what help, and support has been offered in the past and what more the employee can reasonably expect in order to overcome their difficulties and in what timescales. If Health related or disability concerns have been raised, an occupational health referral may be considered.

8.3 In handling unacceptable performance any warnings will normally be issued progressively, however depending on the circumstances a written warning or a final written warning may be issued without any previous action having been taken under the Performance Management. This will most commonly occur where the unacceptable performance is likely to have serious consequences on service delivery or the financial security of Ledbury Town Council is at risk and the level of performance cannot be remedied by training in a reasonable period.

8.4 Suspension from duty or temporary transfer to other duties, or redeployment or demotion may be required in such exceptional circumstances.

9. Outcomes

9.1 Any warning given will be by a Senior Manager/Chair of Resources.

9.2 Any warning given will be in line with those stated above to allow sufficient time for improvement. However, these periods may be longer or shorter depending on the circumstances.

9.3 Where alternative employment is offered within Ledbury Town Council, the employee will receive a formal written offer giving details of the alternative employment and the duties required in it for consideration, before either party commit themselves to the new job contractually. It will be made clear that they are expected to reach the required standard of

performance within an agreed period otherwise the Performance Management will be once again invoked.

- 9.4 Alternative employment, if offered as an alternative to dismissal, does not have to be equivalent to the current post nor be at the employee's current level/pay. There will be no right for the employee to have their current earnings level protected.
- 9.5 Refusal of redeployment or demotion will result in termination of employment in line with provision of notice periods contained within the employees contract.
- 9.6 All decisions will be confirmed in writing to the employee within 3 working days of the hearing.
- 9.7 Copies must be retained by the Manager for the agreed review period as well as being placed on the personnel file.
- 9.8 No employee will be dismissed for the first discussion about their performance.

10. Review and Monitoring Period

- 10.1 The Senior Manager who issued the warning will ensure that the terms of the review and monitoring period are adhered to. They need to undertake this themselves or delegate it to the employee's manager.
- 10.2 The Review will be conducted in a manner which encourages the employee to improve. The employee will be encouraged to discuss areas of concern as they arise during the course of the review period.
- 10.3 At the end of the review and monitoring period, if the manager is satisfied that the employee has reached the required standard of performance, then they will confirm this in writing to the employee, their representative (if applicable) and retain a copy on the employee's personnel file. The letter will contain a reminder that the performance level reached **MUST** be maintained.
- 10.4 In the event that the employee fails to reach the required standard of performance at the end of the review period, then a further formal hearing will be arranged under the terms of the Performance Management.
- 10.5 In exceptional circumstances, where the manager gathers evidence to show that in spite of warnings and counselling, the employee is failing to reach the required standard of performance, then the review date may be brought forward.
- 10.6 Any records relating to warnings in a personnel file will not be viewed as current after the periods stated above from the date that they were imposed.

11. Appeals

11.1 All employees have the right of appeal against all warnings.

11.1.1 Appeals may be raised on a number of grounds, e.g.:

- a failure by the Council to follow its grievance policy
- the decision was not supported by the evidence
- the action proposed by the sub-committee was inadequate/inappropriate

11.2 The appeal will be heard by a panel of 3 members of the Resources committee who have not previously been involved in the case. There may be insufficient members of the Resources committee who have not previously been involved. If so, the appeal panel will be a committee of three Council members who may include members of the Resources committee. The Council may engage external parties if there are insufficient Councillors to form the panel. The appeal panel will appoint a Chairman from one of its members.

11.3 The employee will be notified, in writing, within 14 calendar days of receipt of the appeal of the time, date and place of the appeal meeting. The meeting will normally take place within 35 calendar days of the Council's receipt of the appeal. The employee will be advised that they may be accompanied by a workplace colleague, a trade union representative or a trade union official.

11.4 At the appeal meeting, the Chairman will:

- Introduce the panel members to the employee
- Explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the decision of the Resources Committee
- Explain the action that the appeal panel may take

11.5 The employee (or companion) will be asked to explain the grounds of appeal.

11.6 The Chairman will inform the employee that they will receive the decision and the panel's reasons, in writing, and when they are likely to receive the letter. This may be within 14 calendar days of the appeal meeting, however will be longer where further investigations are required.

11.7 The appeal panel may decide to uphold the decision of the staffing committee or substitute its own decision.

11.8 The decision of the appeal panel is final.

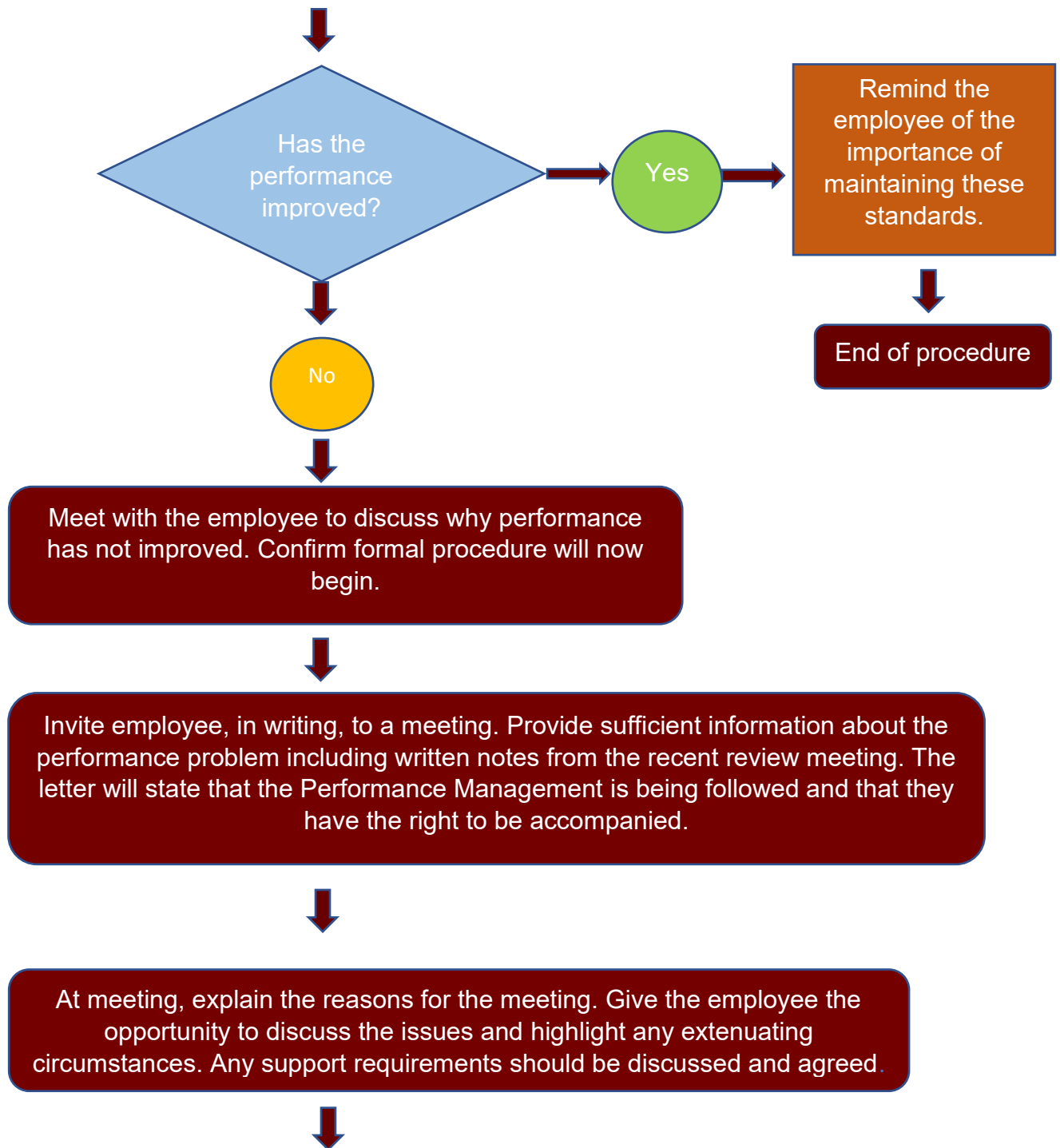
APPENDIX 1

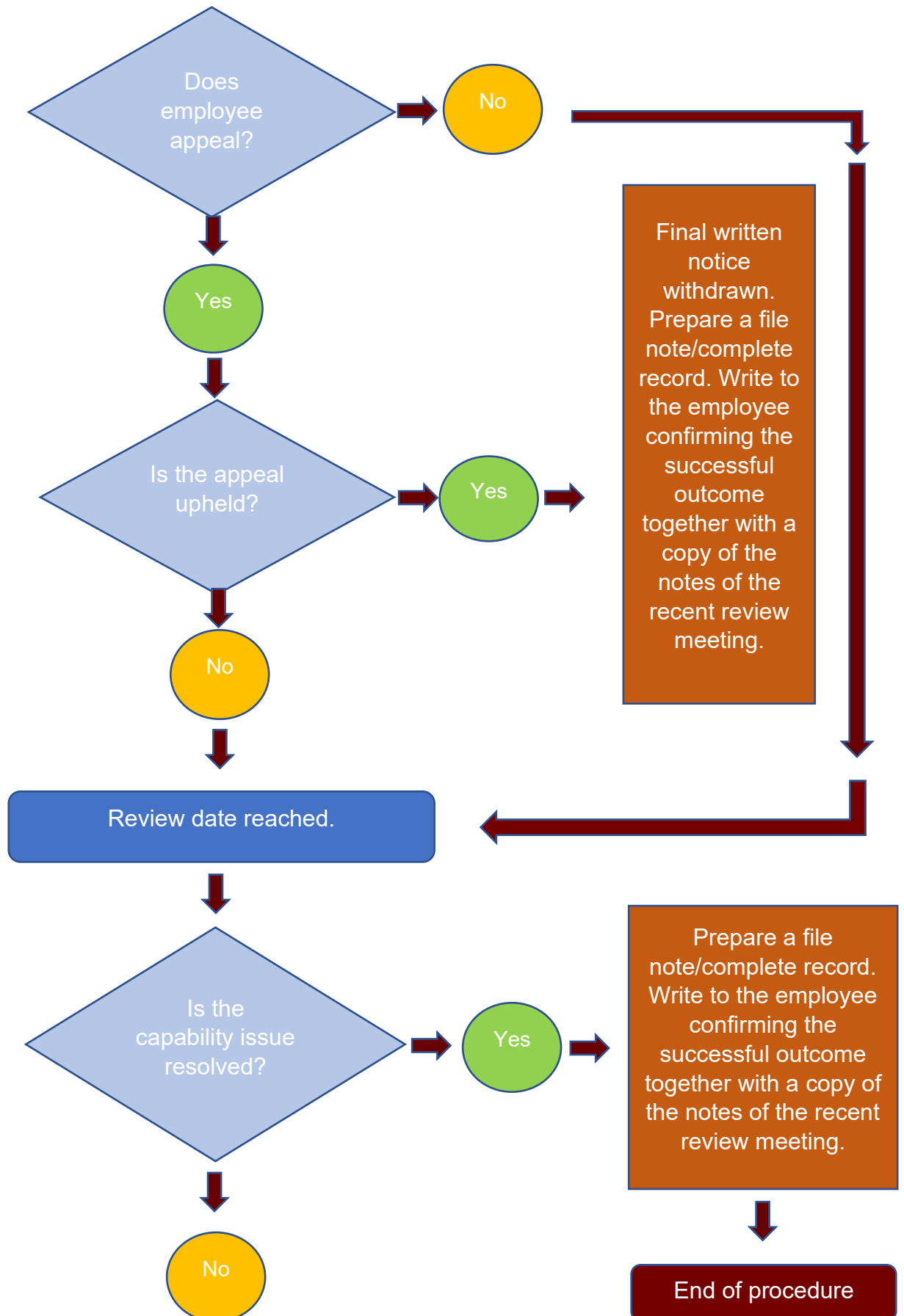
5.1 Causes of Poor Performance

- i. Unsatisfactory application of the recruitment and selection process
- ii. Lack of proper training and development, to allow the employee to achieve the required standards. This should be reviewed regularly, at least annually, as part of the Appraisal Scheme to meet changing demands.
- iii. Insufficient understanding of the role the employee is expected to perform due to poor or inadequate guidance or induction.
- iv. The employee not having the range of experience, skills, or knowledge necessary to perform effectively in their role.
- v. The employee's working conditions and/or access to equipment/information which may be such as to impair the efficient performance of their duties.
- vi. Inadequate staffing levels and skill mix.
- vii. Issues associated with an individual's domestic situation. Employees should be supported appropriately and sensitively depending on the issues.
- viii. Harassment or bullying. Action will be taken under the appropriate Ledbury Town Council Policy(s).
- ix. (This list is not exhaustive)

APPENDIX 2

Meet with the employee to informally address performance concerns. Identify issues, discuss possible solutions, create a performance improvement plan (PIP). Advise employee their performance will be monitored over a review period, and that failure to improve could trigger a formal procedure.





Invite employee, in writing, to a meeting. Provide sufficient information about the continued performance issue and include written notes from the recent review to allow them to prepare for the meeting. The employee has the right to be accompanied.



At meeting, explain reasons for the meeting. Give the employee the opportunity to discuss the issues and highlight any extenuating circumstances. Any support requirements provided during the process should be discussed.



No



Yes

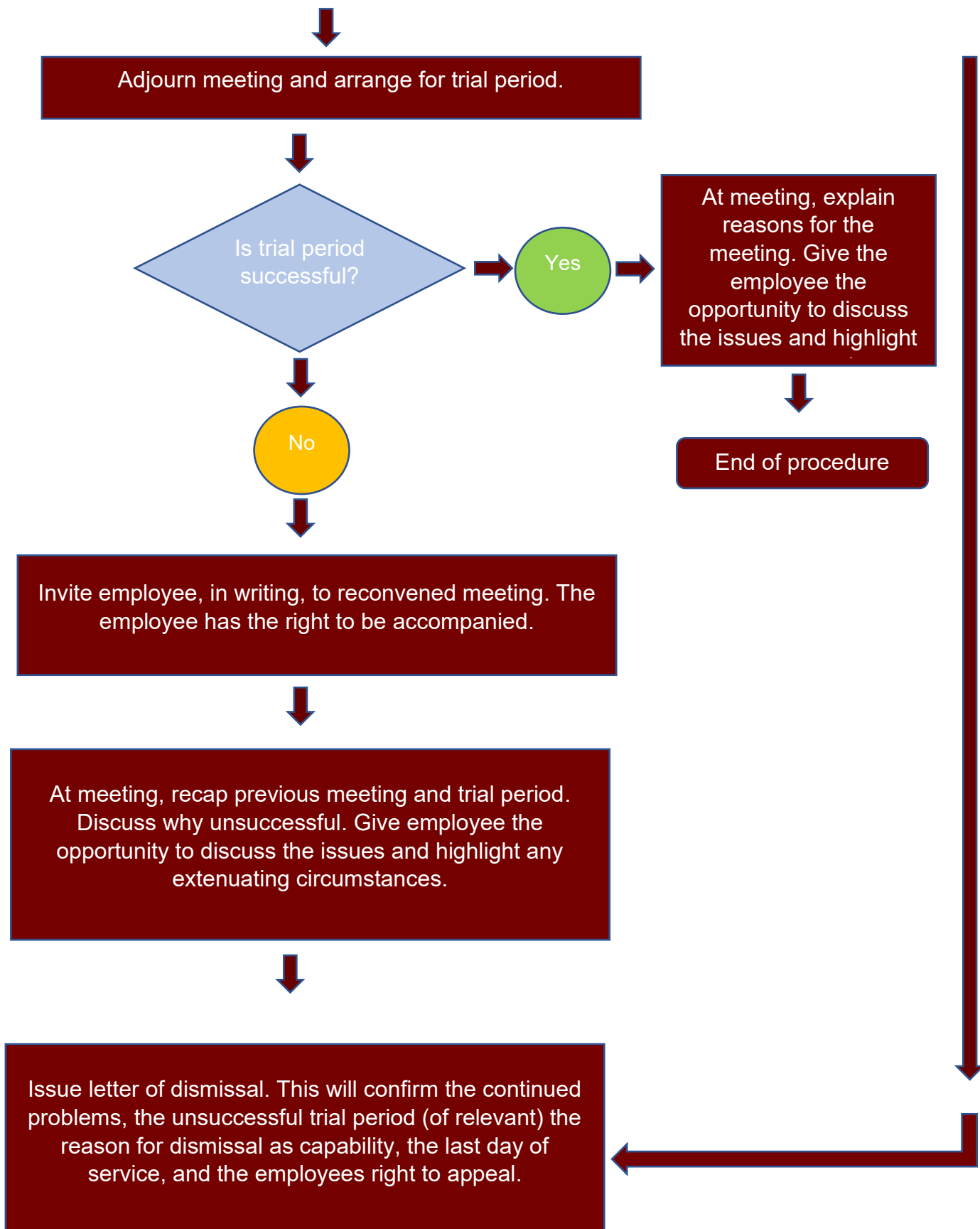


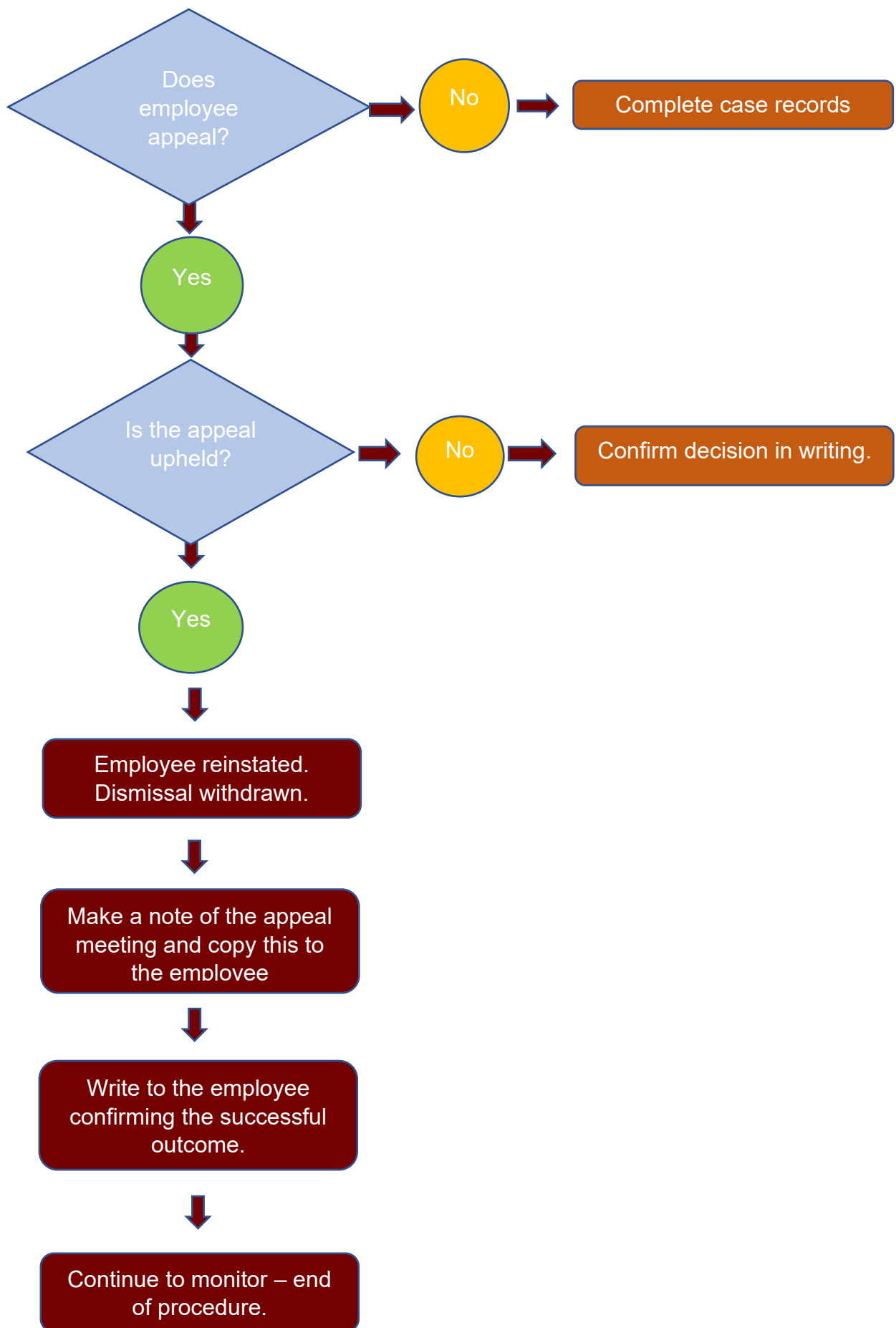
No



Yes







APPENDIX 3

PERFORMANCE IMPROVEMENT AND SUPPORT PLAN TEMPLATE

PERFORMANCE IMPROVEMENT & SUPPORT PLAN

EMPLOYEE	JOB TITLE	DATE OF DISCUSSION
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Area requiring support	Improvement Required	Support, training to be given, other actions to be taken by manager and employee, including dates	Timescale for tasks to be completed	Review dates including final monitoring meeting	Progress

Manager signature	
Manager name	

Employee signature	
Employee name	

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 19
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Report prepared by Angela Price – Town Clerk

AMENDED SCHEDULE OF MEETINGS 2025/26

Purpose of Report

The purpose of this report is to provide Members with an amended Schedule of Meetings in respect of the 2025/26 Municipal Year for approval.

