



LEDBURY TOWN COUNCIL

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27 August 2026

TO: Councillors Chowns, Eakin, Hamblin, Harvey (Chair), and Morris

Dear Member

You are hereby summoned to attend a meeting of the **Resources Committee** which will be held in the **Council Offices, Church Lane, Ledbury**, on **Thursday, 3 September 2026 at 6.00 pm** for the purposes of transacting the business set out below.

Yours faithfully

Angela Price
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. **To receive apologies for absence**
2. **To receive 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 Ledbury Town Council's Code of Conduct for Members and by the Localism Act 2011)
(Note: Members seeking advice on this item are asked to contact the Monitoring Office at least 72 hours prior to the meeting)
3. **To approve and sign as a correct record the minutes of a meeting of the Resources Committee held on 29 July 2026 and to consider any recommendations therein**
(Pages 932 - 935)

4. **Update on 2026/27 Local Government Pay Award** (Pages 936 - 937)

5. **To review Training Policy** (Pages 938 - 946)

6. **Date of next meeting**

To note that the next meeting of the Resources Committee is scheduled for 24 September 2026

7. **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

8. **Staffing Matters** (Pages 947 - 952)

9. **Request for Reimbursement** (Pages 953 - 958)

Distribution: Full agenda to: - Committee members (4)

Agenda front pages to all non-committee members (7)

**MINUTES OF A MEETING OF THE EXTRAORDINARY RESOURCES
COMMITTEE
HELD ON 29 JULY 2026**

PRESENT: Councillors Chowns, Hamblin, Harvey (Chair) and Morris

ALSO PRESENT: Angela Price – Town Clerk

R380. TO RECEIVE APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Eakin.

R381. DECLARATIONS OF INTEREST

None received

**R382. TO APPROVE AND SIGN AS A CORRECT RECORD THE MINUTES
OF A MEETING OF THE RESOURCES COMMITTEE HELD ON 16
JULY 2026 AND TO CONSIDER ANY RECOMMENDATIONS
THEREIN**

RESOLVED:

**That the minutes of the Resources meeting held on 16 July 2026
be approved and signed as a correct record, subject to the
following amendments:**

- 1. Councillor Chowns had tendered his apologies for this
meeting, therefore the minutes to be amended to show that
he was not present and that he had submitted his
apologies.**
- 2. Minute no 379 – that the date of the meeting recorded as
Wednesday, 28 July should have been Wednesday, 29 July.**

R383. DATE OF NEXT MEETING

RESOLVED:

**To note that the next meeting of the Resources Committee is
scheduled for 3 September 2026.**

R384. CHANGE TO AGENDA ORDER

The Chair proposed that agenda items 7 & 8 be brought forward to be considered ahead of the staff review outcome.

RESOLVED:

That agenda items 7 & 8 be brought forward.

R385. TO GIVE CONSIDERATION TO REQUEST FROM POST HOLDER 53

RESOLVED:

That the request from Post Holder 53 be declined.

R386. TO CONSIDER A REQUEST FROM POST HOLDER 50

RESOLVED:

- 1. That Members approve the request from Post Holder 50 to amend their working hours and working pattern, subject to the condition that the post holder's normal place of work will be the Council's offices and that any homeworking arrangements afforded to the post holder previously will cease. Members are also asked to note that the revised working arrangements will reduce the post holder's contractual hours from 30 to 28 hours per week.**
- 2. That Members approve the request that the revised working pattern for Post Holder 50 with take effect on a trial basis from 17 August 2026 and will be:**

Monday and Tuesday: 9.00 am to 4.00 pm (including a 30-minute unpaid lunch break)
Wednesday to Friday: 9.00 am to 2.00 pm
- 3. That the new working hours trial will be reviewed after 6 months and consideration given to the appropriate permanent arrangement.**

R387. TO GIVE CONSIDERATION TO AND MAKE RECOMMENDATIONS TO FULL COUNCIL IN RESPECT OF THE OUTCOME OF THE STAFF REVIEW

Members asked to give consideration to information provided within the report prepared by the Chair of the Council in respect of the end of staff consultation and the outcome of the process and make recommendations to Full Council.

Councillor Chowns asked that his personal appreciation of the fact that Councillor Harvey had led the staff review, particularly noting that Councillor Harvey had been considerably unwell during that period.

Councillor Morris asked whether the outcome of the staff review had been costed by Council. Councillor Harvey reminded Members that a

costing exercise had been carried out during the 2026/27 budget setting process for any new posts that might be considered through the staff review and that funds had been allocated within the 2026/27 budget and also considered in respect of the 2027/28 budget.