Detailed Information

Following the Annual Meeting held on 8 May 2025 a number of inaccuracies were identified within the Schedule of Meetings considered at that meeting.

Attached is an amended schedule of meetings with the following amendments:

- The last Thursday in January should be 29th
- The dates in May 2026 are incorrect and should be 7th, 14th, 21st and 28th with the Annual Meeting being scheduled for 14th May

Recommendation

Members are requested to note the changes to the Schedule of Meetings and approve and adopt the schedule as per the attached.

**LED BURY TOWN COUNCIL
SCHEDULE OF MEETINGS MAY 2025 – MAY 2026**

May	1 Resources Full Council	8 Annual Meeting	15	22 Resources Full council (A)	29
June		12 Resources Full Council	19	26	
July	3 Resources Full Council	10	17	24 Resources Full Council	31
August	8	15	22	29	
September	4	11 Resources Full Council	18	25	
October	2 Resources Full Council	9	16	23 Resources Full Council	30
November	6	13 Resources Full Council	20	27	
December	4 Resources Full Council	11	18	25 Bank Holiday	
January 2025	1 Bank Holiday	8 Resources Full Council (B)	15	22	29 Resources Full Council
February	5	12	19 Resources Full Council	26	
March	5	12 Resources Full Council	19	26	
April	2 Resources Full Council	9	16	23 Resources Full Council	30 Annual Parish Meeting
May	7 Resources Full Council	14 Annual meeting	21	28	

(A) – Meeting to accept Internal Audit

(B) – Meeting to set annual budget and precept

Please note:

No meetings have been scheduled for August 2025. This has purposely been done to allow for a recess to facilitate councillor and staff time off during the school holidays.

All Full Council meetings will start at 7.00 pm unless otherwise advised

Resources meetings will start at either 6.00 or 6.30 pm depending on the content of the agenda.

FULL COUNCIL	22 May 2025	AGENDA ITEM: 20
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Report prepared by Angela Price – Town Clerk

PLANNING CONSULTATIONS

Purpose of Report

The purpose of this report is to provide Members with a list of Planning Consultations received from Herefordshire Council.

Detailed Information

Below is a list of planning consultations received from Herefordshire Council for comment from Ledbury Town Council, as a Statutory Consultee.

		Deadline for comments/ determination	Application details
1.	<u>251214</u>	Deadline date for comments 23/05/2025 Target determination date 24/06/2025	Application to determine if prior approval is required for a proposed change of use of mixed commercial and residential site to Dwellinghouse (Use Class C3). - The Royal Hall 5a The Southend Ledbury Herefordshire HR8 2EY
2.	<u>251061</u>	Deadline date for comments 26/05/2025 Target determination date 13/06/2025	Proposed change of use of an existing shop (Use Class E) to a taproom (sui geris) – 10 New Street, Ledbury, Herefordshire, HR8 2DX

Recommendation

Members are requested to give consideration to the above planning consultations and provide relevant comments where applicable to be submitted to Herefordshire Council accordingly.

Planning Decisions Log

Planning App	Details	Case Officer	LTC's Recommendation	HFDS Decision
LTC MEETING 9 JANUARY 2025				
<u>242783</u>	A hybrid planning application for full planning permission for the erection of a Day Nursery (Use Class E(f)) and Foodstore (Use Class E (a)) including access, car parking, landscaping and associated work; & an application for outline planning permission for the erection of a medical centre (Use Class E(e)), with access to be determined and all other matters reserved. – Land South of Leaddon Way (A417) and East of Dymock Road (B4216) Ledbury, Herefordshire	OJ	Referred to Major Planning applications meeting	No decision
<u>242956</u>	Proposed damp proofing to be applied to masonry walls with internal finish being re-applied in a like for like manner – 82 The Homend, Ledbury, Herefordshire, HR8 1BX	AM	No objection	No decision
LTC MEETING 17 APRIL 2025				
<u>250727</u>	Proposed single storey front extension – 14 Homend Crescent, Ledbury, Herefordshire, HR8 1AJ.	KR	No objection	Approved with conditions
<u>250902</u>	Application to vary the section 106 agreement of application 171532 – to modify the Agreement by amending the definition and location of Canal Corridor Land. – Land North of Viaduct, Adjoining Orchard Business Park, Ledbury, Herefordshire.	YC	That the Clerk request more information and clarification in terms of the remarks made about difficulty going under the viaduct in terms of the deliverability of the whole project.	No decision

LTC Meeting 1 MAY 2025				
<u>250814</u>	Replacement of windows to the side and rear elevations, repair of the hanging bay window to the side of the south elevation and the introduction of double glazing to the modern bay windows on the front elevation - 1 Bridge Street, Ledbury, Hereford, Herefordshire, HR8 2AJ	KR	No objection	No Decision
<u>250815</u>	Replacement of windows to the side and rear elevations, repair of the hanging bay window to the side of the south elevation and the introduction of double glazing to the modern bay windows on the front elevation - 1 Bridge Street, Ledbury, Hereford, Herefordshire, HR8 2AJ – LISTED BUILDING CONSENT	KR	No objection	No decision
250373	Proposed raising the roof of two bays of an existing building to accommodate new plant - Orchard Business Park, Ledbury, Herefordshire, HR8 1LG	AM	No objection	Approved with conditions

TERMS OF REFERENCE FOR THE TOURISM, EVENTS & MARKETS ACTION PLAN (TEMAP) PROJECT BOARD

Membership

Councillor Hughes

Councillor Morris

Clerk to the Council

Community Engagement Officer

Al Braithwaite, Project Advisor

Penelope Shaw, Project Advisor

Senior Supplier: Appointed Consultant (from Grant Funding via Herefordshire Council) – as and when required to ensure progression of the commissioned works and alignment with the current Tourism framework.

Sonia Bowen: Carnival Trader

Lizzie Gissone: Carnival Trader

Amy Howard: Poetry

Sabeen Chaudry: Poetry

Griff Holliday

Nina Shields

Lynette Loader

Hilary Jones

Heather Coppock

Terms of Reference:

1. This new Project Board will provide a steer on various project-related issues (Tourism, Events & Markets) throughout the lifecycle of the overarching TEMAP project.
2. The Project Board will review the progress of the TEMAP project and recommend whether to continue, change or stop associated/contributing projects.
3. Project Board members have been chosen to represent major stakeholder groups and for their specialist knowledge associated with the TEMAP project.
4. To oversee and monitor delivery of the TEMAP project and associated projects to ensure that timescales are achieved and are in line with the current Tourism framework.

5. The Project Board will provide regular reports to the appropriate committee for approval in line with standing orders and council processes and aligned with the Council's Corporate Plan.

Frequency of Meeting

1. Monthly as a minimum, unless there are urgent issues to resolve.

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 23
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Prepared by Al Braithwaite, Penelope Shaw and Angela Price – Town Clerk

TO RECEIVE AND NOTE CONSULTANTS' REPORT ON TOURISM, EVENTS & MARKETS ACTION PLAN FOR LEDBURY

Purpose of Report

The purpose of this report is to provide Members with a final draft of the Feasibility Study into the provision of Tourism, Events and Markets in Ledbury.

Detailed Information

Members are aware that as part of the UKSPF funding the Market Towns were given the opportunity to undertake a Feasibility Study up to the cost of £25,000.

Ledbury Town Council chose to make use of this funding to commission a study into the provision of Tourism, Events and Markets in Ledbury and after several meetings and redrafts with Eighteen73 a final draft has been provided and is attached for Members information.

There are still a few changes that need to be addressed and we are currently awaiting the copy with these minor changes, however it was agreed at the recent TEMAP meeting that the draft copy should be made available to all Members at the May Full Council to enable them to have sight of the document. The document attached is only for receiving and noting at this meeting, and a further more comprehensive report will be provided to the meeting on 12 June 2025 for feedback and approval and adoption.

There are two key areas to draw attention to, namely resourcing and implementation planning, in adopting the report for implementation.

- i. Resourcing: The report recommends roles to support the delivery of the long-term plan. These would cover Tourism, Events and Festivals and Markets.
- ii. Each section of the report provides recommendations to deliver the suggested way forward. However, there would need to be a more detailed Implementation Plan developed to maximise the efficient delivery of the work and take advantage of opportunities that will occur through the implementation process.

Recommendations

1. That Members receive and note the draft Feasibility Study noting that a more detailed report will be prepared for consideration alongside the Study for the Council meeting scheduled for 12 June 2025, at which time it is hoped that the report will be approved and adopted.

2. That the TEMAP working group be asked to review the document on behalf of Ledbury Town Council and draft the following documents: for submission to a meeting of Council on 12 June 2025:
 - i. A resources plan for the delivery of the project
 - ii. An integrated Implementation Plan to enable the various sections of the report to be taken forward
3. That a press release be published advising that this report is now available to the public, including those who took part in the stakeholder engagement sessions, to reassure them that Ledbury Town Council is committed to going forward with the outcomes of this Study.

LEDBURY TOWN COUNCIL

Tourism, Events and Markets Action Plan for Ledbury

30TH APRIL 2025

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Introduction

The objective of this commission is to produce a local tourism, events and markets action plan for Ledbury with the aim of maximising the tourism opportunities for the town.

The project has been funded by Herefordshire Council, thanks to Government UK Shared Prosperity Funding, and overseen by a steering group comprising representatives from Ledbury Town Council, Herefordshire Council, Ledbury Places, Herefordshire County BID (Business Improvement District), Ledbury Traders & Business Association, Ledbury Poetry and Eastnor Castle.

Rose Regeneration and eighteen⁷³ proposed a joint team to deliver this tender, working with markets specialist BAS Consultancy. The commission focused on reviewing the markets offering, improving the visitor welcome and information provision, increasing joint working between the various heritage buildings and local attractions, and ensuring that this is done in conjunction with Herefordshire County BID and businesses, providers, traders association, to contribute to the wider county tourism offer and ensure that local businesses are benefiting from Visit Herefordshire's profile.

A number of existing reports (see Appendix 1) were made available to us and they served as valuable context for our own research.

Local organisations/ businesses have made valuable contributions through an online survey, one-to-one interviews and attendance at two online focus groups and an in-person workshop.

Methodology

An inception meeting was held on 19 December 2024 with the project steering group. It was an opportunity to discuss recent and upcoming projects, their ambition for the town and the market, and the delivery of the project. The following methodology was agreed:

- A **survey** of traders, customers and visitors to gather data on local sentiment;
- In-depth **interviews** with key stakeholders;
- A **festivals, events and markets focus group** to understand in more detail how the market operates as part of Ledbury's wider economy, along with any challenges and solutions, and the impact of festivals and events on trade in town (11 February);
- A **retail and hospitality focus group** to understand current activity, pressures & activity (13 February);
- A public, interactive **workshop** to think creatively about the vision for Ledbury and to discuss ideas for the principal themes of this commission (4 March).

Progress meetings have been held with the Steering Group to update on the status of the project, act as an opportunity to ask questions and provide guidance.

Executive summary

Each section within this report responds to a specific requirement of the tender, detailing the rationale and recommendations. This Executive Summary outlines key recommendations. We have also included an 'at a glance' summary at the end of this document of Short Term Actions.

Partnership Working & Management/ Delivery Structures

- A joined-up and collaborative approach to growing Ledbury's markets and visitor offer is necessary. Both the town council's sub-committees, retailer-led traders' association and existing attractions and provider are committed to the same outcome, a successful economy.
- Extend membership of the TEMAP (Tourism, Events and Markets Project) to bring in traders, Ledbury Places, Ledbury Poetry, Eastnor Castle and Herefordshire County BID plus other key stakeholders (e.g. Hellens Manor, The Feathers) to harness the positivity demonstrated throughout this consultation to move forward the town's tourism offer in a coordinated manner. To meet quarterly.
- Create an independent Festivals & Events Committee to bring together all stakeholders interested in progressing this specific agenda. Representative to sit on TEMAP to ensure clear lines of communication.
- Meet regularly with the other town clerks and the LVEP (Local Visitor Economy Partnership) to share ways of working, intelligence etc and ensure Ledbury is aware of all promotional and funding opportunities.
- Town Council to facilitate/ reinforce dialogue between the LVEP and tourism businesses e.g. share opportunities to get involved in County BID activities.

Staff Resourcing & Training

- Recruit a Tourism & Markets Manager to run the Tourist Information Service and the Market as well as oversee bookings for St Katherine's Square. This individual would also attend the TEMAP meetings and sit on the Festivals & Events Committee.
- Work with an initial team of volunteers which is ready to help run a new TIC, having previously worked in the original one on The Homend.
- Make use of destination training, available via the Herefordshire County BID.

Developing the scale & scope of tourism in Ledbury

- Harness the positivity & enthusiasm created by this consultation
- Work smart by thinking strategically and working together
- Embrace and enhance the heritage offer
- Leverage the potential of the 'Box of Delights' theme
- Play to Visit Herefordshire's brand pillars
- Proactively promote Ledbury at home and away
- Engage with Herefordshire County BID on initiatives to boost strategic growth
- Create and promote bookable experiences

Revitalising & better promoting the market

- Retain and grow both Tuesday and Saturday Charter Markets, promoting Ledbury as an authentic Market Town.
- Develop the market according to a strategic vision with a strong focus on curating the offer to ensure local, seasonal high quality stalls
- Position the Market House undercroft as a place to meet and eat
- Improve the market's look and feel e.g. no vans
- Expand at the current location first but plan for expansion by identifying secondary location
- Bring in new skills or explore a commercial contract to operate the market

Improving local Visitor information Provision

- Operate the TIC from Master's House (subject to budget), with potential to support this with small mini info points which signpost to the main TIC for more detailed advice.
- See Staff Resourcing above ref team and training.
- Distribute visitor leaflet more widely to target visitors (actual & potential) and work with retailers on a visitor information insert.
- Explore opportunities to expand services offered e.g. e-bike rental, guided tours

Exploring opportunities for an improved range of festivals & events

- Establish Festivals & Events Committee to coordinate calendar and fundraising efforts.
- Develop closer partnerships with key events, particularly Ledbury Poetry Festival to maximise benefit for the town.
- Agree which festival concepts to progress, considering the options put forward: Herefordshire Wine & Cheese Festival, Herefordshire Design Fair and Land Rover event.
- Develop a promotional relationship with Eastnor Castle e.g. info board & leaflet display

Developing an event plan for St Katherine's Square

- Proactively manage use of the Square via the Tourism & Markets Manager.
- Use it as a secondary event space i.e. a key element of the town's 'historic heart of activation' and also promote it for community use and themed activities.
- Seek investment to enable electric connectivity and greenery to enhance its appeal.

Section 1 - Tourism Potential

Requirement: Carry out a review of the current scale and potential of the tourism sector in Ledbury to identify opportunities for growth and develop an action plan setting out how tourism footfall and visitor spend in Ledbury could be maximised over the next five years.

1.0 Destination Ledbury

Ledbury's attractiveness as a visitor destination centres on its independent high street, historic charm and rural situation, surrounded by countryside, including the Malvern Hills. It is also home to three small heritage attractions and the well-regarded Ledbury Poetry Festival. Within close proximity lie Eastnor Castle, Hellens Manor, Westons Cider and the Three Counties Showground, with its regular programme of events. Sitting to the east of the county, its 'three counties' location benefits from easy access to the motorway as well as train services to Birmingham, Oxford and London.

There is accommodation within the town and the surrounds, including at the iconic Feathers Hotel, The Seven Stars, The Talbot and The Verzon House Hotel as well as self-catering properties (e.g. White House Cottages in Aylton), camping and glamping sites (e.g. Woodside Lodges) and Airbnb options. In the town itself, accommodation is often at capacity. Such is the demand that the Feathers is converting its leisure and corporate space to bedrooms.

Other developments on the horizon include a potential art gallery at Hellens Manor which would display a special collection of paintings and the John Masefield project which has received c£259k funding and will lead into the celebrations around the 150th anniversary of his birth in 2028. It is also noted that 2026 will be the 30th anniversary of Ledbury Poetry Festival.

Furthermore, at this stage, the devolution agenda is looking at Herefordshire, Worcestershire and Gloucestershire counties all working more closely together. Given Ledbury's advantageous location to all three, devolution may open up opportunities to further raise the profile of the town and attract new (and returning) visitors.

1.1 The County-wide Tourism Context

In 2023, tourism contributed £736 million to Herefordshire's economy which, taking into account inflation, means it has returned almost exactly to the 2019 pre-Covid level.

Herefordshire as a whole welcomes 5 million day visitors annually and 900k overnight visitors. Day visitors spend on average £47 whilst those staying over spend an average of £266.

The most popular months are:

July 807,000 visitors

August 756,000 visitors

June 609,000 visitors

Followed by:

April 577,000 visitors

May 534,000 visitors

Sept 531,000 visitors

The sector generates 8,014 full-time equivalent jobs which comprises 16% of all employment in Herefordshire. This is primarily in the food and drink sector with 44.2% jobs, followed by accommodation at 24.3% and shopping 18.7%.

(Source: STEAM 2023)

1.2 The Local Tourism Context

Tourism promotion

Tourism is definitely on the Town Council’s agenda which has led to the recent commissioning of a visitor leaflet, as well as this tender. Nevertheless, prior to these projects, marketing has not been proactive. For instance a town guide which is out of date and out of stock, no web presence for the town or the market and a very limited visitor information service. In addition to the new leaflet, there is further work underway to install new Information Boards in town.

Place Informatics data

Place Informatics is contracted by Herefordshire County BID to supply visitors statistics for the city and market towns, based on mobile phone data.

The data for Ledbury suggests that the number of visitors to the town is slightly increasing, although overall footfall is slightly down on last year’s figures. This drop was not identified as a theme/concern in our consultation work and we don’t believe it to be of significance. However, we would recommend monitoring the quarterly data against previous years to ensure there is no evidence of a negative trend.

	2023	2024
Total footfall Q 1,2,3	1,759,856	1,740,753
Average dwell time (mins)	38	37
Average of visitors	78,099	78,758

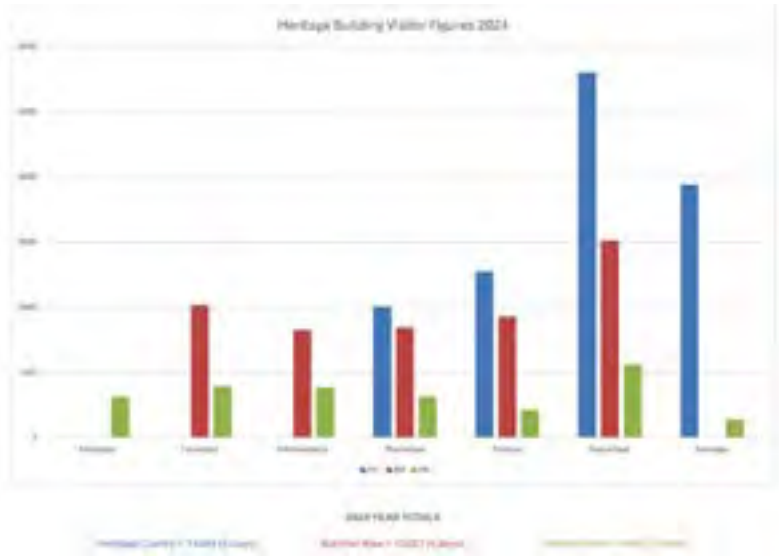
Regarding the origin of Ledbury’s visitors, 79.2% come from the West Midlands and 16% from the South West, with the remainder coming from outside these regions, principally Wales and the South East. This was reinforced by the discussions held during the consultation.

Data from local attractions

Figures from the Heritage Centre indicate that visitor numbers have not returned to pre-Covid level which indicates there is work to be done:

	2019	2020	2021	2022	2023	2024
Heritage Centre Visitors	24,997	918	8,780	13,320	14,176	15,028

Across 2024, the three principal heritage attractions (Heritage Centre, Butchers Row and The Painted Room) attracted some 28,967 visitors (it would be useful to continue to track these figures year on year). The graph to the right shows visitor numbers for each in the period March to October 2024 and show greater numbers visiting the Heritage Centre despite being open the fewest days), and the reverse for the Painted Room.



1.3 Tourism Landscape

Visit Herefordshire marketing & PR

On a county level, the consumer-facing destination brand is Visit Herefordshire which was originally funded by covid recovery monies in 2020 but is now funded by those paying a levy to Herefordshire County BID.

The Visit Herefordshire website is the focal point for all marketing and PR activities. In 2024 the site attracted 355,648 users, with an average session duration of 2 minutes 48 seconds, as well as over 15 million impressions in Google.

All tourism businesses can take advantage of a free directory listing, whilst levy paying businesses are featured as 'golden apples', benefiting from a more comprehensive directory listing and preferential placement in search results. These listings are searchable by category and/or location.

In addition, Ledbury has a dedicated town page which has recently been revamped and now includes a shopping directory function as well as highlighted itineraries/articles featuring Ledbury (linking through to trip ideas section). Over the past 12 months, with minimal promotion, the page has received 20,339 views from 15,784 unique users. Overall, there have been 24,000 views of any Ledbury-related content.

There is also a What's On function, which offers free listings of suitable events and a monthly e-newsletter which highlights key content and goes out to 7,400 subscribers.

Visit Herefordshire runs regular marketing, social and PR campaigns. Press coverage has ranged from The Guardian to Conde Nast Traveller and Ledbury is often showcased as a result of the media activity undertaken. Opportunities to get involved are promoted to all via the Herefordshire County BID e-newsletter.

Visit Herefordshire is also building partnerships with both Lakefest and the Three Counties Showground and will be taking a stall at each in 2024, opening up opportunities to distribute literature and promote Ledbury to attendees.

Engaging positively with Visit Herefordshire's marketing and PR activity is essential to maximise Ledbury's profile.

Visit Herefordshire Local Visitor Economy Partnership

The Visit Herefordshire Local Visitor Economy Partnership (LVEP) was established in 2024. Its role is to manage the sustainable growth of the county's tourism sector and it is steered by Herefordshire County BID, Hereford BID and Herefordshire Council.

It identifies that close collaboration with town councils, businesses and charitable organisations will be crucial to its success. The Visit Herefordshire LVEP will be launching its ten-year Destination Management Plan (DMP) in late April 2025.

Ten-year targets

The DMP for Herefordshire is set to propose growth targets for the county's tourism economy. Herefordshire is an emerging destination so, after the foundation period is completed, the targets are ambitious. However, given the relatively low starting point, these targets are viewed as achievable. More established destinations have lower growth potential and are targeting around 5 - 6% growth over the same time period. These targets set the wider scene for Ledbury's potential to grow its visitor economy.

Targets	Economic Impact	Visitor Days	Visitors - overnight stays	FTE Jobs
Current (2023)	£735m	8m	890,000	8,014
Phase: Foundations	+3% p.a	+3% p.a	+3% p.a	Static
Phase: Realisation	+5% p.a	+5% p.a	+5% p.a	+3% p.a
Phase: Capitalisation	+10% p.a	+10% p.a	+10% p.a	+5% p.a

1.4 Key areas for growth

There are a number of areas where Ledbury can look to boost its tourism offer:

- **Harness the positivity & enthusiasm created by this consultation**

The consultation undertaken as part of this commission has been hugely valuable as it has helped spark a real energy round Ledbury's tourism potential. This was demonstrated, in particular, by the high attendance at the in-person workshop. This local enthusiasm can be maintained and grown by opening up positive, open communications between the Town Council, businesses and the community organisations involved in the visitor economy.

In the first instance, we recommend that this report (or summary) is shared with consultees and that a parish meeting is called to discuss the recommendations - our team is very happy to present the findings in person.

- **Work smart by thinking strategically and working together**

There are limited budgets and staff resources to support the development and promotion of the local visitor economy. It is therefore vital that activity is driven by strategic thinking, with a strong focus on the activations highlighted in this report (such as an enhanced market, new event concepts) and coordinated effort e.g. joint marketing. For everyone to play their part, the lines of communication that have been opened by this exercise now need to stay open.

We recommend that a structure is established to manage this partnership, for example, extending membership of the TEMAP. Partners would include the Traders & Business Association, Ledbury Places, Ledbury Poetry, Hellens Manor, Eastnor Castle, Herefordshire Council, Herefordshire County BID etc.

Also, we recommend a Festivals and Events Committee is established to progress the new concepts which have been developed through this consultation as well as supporting existing events to become more successful. This could be based on the Town Council festivals group which has been paused recently.

- **Embrace and enhance the heritage offer**

The outstanding medieval architecture of Ledbury is central to its identity and USP as a visitor destination. To strengthen this offer, key heritage attractions would benefit from aligning their opening hours. For example, if they all opened on a Tuesday then the collective offer could be promoted as a weekly 'Tudor Tuesday'. Visitors would have a richer and more compelling experience as they could visit all of the attractions on the same day and it would support the Tuesday market too. There would be scope to create further reasons to visit, working with Ledbury Places on initiatives such as guided walks run by heritage ambassadors, additional events to support the town's offer for Heritage Open Days, and making broader links with the area's agricultural history, such as heritage orchard tours. These services would be great for broadening tourism messaging and attracting higher visitor numbers.

- **Leverage the potential of the 'Box of Delights' theme**

Masefield's 'Box of Delights' couldn't be more perfect for Ledbury. It is an evocative way to describe the town's many and various desirable elements, from its independent shops and woodland walks to the Poetry Festival. It is also embedded in the town's literary heritage so feels very authentic. It offers a rich seam of marketing potential and our recommendation is to think about how it can be used in an interesting and engaging way. For example, the proposed Tourist Information Centre could be designed around this theme and it lends itself beautifully to promoting both the late night Christmas shopping event and the new Winter Weekend being launched by Ledbury Poetry. There are clear alignments with the Masefield Matters project to which it is hoped will have a visitor element as well as a longer legacy.

We love 'Box of Delights' as a potential theme to reinforce positioning of Ledbury as a 'poetry town', looking to Hay's success as the 'town of books' as inspiration.

- **Play to Visit Herefordshire's brand pillars**

The county's DMP will highlight three core brand pillars focused around borderland history, artisanal food and unspoilt landscapes, which all align with Ledbury's offer. There will be numerous marketing & PR opportunities at a Visit Herefordshire level, which Ledbury can seize. Working closely with the Visit Herefordshire team will enable the town to shout louder and reach more potential visitors. For example, initial contact has been made with Amy Howard focused on the development of a poetry-themed itinerary. There will be numerous other ways for the town to work with VH on content and campaigns, and make the most of the existing marketing channels including website, social media, PR, e-newsletters etc.

In addition, it is noted that the proposed Wine Festival (see Section 4) would be particularly relevant to the artisan food and drink theme. Given Ledbury's 'three counties' location, the ambition could be set to develop this into a significant event.

Meanwhile, Ledbury's proximity to the Malvern Hills and other walking routes (e.g. GeoPark Way, Herefordshire Trail, Marcle Ridge) also chimes with the county's positioning as an undiscovered playground for outdoor adventures, suggesting opportunities to promote Ledbury as a destination for walking breaks, whether individuals or organised groups.

- **Proactively promote Ledbury at home and away**

A new visitor leaflet has been commissioned by the Town Council and is currently in production. The next steps will be to look at distribution. It will, of course, need to be made available in the town and surrounds at shops, eateries, attractions and accommodation providers. It is also recommended that consideration is given to the many housing developments which will bring many new residents to the area, many of whom will be keen to get to know Ledbury - there may be opportunities to engage with developers to display literature in the showroom offices and to distribute to new residents. In addition, leaflets should be distributed further afield, targeting areas with a propensity to both visit and spend, with monitoring available via Place Informatics.

- **Follow the newly established look and feel for all visitor materials**

The design of the new visitor leaflet and accompanying information boards, which are being installed at three sites around town, created the opportunity to establish a consistent look and feel for visitor materials. The colour palette features the Town Council's teal, with supporting shades designed to work across the family of visitor marketing materials, including the market gazebos. This colour palette needs to be used consistently in the future. Subject to demand from the TEMAP, there would be potential to agree a strapline and a logo for Ledbury.

- **Engage with Herefordshire County BID on initiatives to boost strategic growth**

The new DMP will be working towards overcoming county-wide challenges to the tourism economy. A critical challenge for Ledbury and Herefordshire as a whole is the relative lack of rooms for visitors. The Feathers is addressing this to some degree by converting some underused spaces into bedrooms. The Herefordshire BID will be initiating activity to encourage more businesses (e.g. cider farms) to look at creative ways of offering accommodation. It is recommended that the Town Council works closely with the BID to disseminate information and opportunities widely. Herefordshire Council is also commissioning a hotel study for the study to identify gaps in provision and areas for investment. For example, a small chain hotel on the bypass could make a huge impact and enable Ledbury to service higher visitor numbers, including the visiting family and friends market which is likely to increase in line with the new housing developments locally.

- **Create and promote bookable experiences**

Bookable experiences are increasingly popular and it is worth exploring ideas and opportunities. In the note around heritage above, there was mention of guided tours. These could be launched for Heritage Open Days and then trialled on a monthly basis (ticketed). We recognise this is outside the Council's remit but might be considered by Ledbury Places perhaps.

Promotion is key as it needs to reach an audience far beyond the local area, for example, by selling via third-party sites such as Get Your Guide, Viator, Airbnb Experiences etc, running targeted Meta ad campaigns and ensuring they are listed on VisitHerefordshire.co.uk.

Herefordshire County BID will be offering training on the development and promotion of experiences, including pricing, which it would be advisable to attend and disseminate to local partners.

1.5 Quick wins

- Establish wider TEMAP
- Relaunch the Festivals & Events Committee
- Initiate and launch 'Tudor Tuesdays'
- Engage with Visit Herefordshire, including shopping directory
- Distribute Ledbury leaflet in key places, locally and further afield
- Develop stronger relationships with key nearby attractions including Eastnor Castle, Three Counties Showground and Malvern Hills National Landscape

1.6 Longer-term developments for growth

- Work with Visit Herefordshire LVEP to encourage more beds and attract a new hotel to the Ledbury area
- Develop and promote more bookable experiences (outside Council remit, but should be factored in to plans)
- Work with the Visit Herefordshire LVEP to maximise all future opportunities
- Deliver on the activations focused on the market and new events
- Establish a robust and proactive TIC presence
- Ensuring the wider TEMAP and Festivals & Events Committee are recognised as key partners and are delivering real impact

Section 2 - Charter Market

Requirement: Carry out a review of the current Market provision in Ledbury, which includes the twice weekly, Charter Market, to identify how this could be revitalised and better promoted to increase footfall and spend within the town.

2.0 Introduction

This section reviews the Ledbury Charter Market operation and makes recommendations for its improvement over the medium to long term.

2.1 UK Context

Markets have been a vital part of town and city life for millennia, and in the UK are a common sight in our centres. However, the number of people employed as market traders in the UK has been falling in recent years – from a high of 23,000 in 2014, to just 16,000 in 2017, the most recent year we have published data. The pandemic further eroded the sector as many local authorities cancelled market licences, forcing market traders to seek alternative employment, and recovery has been slow.

The National Association of British Market Authorities (NABMA) February 2024 newsletter quoted the Department for Levelling Up, Housing and Communities' Head of Urban Policy, who said at the NABMA conference: *"We believe markets, along with the rest of the high street, must evolve to meet the current and future needs of consumers and their wider communities"*.

This theme of evolution is widely supported, but evolution presents a challenge at a time of depleted council resources, changing consumer habits and a sector that remains in recovery from the pandemic.

More positively, in some cases, funds released to support town centres during the pandemic were invested in improving market infrastructure. Many UK markets, including Stroud, Frome and Abergavenny have engaged in a process of strategic reinvention and represent case studies that other markets can learn from.

The opportunity presented by well-functioning and popular markets is now more clearly understood because of these success stories. Markets are:

- An opportunity for **place activation**
- A key part of place **brand identity** and heritage
- A catalyst for **economic development** and regeneration
- An opportunity for low cost, low risk **enterprise**

2.2 Current situation: Ledbury Market

Operational and regulatory context

Ledbury Market is operated via its Charter powers, conferred by Elizabeth I in 1585 (superseding an earlier Charter from King Stephen in 1138), and Part III of the Food Act 1984. These powers are conferred on the Town Council, which has prescribed two market days, Tuesday and Saturday from 08:00 to 14:00. The market is operated under and adjacent to the Market House, which dates from 1617, on Ledbury High Street.

A Traffic Regulation Order (TRO) granted by Herefordshire County Council suspends eight parking bays on the High Street for the operation of the market on Tuesdays and Saturdays. The TRO is in effect until 5pm, leaving parking spaces suspended after the market has vacated.

There are no staff dedicated solely to the operation and growth of the market. Set up is undertaken by the Town Council's Maintenance Operative and a Community Engagement Manager is responsible for marketing and trader recruitment as part of her role.

The market is larger in the summer months than it is in the winter. The Tuesday market in winter time operates with just one or two traders, and Saturday can host between six and eight stalls.

There is almost no information available online about the Ledbury Charter Market, including opening hours. A Google search of 'Ledbury Charter Market' returns links to the Town Council markets webpage, which contains no information, plus additional links in relation to the Friday Ledbury Country Market and the Market House.

Members of the public unfamiliar with Ledbury would not currently be able to find useful information online to inform them before their visit.

Strategic work to date

The strategic direction and growth of the market is overseen by a sub-committee of the Town Council, The Tourism, Events and Markets Project Board (TEMAP). A strategy paper was produced in 2024 following a discovery and research exercise that set out the Board's thoughts on how the market should evolve. This led to the inclusion of market strategy in the brief for Eighteen73 and Rose Regeneration.

The development of the new St Katherine's Square has also led to some debate about using it for market activity, either as the principle or as a secondary location for the Charter Market. The Town Council looked to understand local sentiment on this issue through the consultation that led to this report.



Event markets

Other regular markets take place in and around Ledbury, some of them associated with events. They include:

- **Hellens Produce Market:** a local food, produce and crafts market that takes place on the first Saturday of every month at Hellens Manor, Much Marcle. The market hosts around 15-20 stalls and a tea room.
- **Ledbury Country Markets:** a long-standing market that takes place every Friday morning in Burgage Hall, specialising in home-cooked & prepared food, plants and crafts.
- **Ledbury Celebration:** a partnership between Town Council, Ledbury Poetry and Ledbury Food Groups, taking place in St Katherine's Car Park & Square, with local producers, street food, al fresco poetry & music performances, sustainability group stalls, kids kitchen. Attendance at 1400+.
- **Christmas Light Switch on event:** takes place on the High Street, which is temporarily closed to traffic, on the last Sunday in November. Up to forty stalls.

In addition, some of Ledbury's events drive additional footfall and traders at the regular Charter Market, including World Book Day.

A Saturday farmers market has been announced for Ledbury in April 2025, held at The Barn and St Katherine's Square^[1]. Organisers have previously run markets at The Barn including a popular Thursday evening market in 2019. The new market is being run to support local farmers.



Hellens Produce Market



Ledbury Country Markets

2.3 Analysis

This section summarises key insights gathered from surveys and interviews about Ledbury Market. The analysis reveals a consensus that the market has potential for growth and revitalisation, but faces several challenges including a lack of management, inconsistent look, uncurated commodity offer and insufficient marketing.

<https://www.ledburyreporter.co.uk/news/24965063.new-farmers-market-coming-barn-ledbury/>

Challenges

The matrix summarises the challenges in growing Ledbury Charter Market.

Strategic	Economic
<ul style="list-style-type: none">• Assimilation of markets into broader town goals including tourism• Lack of coordination between market opening hours and heritage coach tours• New traders not being recruited• Lack of clear 'identity' / audience for the market• Limited market strategy	<ul style="list-style-type: none">• Town centres are changing. Footfall is reducing over time• Retail street markets are struggling• Saturday market unviable after 1-2pm• Budget to operate market is too small to effect growth• Market not operated commercially• Retailers fear competition from market• Lack of 'critical mass' of market traders
Contractual / licensing	Operational
<ul style="list-style-type: none">• Trader policies not enforced• Low pitch rental income reducing opportunity for management and growth• Limited commercial operators locally to take control of market	<ul style="list-style-type: none">• No marketing in place• Traders don't feel listened to• Parking, unloading and storage• Lack of physical space for growth• Market House undercroft is windy & dark• Unwelcoming environment for shoppers• Look and feel of market is sub-optimal

Positives and opportunities

There are positive aspects to the market and its wider context that can be used to inform the strategy:

- *The town as a backdrop:* Ledbury is a beautiful, ancient town with many reasons to visit. The tudor buildings act as a picturesque setting for a traditional produce market.
- *Successful trading conditions:* Most of the businesses that currently trade on the market are doing so successfully, supporting the idea that there is demand in Ledbury.
- *Additional space to expand:* There is additional, if limited space for the market to grow around the Market House, including under and inside the Market House itself.
- *Strong, committed volunteer community:* With many active community groups in Ledbury, there is some opportunity to encourage community stallholdings.
- *Successful overall economy:* Ledbury benefits from a strong local economy, low retail vacancy and a catchment with disposable income. The Charter Market can complement town centre retail by bolstering the existing offer and bringing something new.
- *Busy events calendar:* The many events and attractions in the town can provide further opportunity to accentuate Ledbury's brand as a market town.
- *Barriers to entry are low:* The Town Council is not overly prescriptive about the traders it allows to sell on the market and registration is not bureaucratic compared to others.

Further feedback

The interviews, workshops and the survey conducted also contributed the following insights:

General Impressions and Purpose

- Desire for a wider range of goods, including clothing, hot food, antiques, and household items. However, the tendency is towards artisanal / quality rather than value.
- The market should cater to locals, tourists, and regional visitors alike.
- Perceived as untidy, lacking consistent stalls, and suffering from low footfall as a result.

Operational Issues

- A significant issue is the absence of a dedicated market manager to direct market set-up, manage trader/customer feedback, source & book new traders and promote market days.
- The Town Council has limited experience growing a profitable enterprise and the market should be run as a business, even if along not-for-profit principles.
- Attrition is high in the early weeks for new traders. Disincentives for traders include parking fees and overzealous ticketing. New traders should be given a fee-free period to encourage them to stay long enough to build a customer base.
- Inconsistent trader presence: The market lacks consistency in traders, with only a few regular vendors. Tuesday markets are particularly quiet. Winter is quieter than summer.

Location and Layout

- The market's current location is generally considered suitable, but the space under the Market House is seen as windy and unappealing, while the upper floor is inaccessible.
- There is no simple answer to the question of where the market would expand physically. However, the existing space given over to the market is significantly underutilised and expansion should occur in the existing footprint first.
- There is potential for further expansion into St. Katherine's Square, but this expansion would need to include St Katherine's Walk - the alley into the square owned by Hereford Cathedral - to provide line of sight to existing market. Further indoor space in the immediate vicinity is available in St Katherine's Hall.
- There is little appetite for a full relocation of the market into St Katherine's Square.
- Serious concerns exist from retailers about expansion into High Street parking bays.

Competition and Collaboration

- Some High Street businesses worry about direct competition from the market, especially regarding speciality goods like cheese and meat. Others would encourage market traders that sell goods similar to them, to give consumers additional choice and attract footfall.
- There is interest in collaboration with local initiatives like "Totally Locally" and potential for themed markets (e.g. French and German farmers markets, antiques).
- There is a tension between the need to carefully curate the market offer so that it complements rather than detracts from the town centre retail offer, and the availability of traders willing to take on stalls.

2.4 Recommendations

Recommendations focus on improving market management, diversifying the range of goods sold, enhancing the market's ambiance, and addressing parking issues. Collaboration with local businesses and community involvement are stressed as crucial for the market's future success.

In keeping with the recommendations of the wider report on Ledbury's visitor economy, the underpinning principle of the recommendations is to emphasise and promote Ledbury as a market town. This means providing a market offer that meets the demand of a range of audiences and satisfies several purposes.

General recommendations

Retain and grow both Tuesday and Saturday Charter Markets

Both the Tuesday and Saturday markets meet some of the needs of Ledbury's townspeople and visitors and should be retained, with amended operational parameters.

Market growth requires investment in operational and promotional capacity. Limited council funds may require the contracting out of the market operation to a private operator.

Growth is likely to mean increased need for infrastructure, including lighting and seating, changes to the public realm to increase the market footprint and potential amends to parking arrangements.

As markets have grown elsewhere in the country, there has been a need to work with existing retailers to agree the vision for this growth. In the short term, this could mean them accepting that increased competition could temporarily impact sales and reduce parking capacity. However, in the medium to long term, additional footfall inevitably increases sales for both retailers and market traders.

An action plan for growth is included in Section 2.5.

Town Council to promote Ledbury as a Market Town.

Ledbury is proud of its markets. The Town Council webpage should include descriptions of all the markets in and around the town, accompanied with a description of the market so visitors know what to expect. Descriptions can be amended over time as markets grow and change. The market offer of Ledbury includes:

- Tuesday and Saturday Charter Markets
- Ledbury Country Market
- Hellens Produce Market
- Event markets associated with the Poetry Festival, Mop Fair etc
- Privately run markets accessible to the public

It is recommended that the Visit Herefordshire website does not similarly promote Ledbury's market offer to its target audience of regional visitors until it achieves a critical mass of 15 to 20 traders at the Saturday market.

Ledbury's events should be a focus for expanded market days, and in particular the Poetry Festival. It is recommended that the Winter Poetry Festival and the Christmas light switch on event should be complemented with a Christmas market across the entire weekend, including at the Friday night light switch and a Saturday and Sunday Christmas market with road closure.

The Mistletoe Market has been suggested as a unique name for this market, reflecting long-held traditions in the region and likely to attract visitors from outside the area to buy mistletoe – which grows abundantly in the area – and other local food and crafts. This event could emphasise the town's Tudor history and connection to the 'Box of Delights', including performance, walking tours, interactive tudor characters and poetry. Could this happen this year? It would be great if it could.

Develop the market according to a strategic vision

Incorporate the following strategic themes on the Town Council markets webpage. These act as guidance for the Town Council and prospective traders as to the purpose of the market.

- **Tourism:** Mutually beneficial partnerships with identified coach operators to bring tourists to Ledbury to enjoy a packaged offer which includes the market, walking tours, access to tudor buildings, alignment with Tudor Tuesdays etc
- **Activation:** Using the market to provide a point of interest and difference in the town centre, not just for purchasing goods but meeting with friends, eating and drinking, enjoying entertainment and attending associated events.
- **Offer:** Curating a market offer that is complementary to Ledbury's existing retail and hospitality offer
- **Marketing positioning:** Delivering on the visitor offer by strengthening the 'historic market town' element.
- **Circularity and sustainability:** Providing an opportunity at the market for local people to donate, swap and repair items.
- **Enterprise:** at the market. Hereford Buttermarket works really well in this way to help kickstart new enterprises.

Investment in the market should be guided by these themes, and new traders should state how they contribute to one or more of the themes to be selected to trade on the market.