Following detailed discussion, it was agreed that the following recommendations be submitted to an extraordinary meeting of Council scheduled for 6 August 2026.

RRECOMMENDATIONS

That Full Council approve the following:

- 1. The new staff structure, job descriptions, pay spans and staff mapping – as detailed Appendices 3,4 & 5 to the report be approved for implementation with effect from 10 August 2026.**
- 2. The Clerk be delegated to implement all actions necessary associated with implementation of the new staff structure that are commensurate with her role as Head of Paid Service and Responsible Finance Officer to the Council.**
- 3. A review of workload, working days and core hours for the Operations Manager be undertaken by the Resources Committee after 6 months.**
- 4. The current working hours of staff member 53 be protected at 35-hrs/week for the period of 6 months from 10 August 2026, and for these hours then to revert to the assessed hours for the role of Operations Manager, being 30-hrs/week from that point onwards. If 30 hours are not seen as a suitable alternative for Post Holder 53, they will be entitled to redundancy.**
- 5. That it be noted that the additional costs associated with the protection of staff hours of £3,771.44 (includes employer on costs) are covered within the 2026/27 budget.**

In addition to the above recommendations, Members agreed the following resolutions.

RESOLVED:

- 1. In order to better understand the resource loading of staff in bedding in and operating the new staff structure, and to inform any decision as regards bringing forward the recruitment of the Tourism and Markets Project Manager, it is proposed that the Resources Committee supports the following actions:**

- 1.1 That all staff complete timesheets on an ongoing basis, to record their daily activities so that workload can be evaluated and monitored against job descriptions and evolving council priorities.**
- 1.2 That Committee Chairs review the work programmes of their respective committees with the Clerk by the end of August to confirm existing priorities and future ambitions/service changes.**
- 1.3 That the Clerk provide a resourcing report by end of September identifying staff annual utilization figures, and existing commitment against planned and core activities in their job descriptions. This report should include a forecast of time available and committed over the next 18 months so that scope to undertake expanded and new activities can be evaluated.**
- 1.4 That the Clerk provides an assessment of the staff and other resources necessary to implement recent motions on markets expansion and business support in the timeframes already agreed and provides an estimate of the additional resources required to deliver the TEMAP recommendations not already in hand to inform the requested resourcing report.**
- 1.5 The Resources Committee consider whether changes are needed to the agreed phasing of the implementation of the new staff structure and any cost implications in October 2026, informed by the reports and actions listed above.**
- 1.6 That the Clerk provides information to Council in respect of salary costs for the future years.**

RESOURCES COMMITTEE	3 SEPTEMBER 2026	AGENDA ITEM: 4
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Report prepared by Angela Price - Town Clerk

LOCAL GOVERNMENT PAY AWARD 2026/27

Purpose of Report

The purpose of this report is to advise Members of the nationally agreed Local Government Services pay award for 2026/27 and the arrangements required to implement the revised salary scales.

Detailed Information

Agreement has been reached by the National Joint Council for Local Government Services on the pay award covering the period from 1 April 2026 to 31 March 2027. The settlement provides for:

- a 3.3% consolidated increase on NJC pay points and relevant allowances;
- implementation with effect from 1 April 2026;
- payment of the appropriate arrears to eligible employees; and
- the deletion of salary point 2 from the pay spine with effect from 1 April 2026.

The National Association of Local Councils has now published its updated salary scales for 2026/27. These include the revised annual salaries and hourly rates applicable to clerks and other employees employed under the terms of the sector's model contract, including salary points above SCP43.

The revised hourly rates have been calculated using the NJC-agreed methodology based on a standard 37-hour working week.

Where employees' contracts provide for payment in accordance with the NJC salary scales, the nationally agreed award forms part of their contractual remuneration. It is therefore not a discretionary increase for the Council to determine.

The revised rates should be applied through payroll as soon as practicable and backdated to 1 April 2026. This will include calculating any consequential adjustments to payments linked to employees' hourly rates, where applicable. NALC has also advised that, where an employee has left the Council's employment since 1 April 2026 and requests payment, councils should pay the arrears owed for the period from 1 April 2026 to the employee's final day of employment. Employees will be advised individually of their revised salary and the arrangements for payment of arrears.

Financial Implications

The pay award will increase the Council's salary costs by 3.3%, together with the associated increases in employer's National Insurance and pension contributions.

As Ledbury Town Council are not members of NALC it is not yet possible to calculate the full extent of the increase in salary costs for Ledbury Town Council, as we are unable to access the new salary rates until SLCC publish these. However, the Clerk anticipates these being available ahead of the meeting on 3 September and will provide this information once received.