Market positioning

Focus on local, seasonal quality

The Saturday market should reflect the visitor and resident profile of Ledbury, accentuating the high-quality offer elsewhere in the centre both to tourists and local residents. The Tuesday market should focus on local demand but still with an eye to quality goods and seasonal produce (see list below).

Curate the offer

The Tuesday and Saturday offers should be curated so as to add to the existing offer in the town. Specific opportunities include:

- Locally produced food items including bakery and patisserie, preserves, dairy, meats
- Locally sourced, seasonal produce, flowers, plants and fruit and veg
- Imported goods not available elsewhere in town including spices, nuts, dried fruits, charcuterie, cultural delicacies
- Food items that reflect the tastes of local non-indigenous communities
- Locally produced or imported wines, beers and spirits
- High quality local craft items
- High quality handmade kitchenware and gardening tools
- Second hand books and/or vinyl
- Small antiques, knick-knacks and memorabilia

Although other retailers in town sell similar items, the market offer should reinforce Ledbury as a destination for good quality produce, to drive its reputation and attract increased footfall and sales. Where possible, the market should add to the range of produce offered in the town without directly competing, but successful local economies with a market offer usually include a significant degree of overlap. By way of a local example, both the cheese stall and the cheese shop in Ledbury are selling well, despite being in close proximity to one another.

Where feedback has suggested that Ledbury Market may be able to provide goods for Ledbury residents on a budget, this is not recommended as the purpose of Ledbury Charter Market, which is largely to reflect the high quality produce of the region. Other markets such as the Country Market do fulfil this role, and Ledbury supermarkets provide low cost goods to residents on a budget.

Market House undercroft as meeting and eating place

The Market House represents the symbolic and physical heart of the town. As such, it should be used as a backdrop for events, entertainment and as the heart of the market itself.

Relatively inexpensive foldable wooden refectory-style tables and benches (to replace the current plastic furniture which does little to reinforce the presentation of the Market House), decorative festoon lighting (conservation consent permitting) and a portable heating solution could transform the space into a welcoming area to relax and eat, encouraging spend and dwell at the market and in the town centre in general. This should be linked with additional hot food traders trading around the Market House, but the seating should be available for customers of cafes nearby also.

Improve the market's look and feel

The market's appearance should reflect Ledbury's brand values of quality, social connection and heritage. The look and feel of the market could be improved in the following ways:

- Reduce the numbers of vans trading at the market – new traders should be encouraged to trade using the Town Council's gazebos (of which there are twelve) for a consistent look. Vans should be unloaded and parked in St Katherine's.
- Introduce seating, lighting and possibly heating into the Market House undercroft
- Replace emergency barriers with planters on wheels that can be locked into place and moved at the closure of the market
- Decorative noticeboard style installation in vicinity to advertise market opening hours
- New infrastructure such as colourful gazebos to be manufactured in 'tudor' style, to emphasise the heritage of the town and provide a focal point for visitor photos. The look and feel of the Tuesday market can emphasise the 'Tudor Tuesdays' initiative, with infrastructure, tudor foodstuffs, dressed up characters etc, and amplified at Christmas.

Location

Expand at current location first

The Market House is the right location for Ledbury's market and there is considerable scope to expand within the current footprint. Opportunities to increase the market's capacity include:

- Suspend Market House bus stop on market days and relocation to temporary bus stop at Hay Wines.
- Create dedicated pitch space via the narrowing of both sides of the High Street carriageway between The Homend and St Katherine's Hall. Narrowing of the southbound side of the High Street carriageway to Blandfords.
- More efficient use of existing market footprint south of the Market House to include up to 6 additional pitches.
- Closure of Church Lane on market days (with vehicular detour via Bank Crescent and Homend Crescent).

Identify secondary areas for expansion

Any additional market provision should ideally be as close to and visible from the Market House, where the Charter Market is located. There are two options in this case.

The first is expansion on the opposite side of the High Street in front of St Katherine's Hall, along St Katherine's Walk and into St Katherine's Square. St Katherine's Walk and St Katherine's Hall is owned by Herefordshire Cathedral and leased to LEAF. Both are available for hire for market uses, but concerns around pedestrian safety in St Katherine's Walk, access into St Katherine's Hall, noise and waste disposal would need to be addressed to the landlord and tenant's satisfaction. Rates to hire St Katherine's Hall are: £25 per hour, £100 for half a day, £200 for a full day. An indicative rate for hire of St Katherine's Walk would be £20 per day per stall.

The second is to expand further into the parking bays on the High Street. This would be more appropriate for an expanding market, but there would be opposition from local retailers in relation to the reduction in town centre parking on market days.

Where markets are operated that complement the existing offer, the Town Council should support and promote them as part of the wider market offer in Ledbury, subject to agreement on pitch fees. The Town Council may determine that a discounted rate for use of St Katherine's Square for a Saturday Market is appropriate since such an operation would support the growth of Ledbury's market offer.

Operating hours

Tuesday market hours are appropriately set for the target market but steps should be taken to review and amend the Traffic Management Order to align with the Charter and return the suspended parking bays back into use (to be discussed with Herefordshire Council). If the Tudor Tuesdays initiative is successfully introduced, market hours and the focus of the Tuesday market may need to be revised to cater for a visitor market as well as a local one.

Saturday market hours of 08:00 - 14:00, while currently appropriate for wintertime levels of trading, should be amended in the Town Council's Terms of Use as the market grows to encourage footfall across the day, from approximately 10am – 4pm. This reflects the change in the market to provide more hot food for consumption in the Market House undercroft, and a refocusing of the offer to appeal to visitors as well as locals on a Saturday.

Use of the Market House first floor

Specialist market events (book fairs, clothing sales, swap meets etc) should take place upstairs at the Market House wherever possible. Although the space is not accessible, this is a common issue with old buildings and it is preferable to use the hall where there is an opportunity to do so. Some respondents to the consultation suggested a lift should be installed, but the capital outlay and annual maintenance cost for an elevator would likely be prohibitive.

Recruitment and incentivisation of new traders

The Tuesday and Saturday markets should be grown with curatorial focus. This requires resource to visit local producers, growers, traders at other markets and retailers, working towards a relaunch in the summer months.

In order to incentivise new traders, they should be provided with the first 4-6 weeks free of pitch fees to establish a customer base. However, the four weeks' fees will need to be repaid if the trader leaves the market within the first 8 weeks of trading.

There should also be a dispensation for traders that require parking – once their van is unloaded, they should park in one of the two local car parks at a reduced charge for a limited period while the market grows. This should be agreed with Herefordshire County Council to prevent ticketing.

Local retailers should be offered pitches at the market.

Bring in new skills or explore commercial contract

The Town Clerk and her team that supports do not have the specialist skills or capacity required to grow a commercial market. If the operation is to be kept in-house, a marketing professional with experience in both markets and tourism should be hired to steward the market into growth. The manager could operate the TIC and oversee the set-up and promotion of the market, recruiting new traders and curating the offer.

Alternatively, a number of commercial operators deliver markets in the area, including LSD Promotions (Worcester), Boffy Arts and Events (Malvern), and Town & Country Markets (Shrewsbury). They should be approached to explore the tendering of a market contract to run Ledbury according to the parameters as set out in this report.

Any commercial deal would be a matter of negotiation. If the commercial operator believes there is sufficient potential in the location, some market operators agree a cost neutral / shared risk deal with localities. In other cases, places are required to subsidise the early days of a commercial market operation, with the burden of promotion falling to both sides. The use of the existing gazebos may represent leverage in negotiation with private operators, but some prefer to use their own. In some cases, e.g. Stroud, local authorities licence private market operators in return for a fee.

Factors that may influence the negotiation could include:

- The success of markets in the past in the same location
- The presence of other markets in the area
- Data on footfall and spend in the immediate area
- How prescriptive the Council's contract is (e.g. in terms of operating hours, commodities sold, reporting etc.)
- How permissive the Council is on initial rent-free periods

Exemplar models

A number of examples of markets, urban and rural, and how they have been re-shaped are included in Appendix 4. Amongst the factors which contribute to successful revitalisation are;

- **Community focus:** Good markets serve as gathering points for residents, fostering social connections and supporting local identity.
- **Local producers:** Emphasis on local, seasonal, and artisanal products appeals to both residents and visitors.
- **Accessibility:** Many are held in central village locations or historic sites, making them easy to reach and welcoming.
- **Atmosphere:** Live music, friendly traders, and picturesque backdrops create a memorable experience.
- **Adaptability:** Some markets operate monthly or seasonally, aligning with rural demand and producer availability.

Develop an inclusive governance model

A joined-up and collaborative approach to growing Ledbury's markets and visitor offer is necessary. Both the town council's sub-committees and the retailer-led traders' association are committed to the same outcome, a successful economy, but should agree a joint strategy to achieve this. In addition, market traders and others with specific skills needed to grow the market should be included in meetings which consider strategic and operational issues related to the market. This is the rationale for the proposed extension of the TEMAP with a dedicated market growth strand within it.

2.5 Action Plan: Markets

Task	Aim to Complete
Establish market growth group within the TEMAP to include traders and supportive retailers	0-6 months
Restructure market support staff to include 'on call' set-up operative and additional promotion and trader recruitment duties for town council staff member i.e. the proposed role of Tourism & Markets Manager	0-2 months
Trader recruitment for summer season	0-3 months
Market warming discussions with potential operators	0-3 months
Enforcement of 'no vans' rule	0-6 months
Discussions with Herefordshire Council re TRO variations	0-3 months
Develop and implement investment plan for market dressing	0-6 months
Expanded market days for Winter Poetry Festival and Christmas Lights (potential name, Mistle-toe Market). Aim to start this year.	0-6 months
Recruit guest / event markets for autumn	5-6 months
If decide not to resource internally, then manage the procurement of an external market operator to grow the market on secondary St Katherine's site	6+ months

Section 3 - Visitor Information Service

Requirement: Carry out a review of options to improve the local Visitor Information Service to meet visitor needs, to include considering an outline business case for relocation and operation of a Visitor Information Centre to the Masters House, Ledbury.

3.0 Introduction

The Visitor Information Service in Ledbury has traditionally been a source of local pride. Budgetary constraints have led to the service being somewhat limited over recent years, but there is still an ambition to re-energise the visitor information offer.

There is a general sense that having a place to welcome visitors and to excite them about what is on offer in the area would be beneficial to a wide range of local businesses and organisations.

This report considers current trends in visitor information services and regional examples, followed by a review of Ledbury's current service and options for future operations, including relocation to the Masters House.

3.1 Recent History of Ledbury's Visitor Information Service

Ledbury's Visitor Information Service has relocated several times in recent years, with the level of service diminishing on each occasion.

The TIC once benefited from a prime position in the centre of town when it was run from rental premises (3 The Homend, now Specsavers), with a team of paid staff.

When the lease expired in spring 2008, it was agreed that the service should relocate to the Master's House, making anticipated revenue savings of £21,000pa (against a total subsidy of £85,000).

Herefordshire Council pushed forward the idea for this move citing cost savings due to no rent being payable ([link to Hereford Times article](#)), as well as the decline in TIC visitors, from 84,664 in 2003 to 78,192 in 2006, as information became more readily available online. It was also noted that local residents comprised 50% of the visitors.

In 2010, Herefordshire Council made the decision to close the TIC at the end of the year, as part of a county-wide Tourism Review. Local business Ice Bytes stepped in to offer an alternative which opened in March 2011. The cafe set aside a large space for visitor leaflet display and also sold National Express tickets.

When Ice Bytes cafe suddenly closed in 2021, the decision was taken to move the tourist literature to the town council reception.

Significant local support has been demonstrated for a TIC in the past, evidenced through numerous petitions to protect the service.

3.2 UK Context & Trends

Over the past fifteen years, there has been a UK-wide trend for the closure of Tourist Information Centres (TICs). Examples abound. From Morecambe to Totnes, Caerphilly to Norwich, many destinations have closed their TIC in the past two years, and in April 2024, Visit Scotland announced plans to axe its remaining twenty-five tourist information 'iCentres' over the next two years.

From a local authority perspective, tourism is not a statutory duty and, as per the Ledbury experience, there is a rationale for closures based on rising costs and reduced need due to online visitor information. This latter point particularly relates to accommodation booking which is now usually managed in advance, via the internet.

It is interesting to note that in some destinations innovative community-led initiatives are starting to fill the void. These services provide the warm welcome and respond to 'here and now' information requirements.

Looking again north of the border, Scoto (Scottish Community Tourism) and its network are leading this trend. Community social enterprise Bùth Bharraigh Ltd is providing tourist information services on the island of Burra, alongside laundry, bike hire, free Wi-fi, hot drinks and printing services.

Similarly, the Loch Ness Hub launched in 2021 with a focus on providing ‘a proper local welcome and savvy local advice’ (Link to article in The Telegraph). Its services also include e-bike hire, baggage and shuttle transfers for the Great Glen Way and a gift shop selling locally-sourced products.

This move towards community-led initiatives could be of interest and inspiration to Ledbury as it looks at options for improving its visitor information service.

3.3 Regional Models of Visitor Information Provision

Closer to home, there are various models for visitor information provision, with Leominster TIC offering the most fully-rounded service as below. This is our preferred and recommended model.

Leominster	Fully-functioning TIC with Funded Post
Managed by	Leominster Town Council
Location	On Corn Square within the Town Council building in the heart of the town. Set out over the ground floor and with ramped access.
Opening Hours	Monday to Saturday, 9.30am to 4pm.
Staffing	One paid role of Information Manager, with responsibility for managing a team of volunteers.
Service	<ul style="list-style-type: none">• Offers visitor advice and free leaflets• Sells local souvenirs and gifts, including preserves and alcohol, local interest books, maps and guides.• Acts as a box office for local music events, theatre shows, guided walks and National Express tickets,• Features an art gallery displaying work from local artists.• Walkers Are Welcome operate from here and it is the starting point for their guided heritage walks (£5 pp)• There is a self-catering holiday flat above the Info Centre which is managed by the team• Distribution point for home composting bags which brings in local residents.

Additional models from Ross-on-Wye and Oswestry are detailed in Appendix 5.

3.4 Review of Ledbury’s Current Service

The visitor information service is currently housed in the Town Council offices, this was the result of a rescue bid when Ice Bytes cafe closed, rather than a strategic decision.

The current service has a number of weaknesses:

- **Lack of local profile** i.e. neither visitors nor businesses are aware of its presence; there is no information about it on the Town Council website, nor signage in town.
- **Limited opening hours** i.e. closed at weekends
- **Lack of dedicated space & staffing** i.e. located within the Town Council’s reception area, with limited leaflets/visitor resources. The team has other jobs to do - visitor info is an extra task and they have not received training. On an informal basis, local cafe/shop Choccotastic has tried to fill the gap with leaflets and personal advice for visitors which can be helpful when TIC is closed or not found.
- **The result: Low visitor numbers and lack of welcome. In 2024, the TIC only attracted 2,980 visitors which compared to the Heritage Centre is clearly extremely low.**

Local views were made clear in the survey with 58% of respondents rating the current service as very poor or poor. Feedback included:

- *There is little or no sign of where it is located. Often there is no obvious member of staff there, it just looks like a room full of leaflets.*
- *We don't have a tourist information centre. One like we had before that was run by Herefordshire council was the best. The ladies in there were a mine of local information. This has been lost. Needs to be returned.*
- *I am actually not aware of where the tourist information Center is anymore. We could do with Ledbury map - which is produced once a year - that folds like a little booklet (Ross on Wye does this) that points out all the local businesses, events and also nearby attractions (Westons cider, Eastnor etc).*
- *Not really aware they exist, as a local accommodation provider we never hear or speak with them.*

3.5 Outline Business Case: Options for Ledbury's Visitor Information Service

As highlighted above, running a Visitor Information Service is not a statutory duty for the Town Council. Nor is it a service which will generate sufficient income to cover costs.

However, providing visitor information does demonstrate a commitment to the local tourism sector and an investment in the ongoing success of the businesses and organisations which depend on it - both positives in terms of the Town Council's profile.

50% of enquiries to the previous TIC were from local residents. It is noted that significant housebuilding is currently underway in and around Ledbury which will increase the population. These residents will often be new to the area and their engagement with events, activities and businesses on offer locally is important (and preferable to them going elsewhere).

Given the limited ways that TICs can generate income, there cannot be an expectation that it supports itself through sales. Any revenue will be relatively minimal. That said, having a small selection of local products on sale is a nice touch and may encourage visitors to linger as they browse.

Option 1 (Preferred Option) - Relocate to Master's House

This option centres on moving to a modern, ground-floor office space in the Master's House, helping create a sense that this building is a focal point for all within the town centre. The rationale for relocating the Tourist Information Centre (TIC) to the Master's House in Ledbury is grounded in the comprehensive analysis provided in the Tourism, Events and Markets Action Plan for Ledbury report earlier in 2025. This direction is preferred for several compelling reasons, which are outlined in the 5 Case Model format in Appendix 7.

Positives

- Key location, easily accessible from the main street and also where many visitors travelling by car will park.
- Heritage building, attractive to visitors and part of Ledbury's story.
- Good-sized, ground-floor room currently available.
- Blank canvas which could be themed around Ledbury's 'Box of Delights', particularly as Masefield Matters will be based upstairs.
- Sufficient space for information boards, display stands and potentially a small retail element. Could also house a community noticeboard to help attract locals and visiting friends & family, helping drive community support.
- Shared access with the Library (at the front) as well as independent access at the side, enabling flexibility with regard to opening hours. i.e. Saturday opening is essential.
- Next to St Katherine's Square & historic St Katherine's Hall - having a visitor information service here will help engender this area of town and support plans to grow markets and events.

- Potential opportunities to extend the service outdoors in the summer months e.g. under a gazebo on the Square or at the Market House.

Considerations

- The financial implications of this model include an annual rental of £6k (to Herefordshire Council) and staffing costs ranging from £30k to £35k for a full-time employee. Additional costs for signage, furniture, display stands, and computers are to be determined, but these investments are essential for creating a welcoming and informative environment for visitors. There is potential for the TIC to generate revenue through retail sales and other paid services, which can offset operational costs and contribute to its sustainability.
- Signage and signposting required.
- No 'shop front' but could use windows creatively to highlight presence and potentially other public realm activations.

Anticipated visitor figures

- Based on visitors to the Heritage Centre, the proximity of Masters House to the town centre and main car park and the popularity of TIC services with local communities as an info hub, we would anticipate annual visitors of at least 20,000.

Staffing

- **Model 1:** Town Council to employ a full-time member of staff, c£30k - £35k (plus on costs) who then manages a team of volunteers. There would also be scope for this role to include management of the market.
- **Model 2:** Town Council progresses a community-led approach, working with a charitable group to staff and manage the TIC with volunteers. N.B. Ledbury Places has indicated that they are interested in an initial discussion.
- Initial outreach has been made to members of the team which ran the TIC on The Homend. They are interested in giving their time as volunteers which would be incredibly valuable as they already have an excellent grounding in the local tourism offer. In addition, the former manager of Leominster TIC has agreed to share her expertise on a voluntary basis.
- Training of volunteers and/or paid staff is essential to ensure a high quality service. The relationship with Herefordshire County BID is critical as they will be training up county champions and front of house teams.

Resourcing

- One-off: c£8k - 10k set up including furniture, large display boards, leaflet & literature display stands, computer etc
- Annual: £30k - £35k plus on costs per annum for member of staff
- Annual: £6k rental to Herefordshire Council. Please note that David Wright, Head of economy and regeneration at Herefordshire Council, is liaising with the Estates Department to see if there is scope for this rental fee to potentially be waived for a period of 1 to 3 years.
- With regard to income, e.g. from retail sales, it is not anticipated this would exceed £1k - £2k per annum.

Option 2: Enhanced Service within Town Council Offices

An alternative, but in our view less favourable option, is to remain within the Town Council Offices but to improve the service provided by training staff members, better signposting the service in town and building relationships with tourism businesses.

Positives

- 'Free' office space
- Historic building in a key location on Church Lane, within close proximity to other heritage highlights

Considerations

- Difficult to access as it doesn't feel 'open to the public'.
- Limited opening hours e.g. closed on Saturdays - would need to be rectified.
- Principle role of this room is to act as reception to Town Council offices so not a natural fit with a TIC, nor a dedicated space available.
- As above, staff need to be trained in order to offer high quality visitor information. This may not be well received by current staff if this is not part of their job description and is seen as an extra task or a distraction from their main role and responsibilities.
- Lack of profile within town or with tourism-related businesses so signage required as well as engagement with the wider sector if this were to be the chosen route.

Option 3: Unstaffed Tourism Information Points

This is a more 'minimal' option focused on establishing mini tourism information points at several locations around town, which would centre around branded leaflet displays. Where appropriate, staff/ volunteers at those locations could be offered tourism training.

Positives

- Ensures a presence at venues of interest such as Ledbury Poetry, Heritage Centre etc as well as within shops and cafes e.g. Choccotastic is a popular leaflet pick up point.
- Minimal costs beyond the branded leaflet display, although regular leaflet 'top ups' would need to be centrally managed.

Considerations

- Service spread across multiple venues so no consistency for visitors in terms of opening times etc.
- Ideally venues/shops/cafes would agree to staff and/ or volunteers receiving training and the individuals themselves would be interested in responding to visitor enquiries.
- If various volunteers were trained up, then there would be potential for them to provide an ad hoc seasonal outdoor service, for example, under a gazebo at the Market House during Ledbury Poetry

Recommendations

Our recommendation, subject to budget availability, is to run formal TIC provision out of the Master's House (Option 1). There is potential to support this with small mini info points around town (Option 3) which then signpost a visit to the TIC for more detailed information and advice.

With regard to training volunteers and staff, the Herefordshire Destination Management Plan (DMP) 2025 - 2035 (launched April 2025) will feature a training programme for visitor-facing staff. It would make sense to partner with the Visit Herefordshire LVEP on the delivery of this training locally.

3.6 Visitor Information Requirements

Ledbury visitor leaflet & map

- Recently commissioned by Ledbury Town Council to include a map, seasonal highlights, heritage attractions and promotion of the town's cafes and shops.
- To be distributed via visitor information service, community venues (e.g, Heritage Centre) and traders/ cafes.
- Recommended that Town Council looks into distribution via accommodation providers in and around Ledbury e.g. Much Marcle, Putley, Colwall etc.
- Potential to promote the town much further afield, as indicated in Section 1, targeting those geographic and social-demographic areas with a propensity to visit and spend.

Information Boards

- Through Herefordshire County BID, new information boards are being produced for location at Tescos, St Katherine's Walk and the High Street. These will feature a town map and key content from the new visitor leaflet, such as the heritage attractions.
- There is currently not sufficient budget to have a board at the train station but this needs to be a future priority. The team has identified the appropriate contact and will share details so that this conversation can be pursued.

Working with retailers - visitor information insert

- Traders mentioned that they are frequently asked for recommendations regarding places to eat and shop.
- There is general consensus that a simple print out with the latest information would be really handy and something the traders would be willing to distribute,
- This could work as a stand alone piece of visitor collateral as well as a useful insert into the visitor leaflet. It could also be added as a download to the Visit Herefordshire website i.e. Ledbury town page.
- To be updated on a quarterly or six-monthly basis.
- N.B. This is not currently funded but would only be a small expense to print once it has been formatted

Visit Herefordshire map

- Visit Herefordshire also produces a fold-out map which promotes the county as a whole. The Ledbury edition has a map which spotlights Ledbury town centre.
- Again, this will be a useful asset for the TIC.
- Other print materials are currently being printed, such as a new Herefordshire Trail guide, which it would be useful to stock.

3.7 Additional Services

As a rule, TICs are a subsidised service and it can be difficult to prove their 'value' beyond the anecdotal.

Adding paid-for services to the mix is a way of making the TIC more commercially viable. These services can also contribute to grounding the TIC into the community, enabling it to act as a 'hub'.

There is scope to learn from successful visitor information services about the positive additions they have made to the standard service provision.

For example, could e-bike hire be an option? Ebikes are a growing trend and a hire service is currently not available in Ledbury. There is an opportunity to assess the potential for this idea by securing a trial number of e-bikes (e.g. 4 to begin with) as part of a pilot. There could also be potential to run 'guided' bike rides for an additional fee.

Secure storage is, of course, a necessity so this may prove the sticking point but partnerships could potentially be brokered with St Katherine's Hall or even The Feathers. Grant support would be required to fund the purchase of the e-bikes e.g. Shared Prosperity Fund.

Likewise, guided heritage walks or countryside rambles could potentially be offered by the visitor information service to help create a small income stream. As noted, promoting these ticketed experiences via third-party sites with a far greater audience can also be a means of encouraging visits in the first instance.

Finally, on a different note, an idea which came out of the consultation was the establishment of a 'Volunteer Bank' to enable a more structured approach to the management of volunteers across heritage attractions and the TIC.

Section 4 - Festivals & Events

Requirement: Explore opportunities for an improved range of festivals and events in Ledbury, building on existing successful events, such as the Ledbury Poetry Festival and events run by the nearby Eastnor Castle.

4.0 Introduction

Explore opportunities for an improved range of festivals and events in Ledbury, building on existing successful events, such as the Ledbury Poetry Festival and events run by nearby Eastnor Castle.

4.1 Summary of stakeholder engagement conclusions

The team engaged extensively with Ledbury Poetry as well as Eastnor Castle. Festivals and events has also, of course, been a key theme throughout the project in relation to wider consultation with stakeholders, including a stand alone focus group. We identified a strong consensus view as follows:

- Despite some very positive and successful individual initiatives (which validate the current and potential demand for events and festivals), Ledbury's overall festival and events offer definitely has potential for development.
- Local and regional festivals (Abergavenny Food Festival, Three Choirs Festivals, Hay Festival, Three Counties Show) provide examples of what success looks like and contribute to a spike in local retail trade.
- The town has significant potential to support its visitor economy by developing a more compelling and rounded festival offer.
- Festivals and events have an important role to play in engaging future residents of planned new houses in Ledbury and in maintaining community cohesion.
- The potential geographical audience for festivals and events in Ledbury reaches as far as Birmingham, Gloucestershire, Worcestershire and the Cotswolds.
- Any new festivals should ideally be aligned to Ledbury's 'values' and DNA.
- Any new festival in the town could potentially coincide with an existing festival in the wider county/region, to maximise the visitor offer, footfall and dwell-time in Ledbury.
- There is a need for more collaboration and communication between existing and future festival stakeholders, both within Ledbury and also in Herefordshire as a whole, in order to avoid duplication.
- The development and management of new festivals and events may be constrained by current management capacity and resources.

4.2 Current economic context

The Festivals and Events Strategic Framework for Herefordshire 2025-29 (February 2025), commissioned by Herefordshire Council identifies the opportunities and challenges for the wider county which are relevant to Ledbury, as follows:

Opportunities

- Place-making and perception
- Preservation of local culture and community cohesion
- Visitor economy
- Job creation

Challenges

- Funding and commercial viability
- Role of the Local Authority
- Competitive USP
- Human resources and capacity
- Inclusivity
- Sustainability

The report has been produced against a backdrop of pressures on cost of living, rising operational costs and weaker consumer demand which, in the case of Ledbury, have led to the cancellation of the highly-regarded El Dorado festival in 2025.

This context underlines the importance of the Ledbury Poetry Festival as a highly distinctive asset with a successful track record both in visitor engagement and national fundraising.

4. 3 Existing festivals and events

Ledbury Poetry Festival

The Ledbury Poetry Festival was founded in 1996 by a group of local poetry enthusiasts and it is now the largest poetry festival in the UK. Over 1,000 national and international poets have taken part in the festival and its cultural significance is widely recognised, with the Guardian describing it in 2009 “as the largest of its kind in the UK and also the most energised, giving a real sense of poetry as an important living, contemporary literary form”.

The festival relies on third party support for its commercial viability and it has secured funding from the Arts Council and a range of local and national philanthropic sources. It is one of Herefordshire’s six Arts Council-funded National Portfolio Organisations (NPOs) and its cultural and economic significance within Ledbury was underpinned in 2021 with the rebranding of their current home (owned by Ledbury Places) as the Poetry House. Funding from the Heritage Lottery Fund underwrote initial repairs and they are currently in the process of securing further funding for a full refurbishment of the building and, ultimately, for an acquisition of the freehold.

The festival’s main programme is delivered over two weeks in the summer but its work continues throughout the year with sustained engagement with local primary schools and the wider Ledbury community.

Plans are in train for a new Winter Weekend which will present the opportunity to bring in visitors off season. At this initial stage, it is envisaged as an event that would be hosted in a variety of venues around town and dovetail with the Christmas lights switch on.

The Poetry Festival is Ledbury’s most significant festival, benefiting from a national - if not international - reputation within literary circles. Its role as an enabler of tourism and visitor spend within the town is more complex. The festival’s management team has had an ambition for some time to work with Herefordshire Council and other stakeholders to brand Ledbury as the ‘Poetry Town’, in the same way that Hay-on-Wye is officially recognised as ‘the town of books’, and platform signage at Ledbury Station already recognises that vision.

However, stakeholder engagement for this commission revealed that:

- The festival’s connection with the wider community of Ledbury has atrophied in recent years, leading to low-level resentment of its prominent role. The team is fully confident that the festival’s director, Amy Howard, is acutely aware of this disconnect and is making every effort to engage with the town’s wider community to restore a unified sense of purpose.
- The festival’s audience is primarily local and regional, although it does attract visitors from further afield, in particular from London.
- There is a perception in some quarters that the direct and indirect benefits of the festival to independent retailers and F&B operators in the town are quite limited.

- There is a consensus stakeholder view that the realisation of Ledbury's full potential as a visitor destination cannot and should not rely solely on the Poetry Festival and that any future marketing initiatives should reflect the town's broader appeal.

We are confident that these 'connectivity' issues can be managed effectively with a more structured engagement framework (e.g. extended TEMAP membership) and better communication. It is noted that the Festival has fully engaged in this commission.

In the future, the Poetry Festival can play a pivotal role in driving forward Ledbury's identity as a highly distinctive and compelling visitor destination, for instance with the successful refurbishment of the Poetry House and collaborating with the town as a whole on 'Box of Delights' brand messaging.

This theme would be further reinforced through the Masfield Matters project (which celebrates the life of Ledbury poet, John Masfield) which could have real potential to capture visitors' attention.

Christmas Late Night Shopping

With minimal funding and intensive volunteer engagement, Ledbury's late night shopping event has had a dramatically positive, albeit short-lived, impact on the visitor economy. Anecdotal evidence indicates strong footfall and sales on the night itself as well as the next day due to overnight stays. Stakeholder engagement revealed strong demand to extend the Late night Shopping from one weekend to two, which we would also support. Furthermore, we would suggest testing Sunday opening on these two weekends too (already offered by some retailers in the run up to Christmas).

World Book Day

Since 2022, Ledbury has actively participated in World Book Day, with a busy programme of activities and events. Children's authors and illustrators are invited to the town, which has produced a rich calendar of craft workshops, storytelling, stay and play sessions with book characters. This year, The Beefy Boys were parked in the main car park, with tables and chairs set out on St Katherine's Square for diners.

This initiative is a great example of the potential for Ledbury to leverage its identity as a literary hot spot (Poetry Festival), generating economic activity and supporting community cohesion.

Eastnor Castle

Eastnor Castle lies 2.6 miles outside Ledbury and attracts significant numbers of day trippers to the castle and grounds, plus its supporting programme of events, which include the Chilli Festival and a busy summer calendar. In addition, Eastnor Deer Park plays host to a variety of externally-managed and promoted events, such as Lakefest, The Malverns Classic Mountain Bike Festival, and, until recently, El Dorado (cancelled due to the escalating costs). Meanwhile, The Woodshed is an outdoor cafe space which attracts large visitor numbers and is increasingly used as a meeting point for people arriving from further afield.

The Castle Estate has been used for years as a secret test facility to refine and test the off-road capability of every new Land Rover, the vehicle adapted by and most commonly associated with the early SAS Regiment.

The promotional relationship is of particular importance in relation to Eastnor, with regard to encouraging return visits to the area. For example, a Ledbury info board and leaflet display at The Woodshed would be valuable to the town.

Heritage Open Days

Ledbury actively participates in this national event in early September and produces a visitor guide as well as audio trail.

Herefordshire Art Week

Another popular event in September is Herefordshire Art Week with local galleries and artists opening their doors. Hosted around the same time as Heritage Open Days, it attracts a similar audience, referred to by Visit Herefordshire as 'cultural explorers'.

N.B. A full spreadsheet of events has been compiled by the team and is available under separate cover from the Town Clerk.

4.4 New festival proposals

Stakeholder engagement revealed three potentially viable new festival proposals which could leverage different elements of Ledbury's current identity, add significantly to its visitor offer and work within the town's existing calendar of festivals and events.

Herefordshire Wine (and Cheese) Festival

The rapid emergence of Herefordshire as a leading English wine producer in the last 10 years has occurred without any coordinated promotion. There are now a number of established vineyards (Wythall Estate, Coddington, Frome Valley, Black Mountain, Foxbury Fields, Radlow Hundred, Two Beacons) and one cassis and sparkling wine producer (White Heron) in the county. For this critical mass of producers, a festival would offer a visible marketing platform and serve to attract visitors to Ledbury. There is also potential to extend to three counties producers, such as the Three Choirs vineyard over the border in Gloucestershire, said to be England's oldest vineyard.

The town has a variety of interesting internal spaces which could be mobilised at minimal cost and the festival could potentially lubricate visitor spend for independent retail. The owners of Hay Wines (established in Ledbury in 2009), Jane and Chris Salt, have extensive experience in managing events and are fully supportive of this initiative but they recognise the need for a co-ordinating body to facilitate logistics, marketing etc (see below). Furthermore, an initial conversation with Wythall Estate has proved promising.

A Herefordshire wine festival would also provide an opportunity to collaborate with the county's numerous independent cheese-producers, artisan bakers and farm shops (Monkland, Oakchurch, Peter Cook's Bread, Legges of Bromyard etc) and the festival could potentially extend to street food provision.

It is difficult to quantify with any confidence the likely sustainable impact of an independent wine and cheese festival in Ledbury but it is worth noting that the Abergavenny Food Festival (established in 1999) attracts around 35,000 visitors and generates approximately £4 million for the local economy. The impact of this festival could potentially be amplified with coordination with other high-profile regional festivals and events (Blossomtime, Three Counties Show).

Herefordshire Design Fair

The grandfather of 21st century place-making, Richard Florida, wrote "Places that succeed in attracting and retaining creative class people prosper; those that fail don't" and the self-reinforcing economic benefits of clustering have been demonstrated again and again, from Renaissance Florence to Silicon Valley.

Ledbury is the home of three highly distinctive and acclaimed interior design businesses: **Tinsmiths** (Linen and Cotton fabrics, Lighting and Homeware), **Roger Oates Design** (flooring and home accessories) and **Hus and Hem** (Scandinavian Home Design), all situated in a cluster of cobbled alleyways off the town's High Street.

A design fair which celebrated this clustering, which promoted Ledbury's unique architectural and cultural heritage (opening potential opportunities for collaboration with the Poetry Festival) and which borrowed elements for Herefordshire's cultural and creative heritage (such as the furniture and dress items in the Friars Street collections in Hereford, soon to be liberated into the new Museum in Broad Street) could only enhance and magnify the town's identity as a place which attracts and retains creative class people.

The critical and potentially deal-breaking challenge for this initiative is the capacity constraint of the three crucial drivers mentioned above.

Land Rover event in Ledbury High Street

Drawing on the iconic heritage connection with the SAS Regiment, a one-day event focused around vintage Land Rovers would add another layer to the town's identity giving visitors more reasons to spend time and money.

Collaboration with the Land Rover experience at Eastnor Castle would bring the town and the castle together in a collaborative partnership, with direct and indirect benefits for both partners. Displaying them along the high street, with the option to have market stalls and food and drink, would create a lively, enticing new event.

The event would require few financial or logistical resources but it would involve consultation with, and approval from, Herefordshire Council's Highways Team.

Heritage September

Given that the heritage theme is so strong for the town and the Heritage Open Days have proved popular, there is scope to extend activities and deepen the visitor offer.

The programme of activity could be extended to include guided walking tours as well as family weekends with costumed staff. There is potential to create a particularly distinctive offer by tying in with natural heritage such as nearby orchards for tours and cider tastings.

Equally, collaborating with Herefordshire Art Week could be a way of showcasing heritage crafts and skills, as practised by contemporary artists and makers.

4.5 Festivals & Events: Management & Delivery

It is clear from our engagement that Ledbury has an abundance of creative and committed individuals who are heavily invested (emotionally and commercially) in the town's future success and who support the development of a more rounded and impactful festival and events programme. While we fully support that vision, we recognise weaknesses in joined-up thinking and delivery, and believe strongly that more collaboration and coordination is needed to achieve it.

To that end, our strong recommendation is the **establishment of a collaborative Festivals & Events Committee**, bringing together the Tourism arm of the Town Council, Ledbury Poetry Festival, Eastnor Castle, Hellens Manor, Three Counties Showground, Herefordshire County BID and the Ledbury Traders Association. The principal roles of this group would be calendar and fundraising collaboration, marketing support for existing and new events and the development of an integrated support framework for new events. The Town Council has a critical role to play in facilitating the establishment of this Committee and it could perhaps start from the existing Council festival and events group and be coordinated by the community engagement officer. Please note, the person in post at this time has sadly been unable to participate in any of the consultancy programme.

A precedent for this collaborative structure has been established in Hereford by Hereford City BID and the City Council. Representatives from this body have offered Ledbury support with structural development and joint communications initiatives. Bottom-up collaboration with Hereford could, in turn, feed into the evolution of a county-wide structure, including all of the market towns, tasked with promoting Herefordshire's visitor assets and ensuring maximum coordination..

4.5 Quick Wins

To capitalise on current enthusiasm and demonstrate that action is being taken, we recommend that consideration is given to delivering all or some of the following 'quick wins':

- Encourage full engagement around the Poetry Festival (summer & winter) to maximise the benefit for all, including putting some simple measurements in place to capture the impacts/areas for improvement e.g. survey post festival to traders
- Look at ways to extend Heritage Open Days & h.Art in September, as identified above.
- Test the appetite for a larger wine festival by creating a 'wine tasting & wine market' as part of July's Ledbury Celebration or to coincide with September's activities.

- Piggyback Herefordshire County BID activity - they will have a stall at key events at the Three Counties Showground and Lakefest, how can Ledbury best benefit?
- Ensure Ledbury visitor collateral is available at events venues such as Eastnor and Three Counties Showground.
- Coordinate Christmas light switch on with proposed Mistletoe Market (see Section 2) and Poetry Festival's Winter Weekend to create a real reason to visit. N.B. Marketing activity will be essential to spread the word, including working with Visit Herefordshire.

4.6 Festivals & Events Action Plan

Task	Aim to Complete	Responsible
Develop Festival and Events Committee, including clear definition of private and public roles and responsibilities and overarching strategic goal(s)	2 months	LTC and key private sector stakeholders
Review 'quick wins' and pilot activities on a 'test and learn' basis	2 months	LTC and key private sector stakeholders
Identify and agree key festival and events initiatives, including ownership, cost/ human resources, constitution, timing, phasing, scaling plan and funding.	3-6 months	Ledbury Festival and Events Committee
Collaboration and coordination with local hinterland and countywide Festivals and Events.	3 months	Ledbury Festival and Events Committee
Develop funding strategy and economic model for each new Festival/Event initiative - public and private sector sourcing.	3-6 months	Ledbury Festival and Events Committee
Agree and deliver coordinated marketing plan	6-9 months	Ledbury Festival and Events Committee

Section 5 - St Katherine's Place

Requirement: Develop an event plan for the newly created St Katherine's Square, which Ledbury Town Council has a right to occupy agreement in place with Herefordshire Council.

5.0 Introduction

St Katherine's Square is a small, modern paved area set in between the Master's House, St Katherine's Hall and The Barn.

It is in a good location in relation to the car park and main street, although not visible from The Homend. It is also fully accessible with a ramp. However, there are barriers on two sides, a distinct lack of greenery, as well as no lighting, power supply or water. These factors, combined with its small size, limit its potential as a fully-functioning event space.

47% of survey respondents had a preference for hosting events on the Square, although this view was not reflected in the one to one consultations or focus groups where larger, more impactful events were discussed. It was very much seen as an additional space.

Current usage fee is £200

5.1 Recommendations

We would recommend that the potential for St Katherine's Square is maximised as follows:

Community use & themed activities

Open it up for local rehearsals, events and activities such as Morris dancing, choirs, buskers, dance troupes, cadets/scouts/guides activities and so on to create a sense of vibrancy. This idea could be further developed into themed weekend programmes, potentially linked with Town Council initiatives. For example, a themed day such as 'Saturday Songs' would invite soloists and singing groups to showcase their voices and link with Ledbury's Got Talent.

Secondary event/market space - developed a 'historic heart of activation'

When markets or larger events are taking place in town, the Square is a useful additional/overspill space. For example, it is a great space for hosting additional market stalls. The usage demonstrated during World Book Day 2025 was ideal, with tables and chairs set out and the Beefy Boys van in close proximity. Likewise, it is a convenient additional space for The Barn's new market.

There is potential here to create a **'historic heart of activation'** in the town, stretching from the cobbles of Church Lane to the Market House, across to St Katherine's Walk to the Master's House.

Future development & management

With a relatively minor investment in electric connectivity and greenery, it would be a much more attractive and appealing space for all.

With regard to management responsibility for the square, we recommend that this is delegated to the proposed new Tourism & Markets Manager who would operate out of Master's House. Alternatively, management could be outsourced as per the response to requirement 2 regarding markets.

5.2 Action Plan: St Katherine's Square

Task	Aim to Complete	Responsible
Agree preferred usage of St Katherine's Square and proposed fees, where applicable	1 month	LTC
Agree management of St Katherine's Square and recruit/procure accordingly	2 months	LTC
Publicise options to use/hire the Square via Town Council website and other channels e.g. Facebook, physical noticeboard etc	3 months	New resource, reporting to LTC
Start to deliver the programme of events on the Square, to include community use.	3 - 9 months	New resource, reporting to LTC
Scope outline costs for electricity and greenery	3 - 4 months	LTC
Research grant opportunities to fund these costs and make applications as they arise	Ongoing	LTC
Monitor events/ community use and review feedback to steer future plans	Ongoing	New resource, reporting to LTC

Action Plan Summary - Immediate Priorities

There is no magic money tree and this report has been aware throughout of the scarcity of financial resources. However, in our various meetings, surveys and feedback loops, we have been struck by the positive attitude towards collaboration and a shared commitment to inputting skills and time to bring the plans in this report to fruition. There are more detailed plans in each section of the report and a condensed summary in a separate Action Plan section at the end. Below are the actions recommended to kick start each area this calendar year, at minimal cost but pooling the resource Ledbury has in abundance, talented people and established voluntary organisations.