This calculation will take account of changes in staffing during the period from 1 April 2026 and any employees who have left the Council's employment since that date. The cost will be met from the Council's approved staffing budget for 2026/27. Any projected variance will be identified through the Council's regular budget-monitoring arrangements.

Legal and Policy Implications

The Council must comply with the contractual terms and conditions applying to its employees. Where contracts link salaries to NJC or NALC pay scales, the revised rates and associated arrears must be implemented accordingly.

Appropriate payroll, pension and HMRC records will need to be updated to reflect the revised salaries and backdated payments.

Recommendation

Council is recommended to:

1. note the nationally agreed 3.3% pay award for the period from 1 April 2026 to 31 March 2027;
2. note that the revised salary scales will be applied retrospectively from 1 April 2026 to all eligible employees;
3. authorise the payment of the resulting salary arrears and associated employer's National Insurance and pension contributions;
4. note that any eligible former employee who left the Council after 1 April 2026 may request payment of the arrears due up to their final day of employment; and

RESOURCES COMMITTEE	3 SEPTEMBER 2026	AGENDA ITEM: 5
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Report prepared by Angela Price – Town Clerk

TRAINING AND DEVELOPMENT POLICY

Purpose of Report

To invite Members to review the Council's Training and Development Policy and consider whether any amendments are required before it is readopted.

Detailed Information

The Council's Training and Development Policy sets out its commitment to supporting the training and development of employees and councillors. It covers:

- statutory, occupational and vocational training;
- the identification and approval of training;
- training budgets and associated costs;
- study leave and facilities;
- appeals and the potential repayment of training costs; and
- the recording and evaluation of training undertaken.

The policy should be reviewed periodically to ensure that it remains appropriate, reflects current legislation and is consistent with the Council's staffing structure, governance arrangements and working practices.

The attached policy contains references to roles and arrangements that may no longer reflect the Council's current structure, including responsibilities allocated to the Deputy Clerk and decisions referred to the Resources Committee. Members should therefore consider whether these responsibilities and approval arrangements need to be updated.

The review also provides an opportunity to consider whether the policy remains sufficiently clear regarding:

- how training needs are identified and prioritised;
- the respective responsibilities of employees, line managers and the Town Clerk;
- the approval of vocational or higher-cost training;
- the circumstances in which training costs may be recovered;
- the provision and recording of councillor training; and
- the monitoring of the effectiveness of the Council's investment in training and development.

A copy of the existing Training and Development Policy is attached for Members' consideration and includes suggested amendments shown as track changes for ease of identification.

Financial Implications

Training and development expenditure must be met from the relevant approved budget. Any additional expenditure that cannot be accommodated within the existing budget would require approval in accordance with the Council's Financial Regulations and agreed governance arrangements.

Legal and Policy Implications

The Council has a responsibility to ensure that employees and staff receive the training necessary to undertake their duties safely, competently and effectively.

Training opportunities must be provided fairly and consistently, having regard to the Equality Act 2010 and other relevant employment and health and safety legislation.

Any provisions relating to the recovery of training costs should be reasonable, clearly communicated and supported by an appropriate written agreement where applicable.

Recommendation

Council is recommended to:

1. Review the attached Training and Development Policy and identify and agree any amendments and working practices considered relevant in addition to those that have been highlighted by the Clerk within.
2. Recommend the approval and readoption of the policy, to Full Council subject to the agreed amendments.
3. Agree that the policy will be reviewed every two years, or sooner if there is a relevant change in legislation or Council arrangements.



LEDBURY TOWN COUNCIL

TRAINING AND DEVELOPMENT POLICY

Date Adopted: 19 September 2024

Next Review: 17 September 2026

LEDBURY
TOWN COUNCIL
TRAINING AND DEVELOPMENT POLICY

This Policy is to be read in conjunction with the following policies:

- *Equal Opportunities Policy*
- *Agile Working Policy*

~~Ledbury Town Council aims to operate effective and efficient high standards of service to the residents of and visitors to Ledbury. To achieve this aim, the Council recognises that training and development plays an integral part in both employee and councillor development, based on equality of opportunity to all.~~

~~According to the Chartered Institute of Personnel and Development (2007), Training can be defined as a “planned process to develop the abilities of the individual to satisfy current and future needs of the organisation”. Ledbury Town Council is committed to providing effective and efficient services to residents and visitors. The Council recognises that appropriate training and development are essential to ensuring that employees and councillors have the knowledge, skills and confidence required to undertake their respective roles effectively.~~

Ledbury Town Council recognises that its most important resource is its employees and councillors, and is committed to encouraging both to enhance their knowledge and qualifications through further training.