Section I - TOURISM POTENTIAL

Action	Recommendation
Harness the positivity & enthusiasm created by this consultation	Share report with stakeholder group and convene a parish meeting to discuss recommendations (consultants happy to present findings).
Establish management structure	Establish structure to manage coordinated partnerships, e.g. extending membership of the TEMAP. Partners would include the Traders & Business Association, Ledbury Places, Ledbury Poetry, Hellens Manor, Eastnor Castle, Herefordshire Council, Herefordshire County BID etc.
Clear focus on Ledbury's tourism assets	Medieval architecture core to Ledbury proposition. Align opening times to create a more collective offer. 'Tudor Tuesday', for example. Poetry is another key 'angle'. 'Box of Delights' is an all embracing candidate for umbrella branding and theming.
More effective communications	Utilise the new leaflet and boards designs. Maintain this look and feel across communications. Distribute leaflets in new home developments and look for opportunities in neighbouring counties.
Leverage Visit Herefordshire	Feed in to VH marketing initiatives. Ledbury is a jewel in the crown. Multiple angles VH will be keen to utilise via promotion & PR (e.g. poetry, walking, history, festivals)

Section 2 - MARKETS

Action	Recommendation
Management and collaboration	<p>Establish market growth group within the TEMAP to include traders and supportive retailers. Develop a markets 'vision' consistent with Ledbury assets and quality</p> <p>Restructure market support staff to include 'on call' set-up operative and additional promotion and trader recruitment duties for town council staff member i.e. the proposed role of Tourism & Markets Manager</p>
Market Expansion	Trader recruitment for summer season.
Improve market look & practicalities	Enforce the 'no vans' rule. Start engaging with Herefordshire Council to amend the Tuesday TRO to finish at 2 pm.
New opening times, improved infrastructure	Extend Saturday operating hours to 8am to 4pm. Investigate costs and funding avenues to allow Improved lighting and seating, changes to the public realm to increase the market footprint and potential amends to parking arrangements.(do this alongside investment needs of St Katherine's Place - see section 5)
Markets linked to events	Attach expanded market days to events such as Winter Poetry Festival and Christmas Lights (potential name, Mistletoe Market). Aim to start this year.
Communication	LTC webpage should include descriptions of all markets in and around the town, accompanied by a description of the market so visitors know what to expect.

Section 3 - VISITOR INFORMATION SERVICE

Action	Recommendation
Master's House	<p>There are other options but our recommendation, and favoured by most we talked with, is to move to a modern, ground-floor office space in the Master's House, helping create a sense that this building is a focal point for all within the town centre.</p> <p>Next to St Katherine's Square & historic St Katherine's Hall - having a visitor information service here will help energise this area of town and support plans to grow markets and events.</p>
Theming	'Box of Delights' theming (not least as Masefield Matters will be based upstairs)
Infrastructure	Would need initial investment for furniture, display, computer, leaflet stands etc.
Staff and training	Herefordshire County LVEP has a training programme for visitor-facing staff. It would make sense to partner on the delivery of this training locally.

Section 4 - FESTIVALS & EVENTS

Action	Recommendation
Collaboration & Management	Led by LTC, establish (or revive and extend existing) a collaborative Festivals & Events Committee, bringing together the tourism arm of the Town Council, Ledbury Poetry Festival, Eastnor Castle, Hellens Manor, Three Counties Showground, Herefordshire County BID and the Ledbury Traders Association. The principal roles of this group would be calendar and fundraising collaboration, marketing support for existing and new events and the development of an integrated support framework for new events.
Poetry Festival	Encourage full engagement around the Poetry Festival (summer & winter) to maximise the benefit, including simple measurements to capture the impacts/areas for improvement e.g. survey post festival to traders.
Test 'Wine Festival'	ASAP pull focus group of wine producers and Hay Wines and key members of the festival group to explore the appetite for a larger wine festival as part of July's Ledbury Celebration or to coincide with September's activities.
Christmas	Coordinate Christmas light switch on with proposed Mistletoe Market (see Section 2) and Poetry Festival's Winter Weekend to create a real reason to visit. N.B. Marketing activity will be essential to spread the word, including working with Visit Herefordshire.

Section 5 - ST KATHERINE'S

Action	Recommendation
Agree how this space is to be used	Feedback from our research is that St Katherine's is a secondary space for events, but with potential for smaller scale activities. It can also be better drawn in as part of a 'historic heart of activation' connecting the cobbles of Church Lane to the Market House, across to St Katherine's Walk to the Master's House. TEMAP and Festivals & Events Groups to consider and agree.
Community use & themed activities	Open it up for local rehearsals, events and activities such as Morris dancing, choirs, buskers, dance troupes, cadets/scouts/guides activities and so on to create a sense of vibrancy. This idea could be further developed into themed weekend programmes, potentially linked with Town Council initiatives.
Secondary event/market space	When markets or larger events are taking place in town, the Square is a useful additional/overspill space, a great space for hosting additional market stalls. The usage demonstrated during World Book Day 2025 was ideal, with tables and chairs set out and the Beefy Boys van in close proximity.
Infrastructure	With a relatively minor investment in electric connectivity and greenery, it would be a much more attractive and appealing space for all.

Appendices

APPENDIX I - Existing Reports for reference

- Potential Future Use of The Market House (Ledbury Town Council, 2024)
- Ledbury Multiple Asset Transfer Feasibility Stage Business Plan (2014)
- Increasing Tourism in Ledbury, Update Report (2024)

APPENDIX 2: Stakeholder Engagement

The following stakeholders were engaged through one-to-ones, focus groups and the workshop:

Big Apple	Ledbury Civic Society	Masefield Matters
Blandfords	Ledbury Country Markets	Max the Fishmonger
Ceci Paolo	LEAF	Prince of Wales
Chocotastic	Ledbury Food Group	Renaissance
DT Waller & Sons	Ledbury Places	Robert Wilson (flower stall)
Eastnor Castle	Ledbury Poetry	Roger Oates Design
Gill Ding, Leominster TIC	Ledbury Refugee Support Group	St Michael & All Angels Church
Gregg's Pit	Ledbury Together	Three Counties Showground
Hay Wines	Ledbury Traders Association	Tinsmiths
Hellens Manor	Market Theatre	The Barn
John Nash Interiors	Mark, the cheese stall	Woodside Lodges

APPENDIX SECTION 3: Consultation events

11 February	Online Focus Group – Festivals and Markets
13 February	Online focus Group - retail and hospitality
4 March	In person workshop

APPENDIX 4: Street Market Case Studies

Several small rural street markets across the UK have established themselves as vibrant community hubs, supporting local producers and artisans while offering unique experiences for visitors. Notable examples include:

Ruislip Duck Pond Market (rural Middlesex)

Held on the 1st and 3rd Sundays of each month at Manor Farm, this market is set in a picturesque, historic rural green space. It features local artists, crafters, food producers, and ethical businesses, with a strong emphasis on locally made and Fairtrade products. The market is known for its friendly atmosphere, live music, and accessibility, making it a model for small-scale markets.

Market Drayton Street Market (Shropshire)

Market Drayton, a historic market town, hosts a small but lively street market every Wednesday along Cheshire Street, complemented by an indoor market on Wednesdays and Saturdays. The market offers everything from award-winning sausages and gourmet chocolates to plants, crafts, and homewares. Its nearly 800-year history and integration with the town's independent shops and cafes highlight its role as a community anchor.

Deal Saturday Market (Kent)

Located in the heart of the Georgian conservation area, Deal's market operates every Saturday and features stalls selling locally sourced foods, flowers, antiques, and bric-a-brac. Its long-standing charter (since 1699) and focus on local produce contribute to its enduring popularity.

Sandwich Town Market (Kent)

This small, well-established market is held outside the Guildhall every Thursday and Saturday, offering baked goods, flowers, fruit, vegetables, and crafts. Its central location and variety of stalls support both residents and visitors in this rural town.

Village Hall Markets (e.g. Capel-le-Ferne and Whitfield, Kent)

Capel-le-Ferne Village Hall hosts a thriving market every Tuesday morning, with stalls selling fresh produce, crafts, and homemade goods. Whitfield Village Hall's Thursday market offers local food, crafts, and refreshments, providing a vital outlet for producers and a social space for the community.

Independent Street Artisan Markets (Northwest England)

Independent Street organizes pop-up artisan markets in small towns and villages across the Northwest, featuring local makers, bakers, and producers. These markets are known for their creativity, community spirit, and support for new businesses, making them a template for successful rural enterprise.

Hitchin Market, with roots dating back to at least the 12th century, is one of England's most historic markets. After experiencing a period of decline, the local community recognized the need for revitalisation. In response, the town partnership established Hitchin Markets Ltd in 2009, operating as a non-profit organization to benefit the town, community, and traders. Since this transition, the market has seen increased footfall and trader base, and new market events including a weekly car boot sale on Sunday mornings, and a monthly Craft & Farmers Market held on the last Saturday of every month. Hitchin Market is now one of the largest outdoor markets in the region, featuring over 150 covered stalls. It operates on Tuesdays, Fridays, Saturdays, and Sundays, offering a diverse range of products from antiques and collectibles to fresh produce and handmade crafts.

APPENDIX SECTION 5 - TIC

Examples of other TIC models

Ross-on-Wye	Satellite Tourism Info Points & Funded Post
Managed by	Ross-on-Wye Town Council with support from Ross-on-Wye Tourism Association
Location	Leaflet display at three 'info points' - the Town Council offices, The Market House and Truffles Delicatessen.
Opening Hours	Town Council, Monday to Friday 9.30 to 1pm Market House, daily 10am to 4pm (N.B. peppercorn rent for exhibiting artists) Truffles Delicatessen, Tuesday to Saturday 9am to 4pm
Staffing	One paid role of Tourism & Events Officer, appointed by the Town Council and working as part of the Ross-on-Wye Tourism Association which operates on a voluntary basis and members include the local traders association. Occasional ambassador team (volunteers) which is more active in busier holiday periods.
Service	<ul style="list-style-type: none"> • Leaflet display • There is some appetite for a volunteer-led TIC • They fund production of mall Town Guide (concertina fold) which goes in town and is distributed at motorway service stations, and an Event Guide, funded by Town Council. Also a small budget for updating fingerposts. • Ross on Wye Tourism Association prints the Vintage Trail, John Kyrle Trail and Heritage Trail, funded by contributions from local businesses.

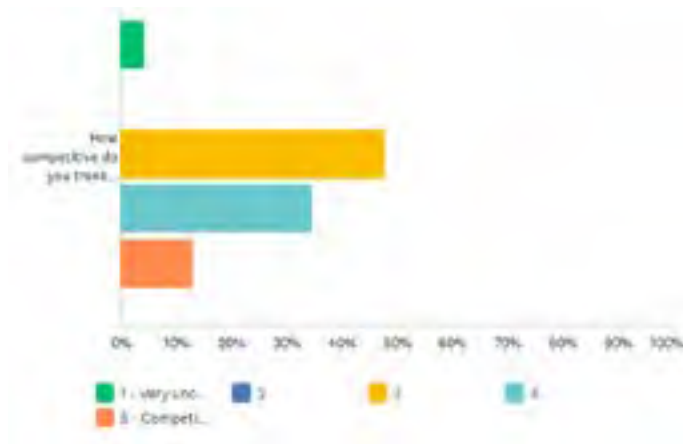
Oswestry	TIC in host building, managed by non profit company with one funded post equivalent
Managed by	Borderlands Tourism , a non profit company (directors are all volunteers) which is focused on promoting Oswestry as a destination. They have an SLA with the Town Council which covers the rent and some costs. Income from sales in TIC, event bookings etc as well as membership of Borderlands Tourism
Location	Within Market Hall
Opening Hours	Wednesday, Friday and Saturday, 10am to 3pm
Staffing	4 paid part-time staff which is equal to one full-time post equivalent. Supported by volunteer Tour Guides in the summer, plus Tourism Ambassadors.
Service	<ul style="list-style-type: none"> • Visitor advice and leaflet display • Sells gifts and maps • Event box office

APPENDIX SECTION 6: Survey Results

28 in total, 24 of whom work or have a business in Ledbury. 83% consider tourism very important to their business or organisation (no respondent answered not at all important)

Summary of responses

I - How competitive is Ledbury's visitor offer?



Most respondents consider Ledbury's visitor offer is relative to be either equal or more competitive than other similar market towns within a 50-mile radius.

Supplementary comments (selection)

“ Attractive nucleated town centre. Level access to close town centre car parks. Excellent variety of independent comparison retail. Good selection of cafes and restaurants/pubs. Reasonable selection of circular and themed walks, heritage buildings free to access, greenspaces to enjoy. Markets let the town down ATM and could benefit from a dedicated Touris Office

“ What makes it a “market town”? A few stands jammed under the tiny market building? An occasional Farmer's Market in tiny Burgage Hall? We don't even have a car boot sale to offer! The Council should identify a local site and commission an open air market for genuine local PRODUCERS at least from April to September each year. If the uptake and public response is good, then funds should be sought to erect an inexpensive building to house it year round.

The 3 best things about Ledbury as a tourist attraction?

- Independent shops and attractive high street
- Pretty town with historic buildings
- Good hospitality (cafes. Restaurants, hotels etc.)

Other mentions for;

- Proximity to the Malverns, Eastnor Castle etc.
- History and culture (e.g. Poetry and Music festivals)

The 3 things Ledbury needs to improve as a tourist attraction?

- Parking (availability and pricing)
- Stronger promotion and signage
- More events and markets

Other mentions for;

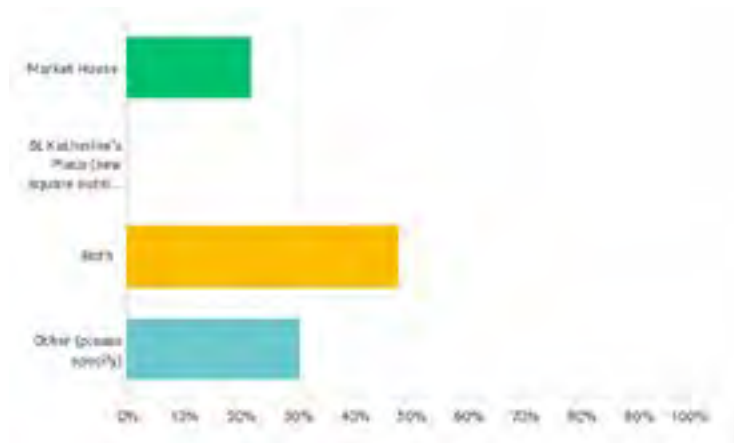
- More places to stay (and affordably).
- Creative use of disused retail premises

Markets - are there gaps in the current offer?

Comments (selection)

- “ The markets offer needs a total rethink. Lots of issues. Too many to fit in here. Tuesday Market is probably best focussing on local market - at least outside tourist/holiday season. Saturday should be more vibrant and diverse. Need to start using new St Katherine's Square to best effect and returning TRO tarmac mostly to parking by Market House. Need to use upstairs at Market House. Need to develop schedule of seasonal themed markets to broaden offer - as per Ludlow/Stroud
- “ We have a very small market in Ledbury now . Plenty of room for other stall but please only stalls that don't compete with shops eg we have a few clothes shop so not a clothes stall. More local Produce would be good
- “ The Old Market Hall and Burgage Hall are TOO SMALL and TOO INFREQUENT. You can't expect traders or visitors to be attracted by them. Frankly, I'm surprised you are calling Ledbury a "market town". On what basis? Where are the traditional street traders and entertainers? Where are the livestock? Where are the local crafts?
- “ The market is poor. We really need to create a much better Saturday market with a lot more to offer. Perhaps helping local small unique businesses. Christmas time we should be looking at a small ledbury style German market. I believe it would be incredibly successful

Best location for markets?



21% chose Market House. No respondent specifically favoured St Katherine's but 47% chose 'Both'. 30% favoured another location.

Comments (selection)

- “ The Market House acts as a natural shelter but I think we should make use of the so called Town Square especially during the Summer months
- “ being in an area surrounded by producers and artisans, we should be able to fill both spaces with a weekly market! (see Hellens produce market for inspiration)
- “ Different locations for different markets/days - it depends, and needs to ramp up gradually. Presently the Tuesday market is all but non-existent
- “ These are far too small and you need COVER for year round local traders and customers.

Potential for new specialist markets?

Comments (selection)

- “ No! Christmas markets have become so generic and have recently gained a reputation for being overpriced and not at all local. I think Ledbury needs to focus on local and independent and this should be the specialism over anything else.
- “ Perhaps, however with no indoor venues of decent size where would this be?
- “ Absolutely I am one of the traders in Ledbury who mentioned this a couple of years back about creating a small German style market with locals and handmade produce etc, there are many many talented independent businesses in the local area not just the shops
- “ Of course, but since Ledbury has almost NO Winter tourist traffic and there is nowhere in Ledbury suitable FOR a covered Christmas market, and Ledbury does not have SUFFICIENT PARKING to make one viable, it won't work! There will be a howl of protest if you close the main street and tent over it to run one because there isn't the parking needed. You need a regular market site OUTSIDE the town with its own parking.

Rate the following events and festivals in terms of generating trade in the town (weighted averages; listed in order)

Event	Weighted average
Late Night Christmas Shopping	3.78
Ledbury Poetry Festival	3.57
Royal Three Counties Show	3.57
RHS Spring & Autumn Shows	3.52
h.art Week	3.26
Big Breakfast	3.14
Lakefest (Eastnor)	3.14
Christmas Light Switch On	3.00
Chilli festival (Eastnor)	2.86
Malvern GT (Eastnor)	2.64
Hills Ford Rally	2.27
Summer of Fun (Herefordshire County BID)	2.26

Comments (selection)

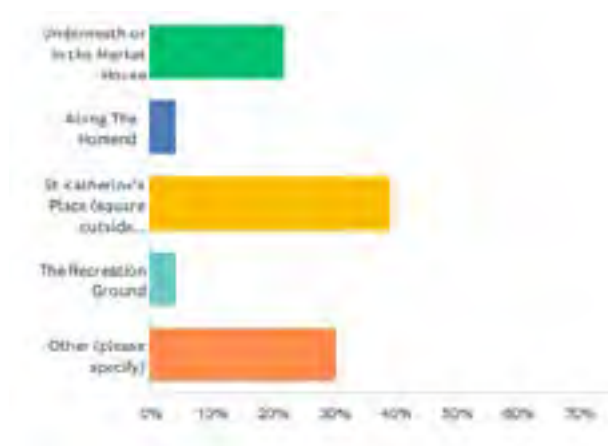
- “ Festivals at Eastnor certainly attract visitors, although mainly they do their food shopping to return to Eastnor. The poetry festival has always been very inclusive to local people, although I Hear that this year they are going to make it more open and more easily accessible.
- “ Oh come on! Malvern Showground and Eastnor have the grounds, buildings and parking needed. Ledbury does not. I live here and I've never HEARD of "Big Breakfast" or "Summer of Fun".

Benefits to hosting more events in town?

Comments (selection)

- “ Not until we have got better at gearing off the events that already exist that are being organised already by others
- “ It depends entirely on the quality and nature of the events. Ledbury should aim for a small number of things done well. h.art and the Poetry Festival are high quality and present the best face of the area.
- “ Hosting more events in town would be beneficial to the footfall and trade for both retail and hospitality.
- “ Yes, events done well with great marketing will always be positive. A complete calendar of events gives people from the surrounding counties to visit Ledbury.

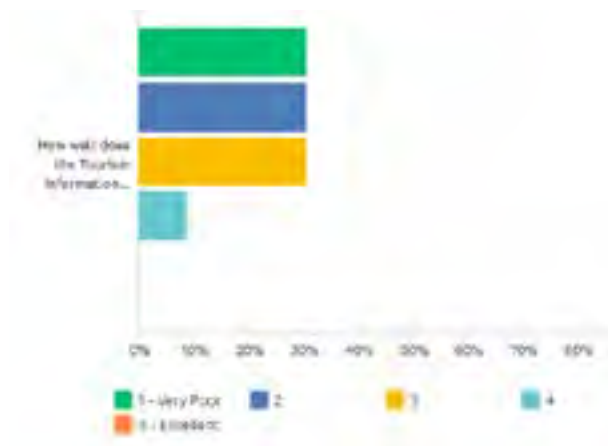
Preference for best location for events?



Comments (selection)

- “ The Market House but would love to have activities in the Homend alongside.
- “ It would depend on the type of event. Generally in the town works very well when the high street is closed from the clock tower to the top cross. This causes minimal obstruction as other flows of traffic are available. I think this would be suited for a Christmas market in the high street.

How well does the Tourism Information Centre support visitors and encourage them to spend more time in Ledbury?



Comments (selection)

- “ Would be better located in the Master's House, along with the Town Council itself
- “ There is little or no sign of where it is located. Often there is no obvious member of staff there, it just looks like a room full of leaflets
- “ We don't have a tourist information centre. One like we had before that was run by Herefordshire council was the best. The ladies in there were a mine of local information. This has been lost. Needs to be returned
- “ I am actually not aware of where the tourist information center is anymore. We could do with Ledbury map - which is produced once a year - that folds like a little booklet (Ross on Wye does this) that points out all the local businesses, events and also nearby attractions (Westons Cider, Eastnor etc)
- “ Not really aware they exist, as a local accommodation provider we never hear or speak with them

APPENDIX SECTION 7: Visitor Information Outline 5 Business Case Model Rationale

The rationale for relocating the Tourist Information Centre (TIC) to the Master's House in Ledbury is grounded in the comprehensive analysis provided in the Tourism, Events and Markets Action Plan for Ledbury. It follows from a detailed options appraisal set out above. This model is preferred for several compelling reasons, which are outlined below in the 5 Case Model format.