Training courses, which will benefit the Council, provide relevant development opportunities and enable employees and councillors to perform their duties and responsibilities efficiently and effectively will be prioritised.

The Council will look proactively at offering financial assistance to support appropriate training and development programmes.

Councillors will be provided with opportunities at induction and throughout their term of office to become familiar with changes to legislation, their roles and responsibilities as councillors and to develop themselves in order to better support the community they serve.

Employee training needs may be identified through ~~formal and informal discussions~~ induction, supervision meetings, appraisals, changes to job descriptions or responsibilities, changes in legislation or working practices, and formal or informal discussions between employees and their line managers. Training needs will be considered by the relevant manager in consultation with the Town Clerk, ~~when reviewing job descriptions, at supervision and appraisals and agreed via line managers in liaison with the Chief Officer.~~

Equality

The Council will provide access to training and development fairly and consistently. No employee or councillor will be treated less favourably because of age, disability,

gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation. Reasonable adjustments will be made where necessary to enable disabled employees and councillors to participate in training.

These are the protected characteristics specified by the Equality Act 2010.

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.

PROCEDURE

Training Categories

Mandatory and statutory training – Training required by legislation, regulation, the Council's policies, risk assessments or the requirements of an employee's role. This may include induction, health and safety, data protection, safeguarding and other role-specific training.

The policy should avoid suggesting that councillors can generally be compelled to undertake statutory training. Instead:

Councillors will be strongly encouraged to undertake induction and other training relevant to their roles, including Code of Conduct, planning and chairmanship training where applicable.

Statutory—Statutory training is that which is required under legislation to ensure that all employees and councillors are trained to the level required by statute.

Occupational – Occupational training is that which is required in order to acquire and refresh the skills needed to carry out particular roles which form part of the employee's job profile or a role which they will undertake in the near future. There may be some occupational training required for councillors who undertake specific duties, such as appraisal training, chairing skills, understanding planning legislation or other requirements that the council needs to comply with in its role as employer.

Vocational – Vocational training is that which is not necessarily required for the role, but may be deemed useful as the skills, knowledge and qualifications obtained will add to the development of the employee or councillors if not covered by statutory or occupational training.

Training Facilities and Study Leave

Subject to prior approval, employees may be permitted to attend training during working hours, undertake agreed distance learning and use Council facilities for study. Any study time, study leave or homeworking arrangements must be agreed in

advance with the employee's line manager and the Town Clerk, having regard to operational requirements and the relevance of the qualification to the employee's role.

~~The Council will make available facilities to employees to enable them to:-~~

- ~~• Attend approved daytime training courses or courses held wholly or partly outside office hours~~
- ~~• Study by way of distance learning courses~~
- ~~• Have provision of a study area at the Council offices for agreed study during working hours~~
- ~~• Support staff studying from home during working hours via its Agile Working Policy~~

The Clerk will arrange for Councillors to be booked onto relevant training as agreed through their induction programme or requested throughout their term of office.

Training Budgets

The Town Clerk is responsible for managing employee and councillor training within the approved budget. Training required for an employee's existing role may be approved by the Town Clerk, following a recommendation from the relevant line manager.

Requests for vocational training or qualifications involving a significant financial or operational commitment will be referred to Full Council where they cannot be accommodated within the approved budget or the Town Clerk's delegated authority. Any request for additional budget provision must be considered by Full Council in accordance with the Council's Financial Regulations.

I would remove the automatic 75% increase in an election year and replace it with: When preparing the budget for an election year, appropriate provision will be considered for the induction and training of newly elected or returning councillors.

~~The Clerk is responsible for managing the training budget for both staff and councillors. Requests to increase the training budget in year MUST be made to the Resources Committee, who will make recommendation to either the Finance, Policy & General Purposes Committee or Full Council.~~

~~In an election year the Councillor training budget will be increased by 75% in order to arrange a training package for new/returning councillors. This will include Code of Conduct and any other courses councillors may consider appropriate.~~

Costs and attendance outside normal hours

The Council will meet the cost of reasonable expenses for:

- ~~• Staff salary and other contractual benefitsWhere training is mandatory or has been approved by the Council, attendance during an employee's normal~~

working hours will be treated as working time. Any arrangements for training outside of normal working hours including payment of or accrual of time of in lieu, must be agreed in advance.