Strategic Case

Relocating the TIC to the Master's House aligns with the strategic goal of making this historic building a focal point in the town centre. The Master's House, with its rich heritage and central location, is ideally positioned to attract visitors and support community engagement. By leveraging the building's historical significance, the TIC can enhance the visitor experience and contribute to the town's cultural narrative. The move also supports the broader objective of revitalising Ledbury's tourism sector by creating a central hub that draws in both locals and tourists.

Economic Case

The economic benefits of relocating the TIC to the Master's House are significant. The available ground-floor space is relatively small but offers opportunities to be themed and utilised for multiple purposes, including a small retail element, which can generate a low level of additional revenue. The annual rental cost of £6k is a reasonable investment considering the potential economic returns from increased visitor footfall and spending.

The central location of the Master's House ensures easy access for visitors, which can boost local businesses and contribute to the overall economic vitality of Ledbury.

Commercial Case

The commercial viability of the TIC at the Master's House is enhanced by shared access with the Library, flexible opening hours, and potential outdoor extensions during the summer months. These factors provide a versatile and attractive proposition for visitors. The staffing models include employing a full-time staff member or adopting a community-led approach with volunteers, both of which offer sustainable options for managing the TIC. The community-led approach, in particular, can foster local involvement and ownership, further embedding the TIC within the fabric of Ledbury's community. Furthermore, the TIC could act as the base for both the Community Development Officer and the proposed Markets Manager, helping strengthen relationships between Town Council staff and the local community.

Financial Case

The financial implications of this model include an annual rental of £6k and staffing costs ranging from £30k to £35k for a full-time employee. Additional costs for signage, furniture, display stands, and computers are to be determined, but these investments are essential for creating a welcoming and informative environment for visitors. The financial case is strengthened by the potential for the TIC to generate revenue through retail sales and other paid services, which can offset operational costs and contribute to its sustainability.

Management Case

Effective management of the TIC involves either employing a full-time staff member to oversee operations and manage volunteers or partnering with a charitable group to run the centre. Training for volunteers and/or paid staff is crucial to ensure a high-quality service. Support from Herefordshire County BID for training county champions and front-of-house teams will be instrumental in achieving this. The management case emphasizes the importance of structured and professional oversight to maximize the TIC's impact and ensure its smooth operation.

Summary

In conclusion, relocating the Tourist Information Centre to the Master's House offers a strategic, economic, commercial, financial, and managerial advantage that makes it the preferred option for enhancing Ledbury's visitor information service. This move not only leverages the historical and central location of the Master's House but also provides a sustainable and community-focused model that can significantly.



FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 24
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Report prepared by Angela Price – Town Clerk

HILLS FORD RALLY

Purpose of Report

The purpose of this report is to make Members aware of a communication received from Councillor Barry Durkin in which he is asking for views from local residents and businesses to be feed back through the Town Council.

Detailed Information

The attached letter has been received from Councillor Durkin with a deadline for responses of 26 May 2025.

The Clerk has forwarded the letter onto a number of organisations within Ledbury, including the Cycle Forum and the Ledbury Traders Association asking them to provide their views by Wednesday, 21 May 2025 so that these can be provided to Herefordshire Council (with consent).

Below are some of the feedback that has been sent to Ledbury Town Council:

- “This the Second year we will be plagued by noise and disruption on a Sunday. Why not use Prescott, very local to Cheltenham, a Licenced specialist designed facility for such leisure use.
Insufficient audited consultation with local residents or businesses.
The route is not fully published – reason given so as to prevent members of the club practising !!!!
Non-standard road cars but are rally prepared hot rods thus encouraging the cars to travel at high speeds with associated high levels of noise and pollution.
No local competitors/ organisers or traders. Hills no longer operate in Ledbury.
This is a Commercial venture, and it is therefore inappropriate to close roads and cancel speed restrictions”.*
- I am writing to object to any application by Cheltenham Motor Club to close roads in the county of Herefordshire over the weekend of 12-14th September. One of stages will, I understand, follow the route I have attached below which I calculate is circa 16km or 10 miles and involves 375m of climbing and 383m of descent. This means that a large number of residents will be affected. As can be seen the route chosen blocks 16 footpaths including The Three Choirs Way and the Herefordshire Trail.*

** Cheltenham Motor Club, however, have not made public the route[s] that they intend to ask HCC to close. This effectively prevents residents and other interested parties from being able to organise and present their opposition to*

the proposal. This calculated lack of transparency is very serious. Will you please undertake to contact every resident affected and solicit their opinions?

** Cheltenham Motor Club, as organisers of the rally have made no proposals for a contribution to council funds for the damage that up to 300* vehicle movements passing at speeds of 80-90 mph over already degraded road surfaces will entail.*

** Cheltenham Motor Club have admitted that there will be significant noise nuisance as high revving hobby cars negotiate the course. They have been unwilling to produce actual noise statistics and appeared to be unfamiliar with the Motorsport UK [the governing body] guidance on this issue. Last year, the first year the rally was run the noise nuisance was very evident from over 6km away. The environmental impact is obvious. It is probable that the noise also constitutes a statutory nuisance. Will you please undertake to require the organisers to conduct a full noise assessment and an environmental assessment prior to approving any request for road closures.*

** Cheltenham Motor Club have admitted that there will be significant disruption to the popular H-Art event with at least 7 venues being inaccessible.*

** Cheltenham Motor Club have suggested that the Hills Ford Rally is rapidly becoming established as the 'premier competition' of its type in the UK and have intimidated that next year they hope to include an international dimension.*

** Cheltenham Motor Club have stated that they have multiple stages around Herefordshire and thus residents in any one particular area are unlikely to be affected every year. This is a presumption that further applications are being considered for multiple years and should be resisted robustly.*

** Cheltenham Motor Club have not been able to articulate what benefit to residents and Herefordshire would flow from the significant curtailment of individual property owner's rights to use the public highways and to have the 'quiet enjoyment' of their homes disturbed in this way.*

** Cheltenham Motor Club should be encouraged to seek alternative private venues for their enjoyment which do not require the wholesale disruption of the public highways and do allow residents to exercise their property rights without hindrance.*

Members will be provided with any further feedback received ahead of the meeting to enable them to consider this matter at the meeting.

Recommendation

Members are requested to give consideration to the attached letter received from Councillor Barry Durkin and feedback received from local residents and businesses and agree a suitable response to be sent to Councillor Durkin.

Angie Price
Clerk to Ledbury Town Council
Sent via - clerk@ledburytowncouncil.gov.uk

Dear Clerk

HILLS FORD RALLY: HEREFORDSHIRE

Cheltenham Motor Club (CMC) are planning to bring the Hills Ford Rally back to Herefordshire this year, as well as Gloucestershire. As part of the process they have agreed with Motorsport UK, who enable licensing of such events, of their application to Herefordshire Council and a licence to hold said event over the weekend of the 13th and 14th of September 2025 the MSA have approved their license. The remaining element to enable the event is for CMC to gain permission for the closure of relevant Herefordshire roads.

The areas indicated by CMC for their event involves Ledbury Town Council and the parishes and areas of:

- Petty France;
- Ledbury Town Council;
- Colwall;
- Bosbury and Coddington;
- Wellington Heath;
- Marcle Hill;
- Much Marcle;
- How Caple, Sollershope and Yatton;
- Woolhope;
- Putley.

Last year this rally date unfortunately conflicted with HART week and as such created concern with those HART places who were affected by the road closures in addition to other concerned parishioners. The lesson about consultation for this important Herefordshire event has been learnt and this year CMC have engaged more fully with Hart event holders. They have assured me that they have engaged with all relevant contributors forming HART and will also do what they can to mitigate the impact of the event. Indeed, the council have spoken with the HART organiser and have been informed that all affected HART contributors are content with the outcome from the CMC engagement and subsequently are content with arrangements agreed with their participants.

The council, of course, continue to wish to understand the impact of the event on their residents for 2025 and need local information before a decision is made. Therefore, again we wish to co-operate with the affected Town and Parish councils to understand each affected resident's opinion and decision. Thus, we are proposing to engage again and I would be obliged that each affected Town and Parish Council in whose local area, where the rally is to take place as listed above, would make arrangements to enquire of as many as possible of their parishioners, as to whether they want to approve the rally going ahead again this year or whether they object to the rally. Also, the Council will be consulting with Natural Landscapes and Natural England for their considerations. In addition, there will be a social media approach from Herefordshire Council to further inform parishioners who have not been approached by their parish council or CMC and they may then inform their parish council of their decision. Accordingly, the information from the Town and Parish

Councils and the views from those National bodies referred back to Herefordshire Council will be taken into account in making the decision.

Making the decision

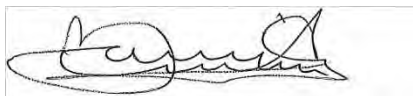
The decision for or against the rally and closing roads in their area, will be decided on the democratic ethos and based on those replying in total in each area. I would be obliged if the Town and parish council's return, be accompanied with verifiable and attributed (if agreed) comments please. I would be obliged if any comments and the decisions of their parishioners be received as soon as possible by the appropriate officer (bjc@herefordshire.gov.uk).at latest by **26 May 2025**; also with an indication whether your parishioners are by majority for or against the rally going ahead and the numbers canvassed. It is essential that the council has the fullest information possible on which to make a decision. There is no reason why individual parishioners may not contact and be included, on their own behalf via their parish council.

Understandably, it would be beneficial for CMC to know Herefordshire's parishioners majority decision, in each Town or parish area as soon as possible, so they make take their appropriate decisions

I repeat the decision by Herefordshire Council will rest on the majority decision received from as many parishioners canvassed in each Town or Parish area provided to Herefordshire Council.

Meetings are being carried out in parish locations in addition to their personal visits to each relevant parish council, are being carried out and literature from CMC is available.

Yours sincerely



**COUNCILLOR BARRY DURKIN
CABINET MEMBER ROADS AND REGULATORY SERVICES
HEREFORDSHIRE COUNCIL**

cc Cllr Harvey, Ward Member

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 25
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Report prepared by Angela Price – Town Clerk

BYE STREET TOILETS – PARTNERSHIP

Purpose of Report

The purpose of this report is to seek Members authorisation for the signing of the attached Partnership Agreement between Ledbury Town Council and Love Ledbury in respect of Bye Street Toilets.

Detailed Information

At its meeting on 17 April 2025, the Council resolved to enter into a partnership with Love Ledbury for the opening and maintenance of the Toilets located at Bye Street, Ledbury on a permanent basis.

Following that meeting the Clerk drafted a formal, permanent partnership agreement and provided a draft copy to Love Ledbury for their agreement.

The agreement is based on the one prepared for the temporary partnership and Love Ledbury has written to confirm that they are pleased to agree to an ongoing partnership with Ledbury Town Council to operate the toilets on the terms as set out in the attached Partnership Agreement.

When responding Love Ledbury have asked for clarification on whether Ledbury Town Council would be bringing the premises under its public liability and buildings insurance for matters not reserved to the County Council as the building's owners.

The Clerk has subsequently contacted the Council's insurance brokers to request a quote to add the internal fixtures and fittings etc. of the toilets to their insurance policy, noting that the Council's Public Liability Insurance would now include the toilets at no additional cost. However, through discussion the insurance brokers advised that whilst they will obtain a quote for the internal elements of the building, they do not anticipate it being as good a price as that which is currently being offered to Love Ledbury. The quote for the renewal of the current policy is £15.70 per month and provides the following limits of indemnity:

Limits of Indemnity:

Public Liability: £5,000,000 minimum any one event

Products Liability: £5,000,000 minimum for all claims in the aggregate during and one period of insurance

Pollution Liability: As per Products Liability

Employers' Liability: £10,000,000 any one event inclusive of costs

Excess: Public Liability: Nil any one claim

Products Liability: Nil any one claim

Pollution Liability: Nil any one claim
Employers' Liability: Nil any one claim

The current policy held by Love Ledbury is specific to charities which often enables the premiums to be lower than that to a business and therefore it may be cost effective to continue with the current insurance provider and that Love Ledbury renew the policy and the Council reimburse the cost to Love Ledbury.

It is hoped that the quote will be provided in time for this meeting and it should be noted that the current policy expires on 27 May 2025.

Recommendations

1. That Ledbury Town Council agree to take over the responsibility of the insurance for the Bye Street Toilets as per the current insurance arrangements.
2. That subject to the quote received from the council's insurance brokers, Council authorise the Clerk to write to Love Ledbury and ask them to renew their current policy with their current provider and that the Council reimburse the cost.

BYE STREET TOILETS
PARTNERSHIP AGREEMENT BETWEEN
LEDBURY TOWN COUNCIL
AND
LOVE LEDBURY

This Partnership Agreement is between Ledbury Town Council and Love Ledbury in respect of the Bye Street Toilets as agreed at a meeting of Ledbury Town Council on 17 April 2025.

The agreement will commence on 1 May 2025 on a permanent basis until such time either party decides it wishes to terminate the agreement and has provided notice of three months.

Love Ledbury will:

- Continue to be the primary point of contact with Herefordshire Council on any matters relating to the toilets and any correspondence with Herefordshire Council relating to the toilets will come through Love Ledbury.
- Continue to hold the tenancy of the Bye Street toilets.
- Continue to be the named customer with the existing utility providers.
- Pay all utility bills and seek reimbursement within 30 days of payment from Ledbury Town Council.
- Remain responsible for Business Rates payable on the building – which are presently waived due to the organisation's charitable status.
- Continue to insure the facilities and to hold the appropriate public liability insurance with reimbursement within 30 days of payment.
- Provide an example cleaning and maintenance schedule for consideration by the Town Council.

Ledbury Town Council will:

- Retain a set of keys for the Bye Street toilets building which will give council staff full access to all cubicles, service areas and services on site.
- Determine and take responsibility for the opening hours of the facilities and for ensuring that the facilities are secure outside of these operating hours.
- Utilise the Council's own consumables suppliers to procure the products required to operate and to clean the facilities.
- Be responsible for determining and delivering the daily cleaning schedule for the facilities, and for keeping the external areas of the property footprint clean and tidy. To include removal of weeds on the premises.
- Be responsible for responding to any additional/emergency cleaning and any out-of-hours requirement to attend on-site.
- Be responsible for the cost of any routine maintenance and new repairs which need to be undertaken.

- Ensure the baby changing station is fit for use.
- Be responsible for the cost of the utilities (water and electricity) used.
- Reimburse Love Ledbury for all utility bills on receipt of invoices and evidence of their payment within 30 days of them having been paid
- Reimburse Love Ledbury for the cost of insurance for the premises upon receipt of invoices and receipts
- Have use of the secure display frames inside the cubicles and outside the building for advertising and promotion of community news.
- Not be required to undertake any roof or guttering repairs or replacement.

This agreement is a permanent agreement between Love Ledbury and Ledbury Town Council and is subject to the above conditions.

Signed Date
(On behalf of Love Ledbury)

Signed Date
(The Clerk, on behalf of Ledbury Town Council)

FULL COUNCIL	22 MAY 2025	AGENDA ITEM: 26
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Report prepared by Julia Lawrence – Deputy Town Clerk

QUINQUENNIAL SURVEY FOR COUNCIL LISTED BUILDINGS

Purpose of Report

Members are asked to consider the proposals presented by the Council's technical advisers, Caroe & Partners, in respect of a Quinquennial Survey of the Council Offices, the Market House and War Memorial.

Detailed Information

The last Quinquennial Survey was undertaken in October 2018. Much work has been undertaken on the listed buildings in ownership of the Council since the last survey, however, Caroe & Partners have been asked to submit their fees to undertake a new Quinquennial Survey, to cover the Council Offices, The Market House and now to include the War Memorial.

A copy of their fee proposal is attached for consideration at Appendix A.

Financial Implications

Budget line 202/4179 Town Council Offices/Quinquennial Works has a total of £2,000 available. The balance of fees, if approved, would need to be met from an alternative source and officers would propose that it be taken from the earmarked reserves 324 Listed Buildings.

Recommendation

That Members give consideration to the fee proposals put forward by Caroe & Partners to carry out a Quinquennial Survey as follows, for the following:

The Market House	£1,600 + VAT
Town Council Offices	£2,300 + VAT
War Memorial	£ 300 + VAT

8 May 2025

Julia Lawrence
Deputy Town Clerk
Ledbury Town Council Offices
Church Street
Ledbury
HR8 1DH

Caroe &
Partners
Architects

The Estate Office
25-26 Gold Tops
Newport, NP20 4PG
Tel 02920 577585
newport@caroe.co.uk
www.caroe.co.uk

Dear Julia

Ledbury Town Council

Fee proposal for quinquennial inspections – May 2025

Thank you for inviting us to quote for carrying out these inspections. We would be delighted to carry out these inspections, if appointed. This fee proposal is as previously issued to Ledbury Town Council on 24 June 2024, with the inspection of the War Memorial added. Our understanding of your requirements is as follows:-

- The Town Council Offices and Market House were last inspected in 2018. New inspections and reports are now required for both buildings. Both buildings have received good repair and maintenance over recent years. Discussions with Historic England and Herefordshire Council's Conservation Offices have taken place about long term repair strategies for the timber frames.
- The War Memorial has not been previously inspected and has been recently brought into excellent order. An inspection and report is required, so that its long term condition can be monitored.
- The surveys would be visual and cover all parts of the buildings, inside and out, which are easily accessible on foot or via ladders. We would be pleased to use any ladders provided, lifted into place and footed by the Town Council grounds people, subject to agreement of a date. We would advise in our report if any further access such as cherry picker or drone is required.
- The reports would consider the inevitable ongoing decay of the timber frame and how this could be addressed, in particular sole plates and post bases which are being attacked by wood wasps.
- The surveys would include any changes advised to cyclical maintenance such as redecoration, easing and adjusting doors, to help the Town Council to plan future maintenance as well as repair. Work would be prioritised as being required urgently, within eighteen months, three or five years, and in the slightly longer term.

Very broad architects' estimates of cost would be included although these figures are for initial project planning only. These costs must be checked by securing quantity surveyor's estimates or builder's quotations, if works are to be planned.

The format of our report would be similar to our reports of 2018.

We would agree dates for carrying out the inspections with you and would expect to deliver the draft reports within three months of the completing the inspections. We would notify you immediately of any work which requires urgent attention.

Our Tender

Our inspection would be carried out by Jane Chamberlain with assistance from Martina Raponi. We would expect the survey of the buildings to take two days, with a further half day for inspections from a ladder.

Our fees would be as follows, which are based on our fee for the 2018 inspections plus inflation.

Our fee for carrying out the inspection of and preparing the report on the Market Hall	£ 1,600.00 plus VAT £2,065.00
Our fee for carrying out the inspection of and preparing the report on the Town Council Offices	£ 2,300.00 plus VAT £2,700.00
Our fee for carrying out the inspection of and preparing the report on the War Memorial	£ 300.00 plus VAT £ 360.00
Total:	£ 4,200.00 plus VAT £ 5,040.00 incl VAT

We would provide two paper copies (at cost) and electronic copies of each report.

We have allowed for one meeting with you to discuss the draft reports and one presentation to the Town Council if required. We value the opportunity to work for Ledbury Town Council and would not charge for any additional brief consultation, if required, to make best use of the reports.

We suggest in addition that a budget of £2,500 plus VAT is allowed, for the preparation of Quantity Surveyor's estimates, should they be required.

Should any further work be required, following the preparation of the reports, we would charge for this at our standard hourly rates, which are currently:

Person / grade	Rate / Hr
Partner	£ 90
Architect	£ 68
Assistant	£ 55

We attach our standard terms and conditions. VAT is chargeable in addition on all fees, expenses and disbursements.

We trust that our tender is of interest. Please do not hesitate to contact us if you wish to discuss any matters further.

Yours sincerely,

A handwritten signature in black ink, reading "Jane Chamberlain". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jane Chamberlain
Partner

TERMS AND CONDITIONS

Our fee proposal is made in accordance with the RIBA Standard Conditions of Engagement for the Appointment of an Architect. In providing the Services we will exercise reasonable skill and care, act as your representative and advise you on any issues affecting the time, cost or quality of your project. We will not make any material changes to the Services or the agreed design except in an emergency, nor subcontract any of the Services, without your consent.

We own the copyright in the drawings and documents that we produce for your project and we generally assert our moral rights to be identified as author of that work under the Copyright, Designs and Patents Act 1988 but, subject to payment and/or other amounts properly due, you may copy and use those drawings and documents for purposes related to your project only. Your right to copy and use does not extend to any future purchaser, leaseholder or tenant of your property without our prior agreement.

The Construction Design Management Regulations place statutory duties on all parties in the construction process including you as client. We would be happy to explain these duties should we be appointed.

VAT where applicable is chargeable on all architects' fees and expenses at the current rate. Expenses properly incurred in connection with our appointment such as copying, photography, obtaining maps and travel will be chargeable in addition.

Monthly accounts will be based on the estimated percentage of completion. Payment is to be made within 30 days of the date of issue of the relevant monthly account.

We reserve the right to charge interest on amounts outstanding 30 days after issue of our fee account at the rate of 4% above the base rate.

Our liability for loss or damage will be limited to the amount which we ought reasonably to pay in relation to the contractual responsibilities of other consultants, contractors and specialists appointed by you. We confirm that we maintain professional indemnity insurance cover of £2,000,000 and this will be the maximum limit of our liability in respect of your project, except to the extent that this is incompatible with statute.

Our liability to you will expire after six years from completion of the Services or, if earlier, after practical completion of the construction of the Project or such earlier date as prescribed by law.

We shall maintain until the expiry of the liability period professional indemnity insurance cover for that amount / those amounts. We should be pleased to provide documentary evidence of the insurance, if required.

We aim to provide a professional standard of service, but if at any time you are not satisfied, please bring the issue to our attention as soon as possible and we can discuss how to resolve the issue. We hope that we will be able to settle the matter by negotiation or mediation and would expect to agree the method of dispute resolution with you in advance.

Please note that individual architects are required to be registered with the Architects Registration Board, are subject to its Code and the disciplinary sanction of the Architects Registration Board in relation to complaints of unacceptable professional conduct or serious professional incompetence.

If it becomes necessary to vary the terms of this appointment, we will let you know so that we may discuss how these arrangements are to be revised. The provisions of the Housing Grants, Construction and Regeneration Act 1996 part II apply to this appointment. If there is any conflict between the provisions of the Act and the Conditions of Appointment the provisions of the Act shall take precedence.

Minutes of the meeting of The Ledbury Community Day Committee held at Finches Ledbury held at 3 30 on May 6th 2025

Present: Paul Kinnaird, David Hewitt, Nick Morris, Griff Holliday, Norman Stanier

1: Apologies, Olivia Truman

2: Minutes of the previous meeting..Approved.

3:Matters Arising, None.

4: Finance, All in place.

5: Entrants. The final numbers will probably be about 55, with a few to be confirmed. Griff will check on Ledbury Morris and The Church, Paul will check on Bosbury Scouts and their risk assessment and the Football Club.

Griff will soon have the definitive list ready to deliver to Joyce.

Entries any later will not be able to be included in the printed leaflet but will be able to be included On Line.

The Master's House was declared Surplus to Requirements.

The Whale will be situated on The Rec, Griff to discuss Generator Requirements with Angie Price of LTC.

Paul to liaise with Ledbury Nursing Home to ascertain if UTMH ..Under The Market House, might be a suitable venue for them and their Empathy Suit.

6: Website. 10 -15 hits per day as expected.

7: Programme.

Paul to meet with Joyce to discuss the Final Details.

- The Talbot not to be included.
- Map as per last year.
- Griff is working on suitable words for The Whale.
- The Rec to also include Wildplay, Ledbury Community Hub , Bosbury Scouts and The Army Cadets.
- 8: Halls.. All confirmed.
- 9: Stewards .
- Rachel and Colin are both available.
- Walkie Talkies charged, and Users advised that they need to be used outside or near a doorway

10: Publicity.

Griff is all over it ..The Focus and West of The Hills ready to Rock, Daffodil Line lined Up,Papers not yet and Ellie Chowns to informally attend.

11: Administration, Paul to liase with Liz Harvey and find out if a somewhat defunct Love Ledbury is able to provide PL Insurance Cover .

Griff will also enquire of LTC Angie .

12: AOB .None

13: DONM Thursday May 29th at the pre prandial time for Councillor Morris of 3.30pm.

LEDBURY COMMUNITY ASSOCIATION

Minutes of the Ledbury Community Association

Executive Committee

held on Tuesday 11th February 2025

in LEDBURY COMMUNITY HALL

Present: R Barnes, Chairman
C Jupp, Vice Chairman
M Eager, Hall Manager
D Exell, Trustee
A Conway, Trustee
M Bradman, Treasurer
K Mitchell, Secretary
R Jones
S DeBond
M Sessarego
H I'Anson
D Taylor Black
B Melanophy
P Lane
I James
L Jackson

1. Apologies for absence
None received.
2. Declaration of Interests
None declared.
3. Minutes
The Minutes of the Executive Committee meeting held on 18th June 2024 were confirmed as a correct record and signed by the Chairman.
4. To receive an update on the Land Registry application.
It was reported that progress on registering the Hall with the Land Registry had stalled due to the absence of the original conveyance document, which the Association's solicitors require to proceed.
The Community Association's documents were previously held by the Town Council at the time when they provided secretarial support, but it now appears that they are unable to locate any of them. The solicitor has advised that the next step is to formally request the Town Council to carry out a thorough, documented search of all storage areas. If the document is still not found, the Council will be required to sign a Statement of Truth confirming where and how they have searched, including a detailed list of all locations and storage examined. If the Council is unwilling or

unable to do this, they must allow a representative from the Community Association to conduct the search.

Failing that, the solicitors can proceed with an application for a lost document through the courts.

It was agreed that the Secretary will write to the Town Council accordingly.

5. To further discuss the future of the hall.

It was acknowledged that the current layout of the Hall is not ideally suited for multi-purpose use. Members discussed possible alternatives, including whether it might be feasible to construct a second storey or extend to the side of the building, while preserving the main hall. The need for significantly more storage space to meet the demands of regular users was also highlighted. It was agreed that any future development must take into account the needs and preferences of existing users, as well as explore potential new demand, income generation, and financial viability. A business case would be essential, and consultation with current users will be a key early step.

It was resolved to establish a Steering Group to explore development options for the site, liaise with users, and gather evidence to inform a future brief for architects.

The Chairman closed the meeting at 8:26pm.

CHAIRMAN DATE

LEDBURY COMMUNITY ASSOCIATION

Minutes of the Annual General Meeting of Ledbury Community Association

held on

11th February 2025

at 7pm in

LEDBURY COMMUNITY HALL

Members present: Mr R Barnes, Chairman
Mr C Jupp, Vice Chairman
Mr M Eager, Hall Manager
Mr D Exell, Trustee
Mr A Conway, Trustee
Mrs M Bradman, Treasurer
Mrs K Mitchell, Secretary

27 Members of the public

1. Apologies for Absence
Apologies were received from Keith and Sue Britton, Sabeen Chaudry, Natalie Pugh, Jenny Harrison and Cllr Justine Peberdy.
2. Declarations of Interest.
None.
3. Minutes
The Minutes of the Annual General Meeting held on 21st December 2023 were confirmed as a correct record and signed by the Chairman.
4. Chairman's Annual Report.
The Chairman reported that work is on-going to register the hall with the Land Registry; although the hall was conveyed to the Association in 1974, it was never formally registered. A key document, believed to be held by the Town Council, is needed to progress the registration, and discussions are ongoing to locate it. The Chairman also reported that, following a fire at nearby flats in June 2024, it had come to light that the hall is no longer formally designated as an emergency evacuation centre, and that the formal Emergency Plan with the Town Council appeared to have lapsed. Use of the hall for 'officially' designated emergencies will depend on decisions made at the time by the relevant authorities.

In response to public questions, it was confirmed that setting up a new plan would normally be a matter for the authorities, however, the Association expects the hall would continue to be used informally in an emergency if needed.

The Chairman offered thanks to the Hall Manager for his excellent management, and to the Treasurer and Secretary for their hard work.

The Chairman was thanked for his report, which was received and noted.

5. Hall Manager's Annual Report

The Hall Manager reported that overall activity in the Hall has remained steady over the past year, with a variety of regular hirers including indoor bowls, fitness classes, U3A, art groups, and new groups such as a weekly Line Dancing session and an Alzheimer's support group.

The Hall's infrastructure continues to face challenges, notably the lack of storage space to meet demand, and the absence of fast fibre broadband. A new scissor lift hoist, funded by the Association, has greatly improved maintenance capabilities. Major repairs were completed on the Hall floor in May 2024, following earlier problems with resealing, and the guttering issues caused by nearby trees had also been addressed.

Routine maintenance has continued, including the servicing of the fire alarm system and installation of a help alarm in the disabled toilet. Occasional issues with blocked drains persist.

The Manager concluded by announcing his intention to step down later in the year, expressing hope that new leadership will bring fresh energy and new opportunities for the Hall's development as a vital community resource.

The Chairman thanked the Hall Manager for his report, which was received and noted.

6. Treasurer's Annual Report

The Treasurer reported that the Hall's finances remain stable, with little variation from the previous year. Equipment expenditure rose slightly due to the purchase of a scissor lift, while postage costs have been nil due to internet banking.

A phonographic licence invoice of approximately £900 is still awaited.

A £2,000 rebate on heating and lighting is due, and a favourable electricity contract was in place until 2026.

The financial year-end is 31st March 2025; as at 10th February 2025, the bank balance stands at £36,782.85.

Thanks were extended to the Treasurer for her work over the past year.

7. Trustees Annual Report.

It was noted that while submission of documents to the Charity Commission depends on the charity's income level, a report is still prepared annually despite being below the threshold. It was highlighted that the report currently states the Hall is designated as an emergency evacuation centre; this will need to be reviewed and potentially amended. Clarification will be sought from Ian Baker, Emergency Planning Officer at Herefordshire Council, before making any changes.

It was resolved to approve the Trustees' Annual Report, subject to amendment if required following clarification on the Hall's emergency centre status.

8. Election of Chairman.

It was proposed, seconded and resolved that Mr Robert Barnes be re-elected as Chairman until the next Annual General meeting.

9. Election of Vice-Chairman.

It was proposed, seconded and resolved that Mr Clive Jupp be re-elected as Vice Chairman until the next Annual General meeting.

10. Election of Secretary.

It was proposed, seconded and resolved that Mrs Karen Mitchell be re-elected as Secretary until the next Annual General meeting.

11. Election of Treasurer

It was proposed, seconded and resolved that Mrs Maria Bradman be re-elected as Treasurer until the next Annual General meeting.

The Chairman, Vice-Chairman, Secretary, and Treasurer each confirmed that this would be their final year, following many years of service in various roles.

They emphasised that, to ensure the continued operation and management of the Community Hall, it was vital for new members to come forward and take on key roles and responsibilities to help safeguard the Hall's future.

Questions from the floor were raised and answered regarding the frequency of meetings and the responsibilities of various roles, including that of the Trustees.

12. Election of Executive Committee.

It was proposed, seconded and resolved that that the Executive Committee be appointed as follows:

Robert Barnes
Clive Jupp
Martin Eager
Karen Mitchell
Maria Bradman
Allen Conway
David Exell
Rachel Jones
Sarah DeBond
Mike Sessarego
Helen l'Anson
David Taylor Black
Bernard Melanophy
Peter Lane
Ian James
Liz Jackson
Keith and Sue Britton

13. Appointment of Auditors

It was proposed, seconded and resolved that Greendawn Accounting be re-appointed as the Community Association's auditor for the financial year ending 31.03.2025

14. Appointment of Trustees

It was resolved that Allen Conway, David Exell and Martin Eager be re-confirmed as the Charity's Trustees.

15. Review of Finance Policy.

It was resolved to approve the Finance Policy as presented, with no amendments.

16. Review and confirmation of bank signatories

It was resolved to re-confirm Clive Jupp, Maria Bradman, and Karen Mitchell as the authorised signatories on the Community Association's bank accounts.

There being no further business, the Chairman thanked everyone for attending and closed the meeting.

On behalf of hall users and members of the community present, sincere thanks were expressed to the Committee for their longstanding commitment and hard work in keeping the Hall running over many years. Their dedication and service to the community were warmly acknowledged and appreciated.

CHAIRMAN

DATE

MINUTES OF LEDBURY CARNIVAL ASSOCIATION COMMITTEE

HELD ON WEDNESDAY 7th MAY 2025 at TOWN COUNCIL OFFICES, CHURCH ST.

PRESENT: Mal Hughes (Chair) (MH), Sue Hughes (SH), Sonia Bowen (SB), Ann Price (AP), Robin Hiseman (RH), David Kettle (DK), Harold Armitage (HA).

		Action by
1.	WELCOME AND APOLOGIES: MH welcomed everyone and noted absent members as Johnny Chan (JC), Juri Hayes (JH), Anita Griškāne (AG), Ashley Norton (AN), Peter Salt (PS).	
2.	MINUTES OF PREVIOUS MEETING AND REPORT ON ACTION POINTS MH reported the Minutes of the meeting held 2 nd April had been previously circulated and were taken as read and approved as an accurate record. The action points not on this meeting agenda are: 4.1 Thank you letter to retired President Ken Davies, and letter to constituency MP offering presidency still to do. 4.2 'Thank you' gift for Jan Meredith now presented to her. She was thrilled and commented that she will treasure it. 5.5 Remaining Action: JC agreed to check procession prize amounts with Jamie Hobby. 19 Please contact JC if you can volunteer to help man the Community Day stall.	SH JC All
3.	TREASURER'S REPORT 1. AP reported a bank balance of £13,155.82p. 2. SB advised that it didn't look like the carnival insurance had been included in this year's budget – AP has now amended the budget to reflect this.	
4.	SECRETARY'S REPORT 1 SB had applied for another quote for Carnival insurance. SB/SH to deal with and decide what company to insure with once quotes are received. Renewal date needs changing as it is so close to Carnival Day. 2 SH reported that Peter Salt has withdrawn from Committee on health grounds. 3 Ashley Norton has also withdrawn temporarily on health grounds. He hopes to help on Carnival Day but will need to decide nearer the time. 4 SH had sent RH the Carnival Policies that she had. The rest would follow. 5 A letter from the Town Mayor was read out which thanked Carnival for attending and contributing to the Civic Celebration on 27 th April. 6 MH reported that the Town Council website runs a calendar of events which we can use. SH to apply for our events to be listed. 7 HA suggested we use parish magazine 'Whats On' pages aswell.	SB/SH SH SH
5.	PROCESSION 1. SB updated the meeting on entries for the Procession. 2. SB has now updated the Procession entry form. Minor amends were suggested and she will now finalise and have ready for entries. 3. SB asked whether it was a problem for Procession lorries to proceed directly back to ABE when Procession is finished or whether they should all go to the Primary School. It would not be a problem provided we could retrieve their collection buckets. 4. SB met with John Holmes, Head of JMHS and mentioned about Ledbury's Got Talent winners 'Counterpoint' playing at Carnival or being on a float. He will advise in the near future. The school is happy to distribute any Carnival promotional material for us. SB also asked the Head about having a youth representative on our Committee – again, he will advise. 5. SB attended the Events Working Party as Carnival rep, and reported she had learned that the Chair of the Traders Association had changed and SB had been	

	invited to attend the next Traders meeting. The Town Clerk would be compiling a central database for volunteers for the town. We will supply details of the type of volunteers Carnival need before their next meeting on 3 rd June. SH to collate details and send to Town Clerk.	SH
	6. A question was raised regarding the timescales for Carnival Day float judging – that there was a lot of waiting around especially for smaller children. SB/MH would review the timescales to see if they can be streamlined.	SB/MH
6.	ENTERTAINMENTS <ol style="list-style-type: none"> 1. Music licence application now completed. 2. Fire Service require a Risk Assessment for the Music Licence. SH asked JH for help. 3. SH had investigated cost of generator hire, should we need it. Decision to be made nearer the time, when finer details are decided. 4. Meeting had taken place with Rowlands Fair. They will use St Katherine's car park to keep all children's entertainment together, as well as release Bye St car park for public use and the Fair vehicle use. JH/JC to be advised of this change which would affect placing of barriers in Bye Street. 5. Rowlands agreed fee to us is £400 plus a top up if they make a healthy profit. 6. As Rowlands Fair has now been agreed SH will apply for closure of St Katherine's. 7. All entertainers are now confirmed. SH to schedule performance timings. 8. AH advised that last year it was noted that the public were not fully aware of where everything is situated on the day, and more signage is needed. It was agreed that RH would produce a town centre map to be put into the Programme and A4 sheets be located on the Information Stand. 9. A decision must be made regarding the local Counterpoint band and whether 3 lots of equipment on the main stage is feasible. 	SH/JH SH SH SH SH RH SH
7.	ROAD CLOSURE/MARSHALLING/SECURITY <ol style="list-style-type: none"> 1. No report available. 2. DK advised that last year there appeared to be a problem of vehicles approaching Top Cross to come into High Street and being turned around at the barriers, which caused some dangerous manoeuvres and near miss accidents. He asked if the barriers could be moved closer to The Feather hotel, but it was noted that this couldn't happen because it would endanger the public coming from New Street into High Street. JH/JC to be advised to look into this. 3. AH asked about cars coming onto the Procession route and how they could be stopped. JH/JC to be advised to make sure side roads are stewarded when the Procession moves along its route. 4. RH could get advisory signage printed if needed. To be decided by JH/JC. 5. Remaining Action: JH/JC to make sure this year's Traffic Management plan for BBLP is more comprehensive. 6. Remaining Action: JH/JC to report to Committee on outcome of Procession route Walk with Dragonstar. 7. Remaining Action: JH/JC to negotiate a Service Agreement with Dragonstar and bring to committee for approval. 	JH/JC JH/JC JH/JC JH/JC JH/JC
8.	FIRST AID COVER No report available. Remaining Action: JH to liaise with St John Ambulance to finalise details.	JH
9.	WEBSITE RH will continue to update the website with any information we send him.	
10.	CARNIVAL PROGRAMME Front Cover Design Competition: <ol style="list-style-type: none"> 1. SH reported the Primary School have instigated the competition and It will be completed by 30th June. 	SH

	<p>2. We agreed to place the runners-up designs into the Carnival Programme.</p> <p>3. We would award the winner with a certificate and write an article for the local newspaper.</p> <p>Programme:</p> <p>4. SB still canvassing for ads, and advised that getting free ads is no problem, but we need paid for ones to cover the cost of the Programme.</p> <p>5. SB suggested we publicise the availability of Programme ad space on our Social Media.</p> <p>6. Programme template is complete and waiting for material to populate it.</p> <p>7. The agreed final date for programme content to be submitted to RH is 30 June.</p> <p>8. SH had circulated the Advert Information Sheet with the April Minutes, and RH had subsequently inserted his direct contact details onto the Advert Information Sheet.</p>	<p>SH/RH</p> <p>JC/SH/ MH</p> <p>?</p>
11.	<p>PUBLICITY</p> <p>1. Remaining Action: RH/SB/SH/HA to decide contents for flyer.</p> <p>2. SH read the UKSPF rules re the required use of their logos and footnotes, which must be on all promotional material, printed or digital.</p> <p>3. SH suggested updating last year's posters to use for this year. Agreed, RH to proceed.</p> <p>4. Need to decide quantities of each size at next meeting.</p> <p>5. RH produced a sample mug as promotional merchandise, cost price just over £147 for 30. Sell at £8 and advertise them for sale on social media, website, shops, table on Carnival Day, etc. We agreed to try it and RH will place the order.</p> <p>6. RH produced committee badges and asked SH to produce a names list.</p>	<p>RH/SB/ SH/HA</p> <p>RH All</p> <p>RH SH</p>
12.	<p>SOCIAL MEDIA</p> <p>1. No report available. SH will ask AN if he will continue to manage our Social Media.</p> <p>2. SB asked if we could have a post on Facebook for ads in the Carnival Programme.</p> <p>3. If AN does not want to continue could we advertise for a Social Media champion.</p> <p>4. SB advised that LTC will put any Carnival posts on their Council Facebook page.</p> <p>5. RH offered to admin the Facebook page in the interim and update with UKSPF logos.</p>	<p>SH</p> <p>?</p> <p>?</p> <p>?</p> <p>RH</p>
13.	<p>CARNIVAL PRINCESS</p> <p>1. As we are not able to use the suggested title of Junior or Children's Mayor, it has been agreed that we will use the title of Children's Ambassador.</p> <p>2. The Primary School will run the competition and results known on 19th May.</p> <p>3. Dress code has been decided as School Uniform.</p> <p>4. Parents must agree to chaperone their child to official events.</p> <p>5. The school have agreed to source a badge for the child to wear and keep afterwards and they will wear an appropriate lanyard denoting that they are Children's Ambassador.</p> <p>6. SB asked if we will need transport for the Children's Ambassador for the Procession – to be decided.</p> <p>7. The Committee gave thanks to Alesa Halford for all her work and commitment when she was in post as Carnival Princess chaperone, it was much appreciated.</p> <p>8. SH reported she had received from Alesa all the princess accoutrements and the trophy cup which will be placed into storage.</p>	<p>SB</p>
14.	<p>FUNDRAISING AND SPONSORSHIP</p> <p>1. DK reported he has started contacting companies for fundraising.</p> <p>2. A comprehensive branding package is not feasible. Free Programme advertising should be made available.</p>	<p>DK/RH</p>
15.	<p>STALLS</p> <p>Uptake is going well although paperwork is slow in being returned. DK will remind DK to contact Jan Meredith to ask about stallholder power supply.</p>	<p>DK DK</p>

16.	RAFFLE Remaining Action: All Committee members to source Raffle prizes. SB to source and gather prizes. One Stop has offered to supply a prize, SH to remind them.	All SH
17.	SHOP WINDOW COMPETITION SB has this in hand but it is a bit early to start promoting this, but she will mention it when she meets with the Traders.	SB
18.	CARNIVAL EQUIPMENT STORAGE 1. Town Council have agreed in principle to house large carnival equipment at the Cemetery. 2. Help is needed to manhandle and transport the equipment. 3. SH reports that the carnival information stand has gone missing. SB suggested asking someone to make us a new one – Mens Shed at Rugby Club? Colwall Youth Group?	SH SH/MH SB
19.	ANY OTHER NOTIFIED BUSINESS None.	
20.	DATE OF NEXT MEETING Wednesday 4th June at Ledbury Town Council Offices. Future meeting dates are 2nd July; 16th July; 6th August and 20th August.	