- Health and Safety training should normally take place during working hours and be provided without cost to the employee.
- Course and examination fees (noting that failure to attend a pre-booked course may result in the employee paying towards the cost of the course)
- Travel costs, either by public transport or use of own transport in line with the terms and conditions set out in the National Joint Council Local Government Services Pay and Conditions of Service. Employees and councillors should use the most cost-effective reasonable means of travel, having regard to journey time, accessibility, safety and practicality.
- Where an employee or councillor is unable to attend pre-booked training, they must notify the Council as soon as possible. The Council may consider recovering avoidable costs where the absence was without reasonable explanation, provided that any recovery from an employee is lawful and has been agreed in writing.

~~is expected that wherever possible, all employees and councillors will use the cheapest form of transport available.~~

Study Material

- Any essential reading material purchased by the Council will remain the property of the Council and must be returned to the Council at the end of the training course. Failure to do so will result in the employee being charged full replacement costs.

Examinations

Reasonable study leave may be granted before an examination where this has been agreed as part of the approval for the course. The amount of paid or unpaid study leave will be determined by the Town Clerk, taking account of the course requirements, operational needs and consistency with arrangements for other employees.

~~Staff will be given suitable study leave ahead of examinations.~~

Requesting Training

All staff have the right to request training and each case will be considered on its own merit.

- The ~~Deputy~~ Clerk is responsible for ensuring that all staff receive statutory training and attend all the appropriate refresher courses

- Requests must be made in writing to the employee's line manager who will forward them to the Town Clerk for consideration
- Requests for vocational training **MUST** be approved by the Resources Committee

Appeals

An employee whose training request is declined may request a review of the decision in writing within ten working days, setting out the reasons for the review.

Where the original decision was made by a line manager, the review will be undertaken by the Town Clerk. Where the original decision was made by the Town Clerk, the review will be considered under the Council's appropriate staffing or grievance arrangements. The outcome of the review will be final.

~~If a request for training is declined any appeal **MUST** be made in writing to the Town Clerk within 5 working days of the refusal giving reasons why the training is required.~~

~~If this is not successful an appeal may be made, again within 5 working days of the Clerk's refusal, to the Resources Committee whose decision will be final.~~

Repayment of Training Costs

Where the Council agrees to fund a voluntary qualification or development programme involving a significant financial commitment, the employee may be required to enter into a written training repayment agreement before the course begins.

The agreement will specify:

- the costs funded by the Council;
- the circumstances in which repayment may be required;
- the period following completion of the training during which the repayment provisions will apply; and
- a proportionate sliding scale reducing the amount repayable over time.

Subject to the terms of the written agreement, repayment may be required where the employee:

- voluntarily leaves the Council's employment before completing the training;
- voluntarily leaves within the repayment period specified in the agreement;
- is dismissed for misconduct during the course or within the specified repayment period; or
- fails to complete the training without a reasonable explanation.

Repayment will not normally be sought where:

- the training is mandatory, statutory or required for health and safety purposes;
- the employee is unable to complete the training for reasons outside their control;
- the Council terminates the employee's employment by reason of redundancy, ill health or another reason unrelated to misconduct;
- the Council requires the employee to discontinue the training; or
- recovery would be unreasonable or unlawful.

The Council may waive or reduce the amount repayable where there are exceptional circumstances.

No deduction will be made from salary or final pay unless it is permitted by the employee's contract or separately authorised by the employee in writing before the training begins. Any deduction must comply with relevant employment legislation and National Minimum Wage requirements.

Records and Failure to complete a training course may result in the Council reclaiming the cost of the training and any other costs involved i.e. travel and overtime.

Failure to complete statutory and/or occupational training may result in disciplinary action being taken.

Evaluation

A record of training undertaken by employees and councillors will be maintained in accordance with the Council's data protection and records-management requirements. Copies of relevant employee certificates will be retained securely on the employee's personnel file.

Employees and councillors may be asked to provide feedback on the relevance, quality and effectiveness of training. Where appropriate, employees will be expected to share relevant learning with colleagues.

The Town Clerk will report annually to Council on training undertaken, expenditure against budget, identified training needs and the overall effectiveness of the Council's training programme.

Records of all training undertaken by employees and councillors will be kept on a training database, and hard copies of certificates will be kept in staff personnel files.

Staff will be asked to provide feedback to their line manager on the quality of the training they undertake, if they have any best practice or learning to highlight the overall value and effectiveness of the training. Councillors will be asked to provide feedback to the Town Clerk.

The Town Clerk will report annually to the Resources Committee on progress detailing employee and councillor training attended throughout the year.